



Documents of the 108th Meeting of the IUCN Council

Teleconference, 29 November 2022
Abu Dhabi, UAE, 18-19 January 2023

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¹ Note that the documents submitted to the Council for consideration may differ from any of these documents subsequently approved by Council, modified as the case may be, and attached to the summary minutes of the Council meeting.

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[Compiled by Louise Imbsen, Governance Assistant]



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



108th Meeting of the IUCN Council

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

Comments from IUCN Members on the Draft Agenda C108 and the Draft Work Plan and Budget 2023

[Council's Transparency Policy \(2016\)](#) requires that the draft agenda and the draft Work Plan and Budget be made available to IUCN Members before the Council meeting.

The draft agenda of the 108th Council meeting (Part I, virtual) has been shared with IUCN Members together with the Draft Work Plan and Budget 2023, on 8 November 2022, for comments by 27 November 2022.

The agenda of C108 Part II (in person) will be shared with IUCN Members following review of the agenda during C108 Part I (virtual) on 29 November 2022.

All comments received from IUCN Members are presented as Annexes to the present document.

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [IUCN Membership](#)
Subject: FW: Comment on Draft Workplan and Budget
Date: 16 November 2022 15:02:01
Attachments: [c108_3_1_draft_iucn_work_plan_and_budget_2023_2-1 - DUNN comments.pdf](#)

From: Christopher P Dunn <cpd55@cornell.edu>
Sent: 14 November 2022 20:52
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: Comment on Draft Workplan and Budget

Dear colleagues,

I am very grateful for the opportunity to comment on the IUCN Draft Workplan and Budget.

I must commend you all on a very thorough and comprehensive document. I do have several comments, most of which are included in the attached PDF.

In addition to the specific comments attached, I do have one general question that is not included: There is no mention whatsoever of the roles of National and Regional Committee nor of Regional Offices/Directors. Surely, there is envisaged a key role for each of these. I wonder if such can be included in a subsequent draft. Or, some explanation as to why they are not relevant.

With all best wishes,

Christopher Dunn (on behalf of Cornell Botanic Gardens; Member no. NG/25554)

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Located on the Gayogohó:’no’ (Cayuga Nation) traditional homelands

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Board of Directors, IUCN-US Foundation*





108th Meeting of the IUCN Council, Part I (virtual)

29 November 2022

2023 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

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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

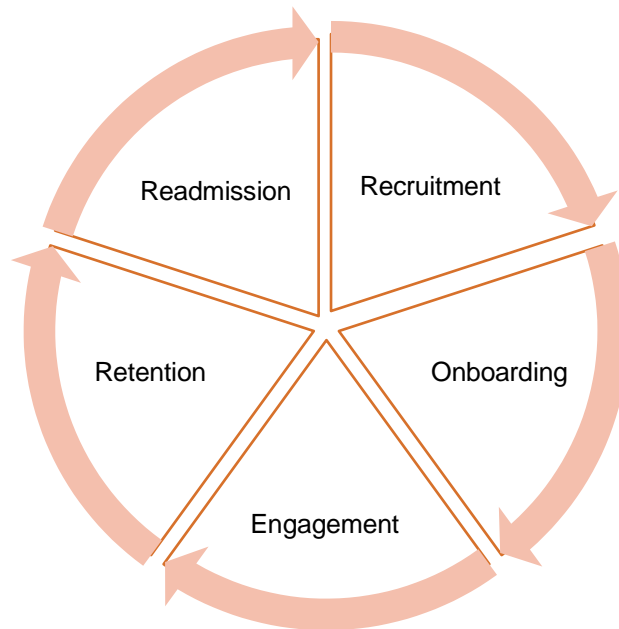
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with 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 benefitted from membership; and
 - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. 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.
- **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, and Secretariat staff. 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, Commissions members and Committees to run their own Webinars via the digital member zone
 - Strengthen campaigns to mobilise Members on an IUCN-led position papers
 - 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)

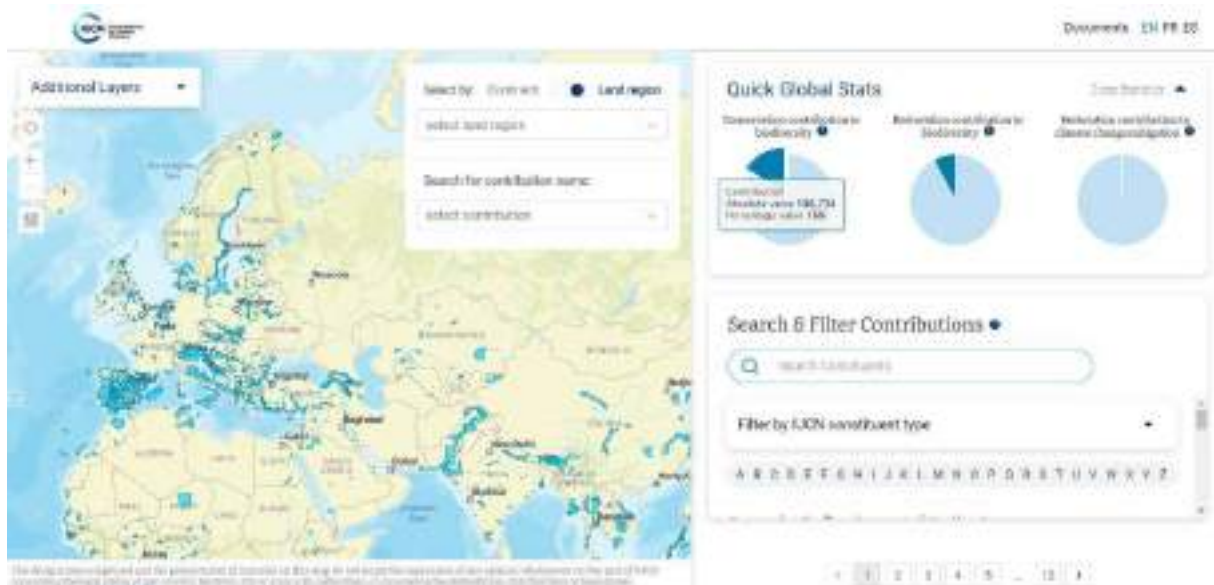
- Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
 - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
 - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **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
 - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

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 have 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.

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 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. 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 and 26 October 2022, 13,368 scientific experts have joined the Commissions. 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. In 2023, the unit will 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), it was agreed 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. 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

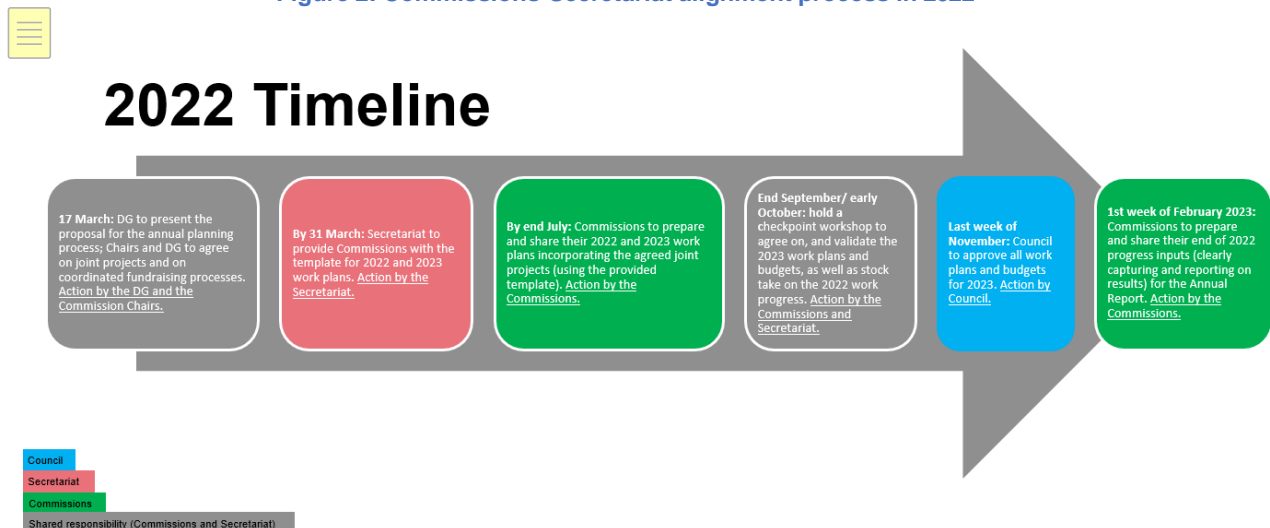
The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative 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 constituencies. Figure 2 below provides a high-level summary of the agreed process.

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. All three are in alignment with IUCN's impact targets.

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 government to prioritise restoration at national or sub national level.

3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue its strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two park congresses that took place in 2022 and the IMPAC5 that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023.

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;
- Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas; and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

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. The work of the Commission is organised around species conservation cycle: Assess, Plan, Act. 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.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. 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) national reports, media articles, among others.

Finally, the **Red List on Threatened Species**TM 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 Education and Communication

In 2023, **#NatureforAll** will remain the 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.

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 Right 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, 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), 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 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 resolved in Q1 of 2023.

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.

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 constituency. It is important to note that some Resolutions call for action from multiple constituencies.

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 core to the Union's DNA. 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 to all 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 Marielle 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. 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 subsidised 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 holistic 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 central Union 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.

Example of a Resolution funded by the project portfolio: [WCC 2020 Res 007: Developing agroecological practices as nature-based solutions](#)

The estimated cost of implementation for this Resolution is CHF1.4m. The required funds have already been raised from the French Development Agency (AFD), IKEA Foundation and Pernod-Ricard; and this effort has now become part of our project portfolio. The study on agroecological approaches as nature-based solutions is underway, in partnership with the UN Food and Agriculture Organisation (FAO). As part of the study, in 2023 we will be working on developing specific case-studies to analyse the approach to integrating NbS into agricultural practices.

Part of the funds are also allocated to developing agroecological projects in 6 countries: India, Vietnam, Rwanda, Tanzania, Burkina-Faso and Guatemala.

Many Resolutions from past Congresses remain 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.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst subsidising all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General's Office, Communications, Commissions Operating Funds, Finance and IT amongst other).

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

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 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

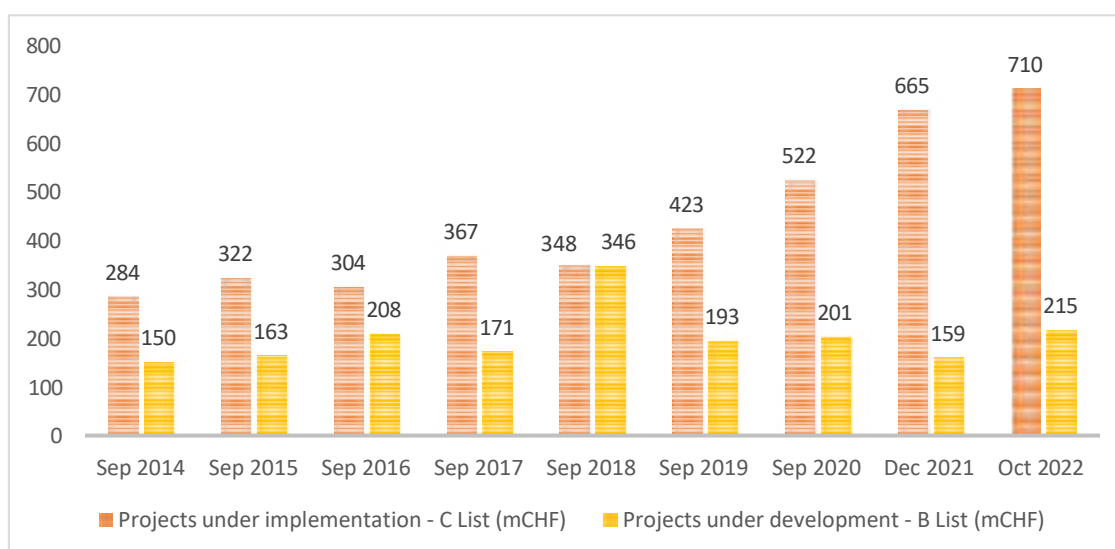


Table 1: Basic portfolio information for C and B List projects 2022-2023

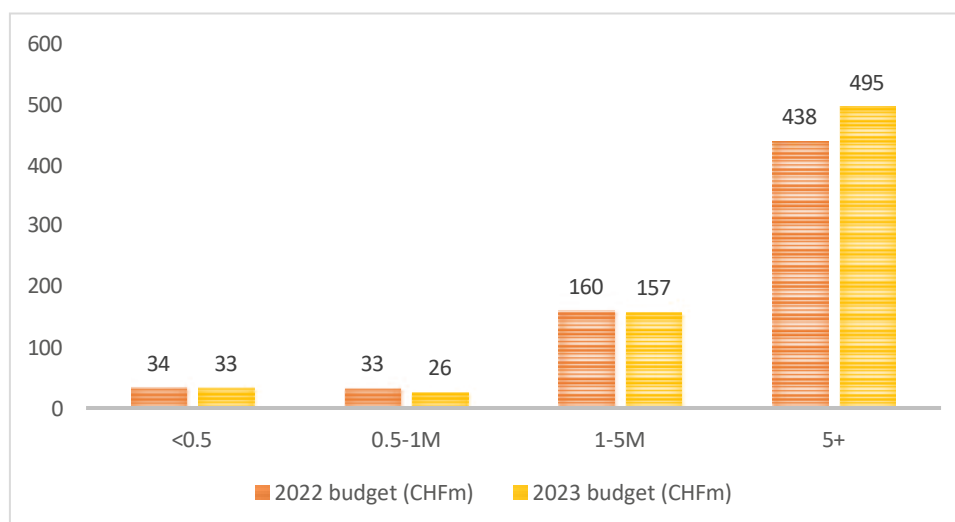
	C List ¹		B List ²	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

¹ Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

² Based on annual budget data for B List projects, only restricted funding.

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.

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 ([Error! Reference source not found.4](#)). Of the 2023 budget, two third (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 to strengthen 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 ³	-	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 ⁴	USAID	4.9
United Nations Environment Programme ⁵	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme ⁶	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.⁷

- o 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

³ 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).

⁴ Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

⁵ Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

⁶ Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

⁷ Grant-making is one of the key delivery mechanisms as an executing role.

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 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 fund 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.

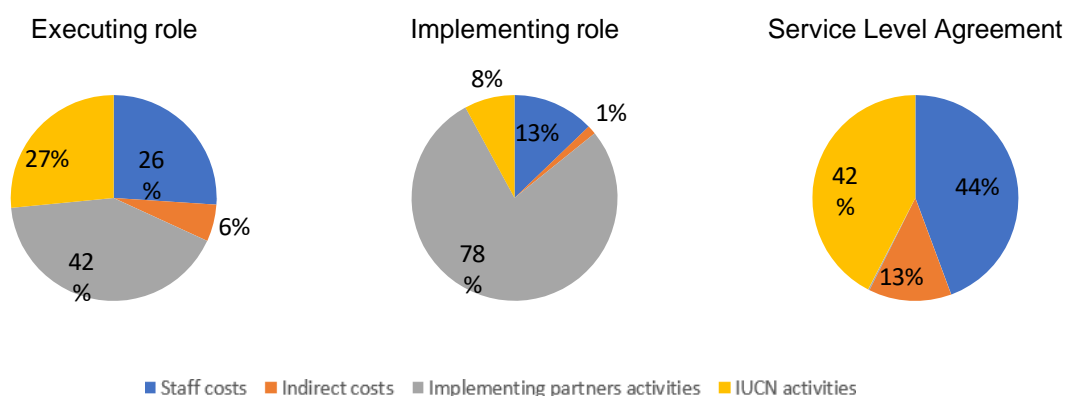
Portfolio distribution by project type

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). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the "Sharm el Sheikh Partnership for Nature-based Solutions" with IUCN. 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, 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 around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to 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)

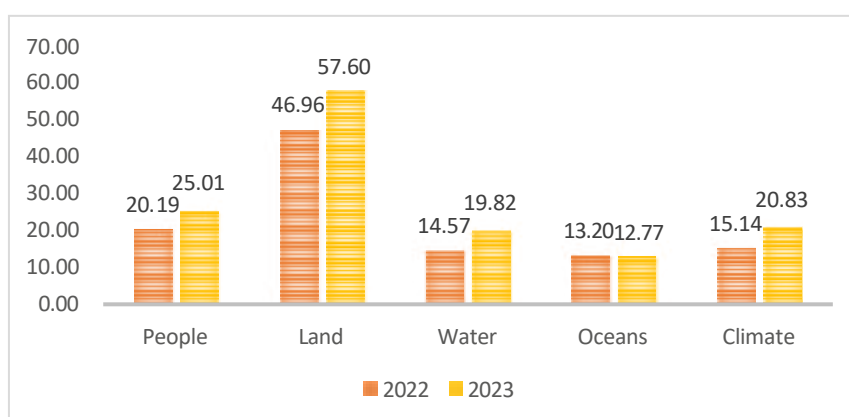


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets.

Table 6: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

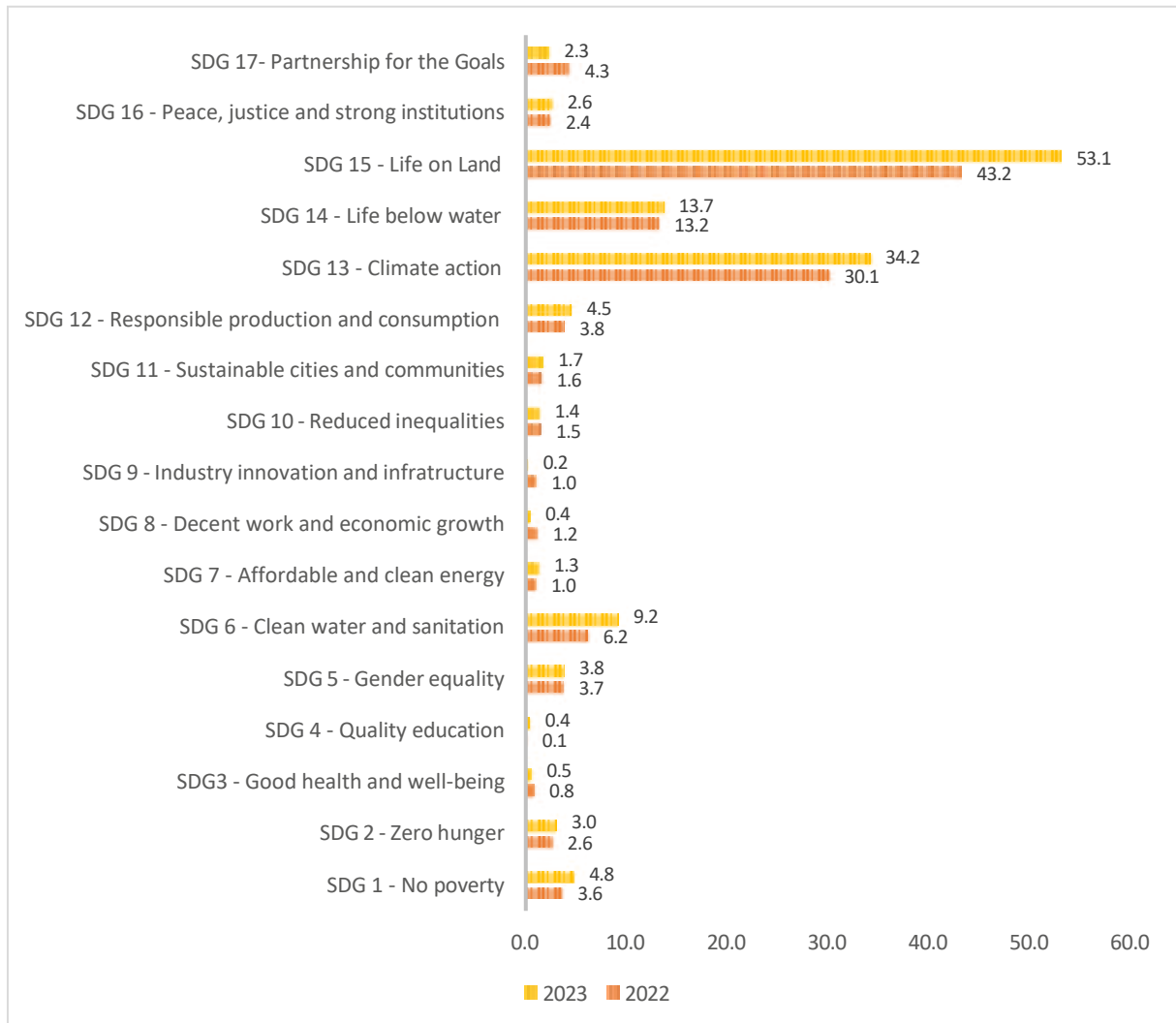
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources 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%

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 budget⁸. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

⁸ 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.

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



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
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	<ul style="list-style-type: none"> 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.
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <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 	<ul style="list-style-type: none"> i) Pipeline structure review ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy iii) Analysis to rebalance portfolio growth iv) Stronger accountability in performance and financial results
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	<ul style="list-style-type: none"> 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.

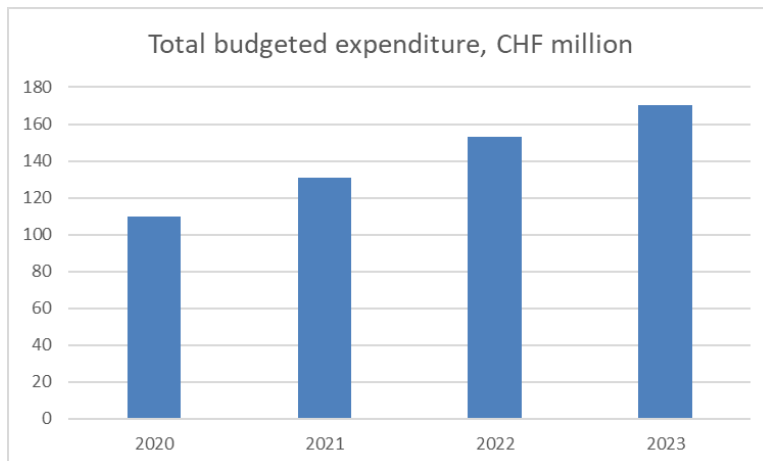
Budget summary

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, 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 Union part of IUCN's budget is challenging and can only currently 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

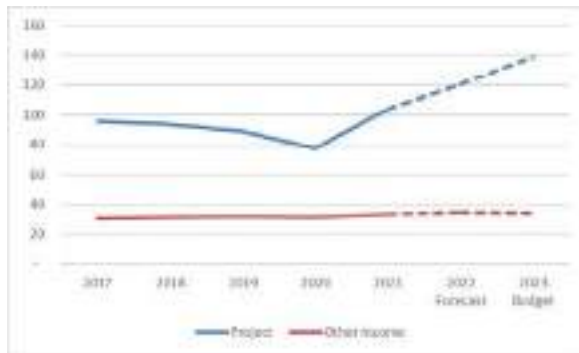
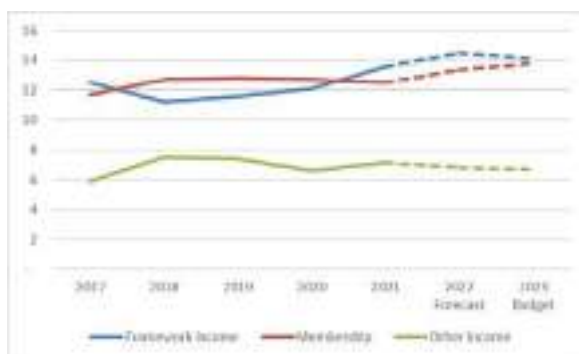


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



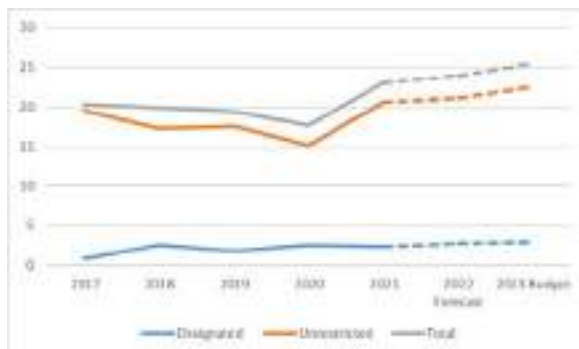
Membership dues are showing a modest increase year-on-year from 2021 onwards.

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 7 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 Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
Income						
Union income						
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
Expenditure						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
Total operating costs	66.9	68.7	16.2	55.0	71.2	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						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
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. Union budget

a) Summary

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

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, 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 and Commission support (HQ and regional levels)
- 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)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. 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 core activity of the Union 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 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Union 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 of 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 Union budget, the balance is allocated to the programme budget.

c) Expenditure

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

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).

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 8.

Table 8: 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.

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

Table 9: 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 totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

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 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 10: Progress against Financial Plan targets

Target	Target value	Period	2023 progress
Increase membership dues	10%	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

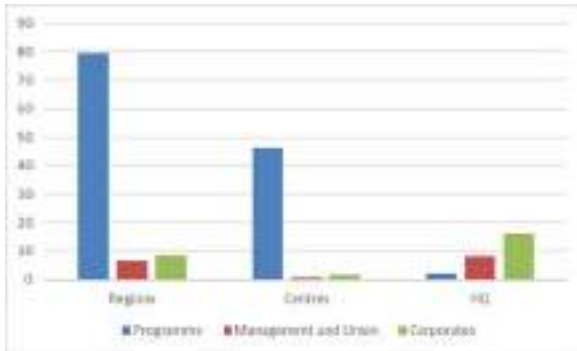
Table 11 below presents the 2023 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; 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 11: 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.

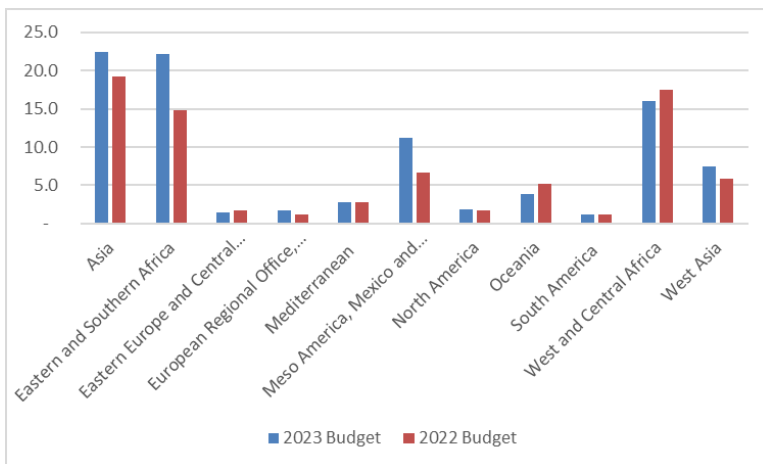
Figure 12: Analysis of 2022 budget by organisational group and function



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.

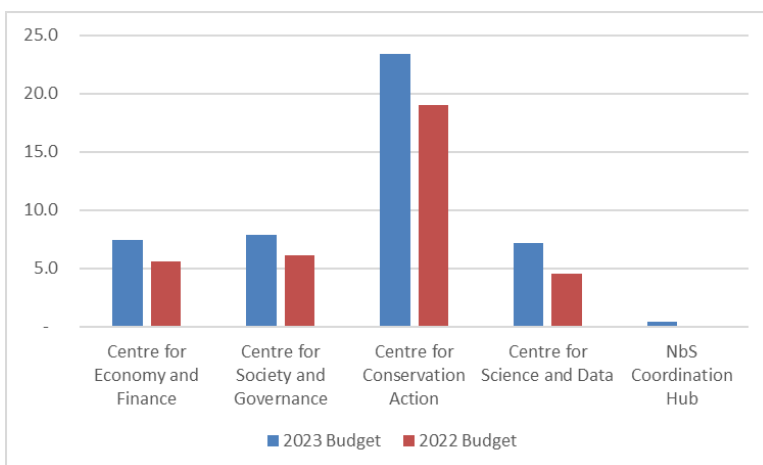
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

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.

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 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 could lead to delays in payment or withdrawal of Members.

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

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
		<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"> clear on the consequences of any action related to membership dues Better forecast membership due income (i.e. potential survey)
<p><i>Risk/Opportunity:</i> <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

From: Ottinger, Prof. Richard L. <rottinger@law.pace.edu>
Sent: 18 November 2022 23:04
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: Comment on Programme

Dear Sirs/Mesdames:

It is essential that IUCN finally step up and exercise leadership to address the principal fossil fuel causes of the Climate Crisis. It is clear now that COP27 will not do the job, and it is essential to the future of life on earth and all the good work that IUCN is doing on biodiversity preservation that our organization step up to the plate.

UN Secretary General Guterres put it so succinctly in his opening address:

This UN Climate Conference is a reminder that the answer is in our hands.
And the clock is ticking.
We are in the fight of our lives.
And we are losing.
Greenhouse gas emissions keep growing.
Global temperatures keep rising.
And our planet is fast approaching tipping points that will make climate chaos irreversible.
We are on a highway to climate hell with our foot still on the accelerator.

IUCN, as the largest and most prestigious international environmental organization, should be taking a leadership role in resolving this existential threat, not just hiding behind its traditional role of continuing to support only “Nature Based Solutions,” at that even defined narrowly to exclude energy from the sun and wind, certainly nature based.

The organization’s rationale, as spelled out by its Director General at the IUCN World Conservation Convention in Hawaii, is that energy is not within its mandate, that it lacks energy expertise, that it would be too expensive to acquire it, and that it therefore should be left to other organizations that possess that expertise. But the requisite expertise already has been ably provided by the IPCC scientific specialists who have made the finding that failing to keep global temperature rises to less than 1.5 degrees centigrade would produce an irreducible threat to life and all biodiversity on earth. There is no need for IUCN to duplicate that expertise.

IUCN Members have clearly expressed their concurrence with this initiative. On behalf of the Center for Environmental Legal Studies, I offered Motion 038 (Res. 033) at the Marseille

WCC2020 asking Members and IUCN experts to urge their governments to phase out their reliance on fossil fuels and it passed overwhelmingly by the electronic vote. We also offered and got passed with the support of more than 95% of the vote a motion amending the Council motion setting forth its climate change plans for 2021-2025 making the same request. I would think that the Council would be obliged to act upon the directions of these motions.

Surely getting a significant number of IUCN's worldwide 1,400 Members and 15,000 experts to urge actions by their country governments and private sector experts to phase out their fossil fuel dependents is bound to make a favorable difference.

Sincerely yours,

Richard Ottinger
Co-Director Center for Environmental Legal Studies NG/86
Dean Emeritus
Elisabeth Haub School of Law, Pace University
White Plains, N.Y.
Email: rottinger@law.pace.edu
iPhone: 1-914-224-5495

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [NICK Sabrina](#); [IMBSEN Louise](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda
Date: 23 November 2022 17:16:08

From: scotthajost@yahoo.com <scotthajost@yahoo.com>
Sent: 23 November 2022 17:10
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda

Sorry also meant to mention that Res. 107 also provided that the Task Force was supposed to have produced by 2022 a scientific and technical situation analysis on the effects of fisheries on biodiversity involving a consultative workshop.

From: scotthajost@yahoo.com <scotthajost@yahoo.com>
Sent: Wednesday, November 23, 2022 10:47 AM
To: 'IUCN Membership' <MEMBERSHIP@iucn.org>
Subject: RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 comments on Council draft agenda

Dear IUCN Director General. Thank you for the opportunity to comment on the draft Council agenda for part 1 of the 108th Council meeting.

Implementation of Marseille resolutions is a key member priority. It would be interesting to know the criteria for selecting resolutions requiring action by Council. There is one on the draft agenda. Resolution 107 on reducing the impact of fisheries on marine biodiversity is on the Council list. Resolution 107 was approved before the physical Marseille Congress and requested the DG and Commission Chairs "to establish in 2021 a Task Force to reconcile fisheries and conservation" It is now approaching 2023. Is there a clear timetable for establishing this Task Force and when might members be apprised of that?

Many thanks.

Scott A. Hajost

Board Vice-Chair
ASOC (Antarctic and Southern Ocean Coalition)

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [NICK Sabrina](#); [IMBSEN Louise](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023
Date: 24 November 2022 09:17:20

From: Paul Salaman <paul@galapagos.org>
Sent: 24 November 2022 00:25
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

As an IUCN member, I would request that the International Ranger Award by IUCN be included as this is a major award showcasing an important element of nature conservation worldwide (in its 3rd year now). Would that be possible?

Regards, Paul Salaman

From: IUCN Members <membership@iucn-crm.org>
Sent: Tuesday, November 8, 2022 10:37 AM
To: Mr Scott HAJOST <scotthajost@yahoo.com>
Subject: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

To: *IUCN Members*

CC: *National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit*

Draft Agenda for Part 1 of the 108th meeting of the IUCN Council

and

Draft Workplan and Budget 2023

From: [Vance Martin](#)
To: [IUCN Members \(membership@iucn-crm.org\)](mailto:membership@iucn-crm.org)
Cc: [RAO Mahdu](#); [Christopher P Dunn](#); [President - IUCN](#)
Subject: feedback on Budget abd Workplan 2023
Date: 27 November 2022 17:49:47

Dear Director General and IUCN Councilors,

Thank you for the opportunity to comment on the annual work plan and budget. After consultation with IUCN Member colleagues, I'm pleased to submit the results of our discussions:

1- The 2023 work plan does not provide clarity with regard to the main areas of activities and the priorities that the secretariat will focus on during the next year.

It presents a breakdown of the budget per the programme areas and has a strong focus on project, but it's hard for us to know the top priorities for the Secretariat, in particular with regard to policy topics where we expect IUCN to engage strongly.

It would be helpful for the Membership to know these priorities and to know of particular objectives IUCN will be pursuing during 2023, as this would help facilitate the Membership engagement in support of these priorities.

We understand that the Secretariat is now carrying new special initiatives, such as Finance for Nature. It is important to inform the Membership on such initiatives and their planning, as well as their budget allocations.

2- To us, the draft 2023 budget is very opaque in comparison to other budgets in recent years. It does not serve in any manner to help Membership understand where or in what our organization is investing. It is also difficult to correlate it to the work plan.

For all of us to act effectively as a Union, it's essential for both Members and Council to have more details on the distribution of the unrestricted funding, in particular with regard to investments in HQ, the different thematic areas and the different regions.

Finally, we do not favor the manner in which the budget is structured, by Union budget and Programme budget. We regard, most importantly, that the programme is an integral part of the Union's work.

We offer these comments in the hope that they are considered with the same care in which they were generated, and that they can and will be addressed.

Thank you

Vance (Martin)

万斯·马丁 ~~ 荒野区

Vance G. Martin

President, WILD Foundation
Co-Chair, Wilderness Specialist Group, IUCN
717 Poplar Ave. Boulder, CO 80304 USA
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vence@wild.org



LA MOTTE
POUR LA
NATURE



NATURE
NEEDS
HALF

LA MITAD
PARA LA
NATURALEZA

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [NICK Sabrina](#); [IMBSEN Louise](#); [IUCN Membership](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023
Date: 27 November 2022 21:03:19

From: Jan Olov Vesterberg <janolovvesterberg@gmail.com>
Sent: 27 November 2022 19:09
To: IUCN Members <membership@iucn-crm.org>; IUCN Membership <MEMBERSHIP@iucn.org>
Subject: Re: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

Dear madame president, director general, councillors friends.

Many thanks for the opportunity to comment on the draft agenda and draft workplan. After having read the documents I have some small comments.

First I am very glad for this council:s ability to address to challenges facing our world, nature and IUCN. We live in troubled times, and IUCN is one of the important organizations addressing some of the issues facing us. The union is important and you as leaders of the change process we are in the middle of, are equally important. We keep you in our thoughts! I am happy to see that our new programme is well reflected.

Secondly, the initial focus on the importance of our membership is well taken. Without our members, both organizational and individual in the commissions, we are nothing. To continue to build the membership support mechanisms is from my humble opinion an survival issue for IUCN. The document could have been strengthened somewhat in showing the allocation of secretariat both in personnel and funds in the different regions.

Thirdly, the presentation on the project portfolio is impressive. It is very obvious that IUCN continues to have the ability to attract external restricted funding. That is good. I am sure that the council continues the discussion on the pros and cons of an expanding portfolio, and the risks of this. With an expanding project portfolio, comes the need to balance the expenditure so that the projects and the need to handle them don't "exclude" the support for the membership and the commissions. But, I am very sure that this is an ongoing discussion in council.

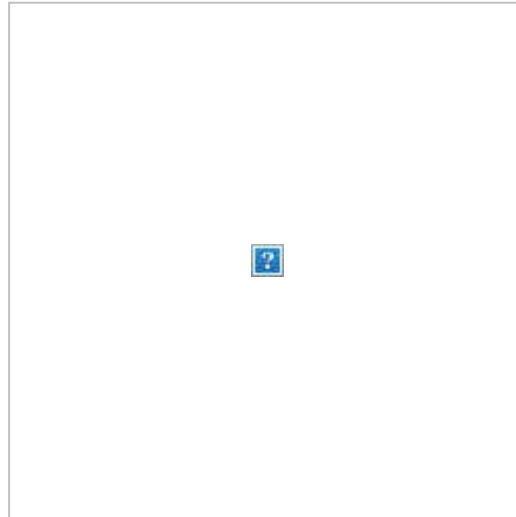
Lastly. I know that you are moving into a most important work creating the long-time plan for the union. Sadly, I did miss the deadline for nominations and/or applications. I am glad that council is putting this issue at the front burner, and wish you all all luck in the work

My very best

Jan Olov Westerberg
Chair, Ajtte - The Swedish National Museum for the Saami

Ex-councillor

Den tis 8 nov. 2022 kl 16:36 skrev IUCN Members <membership@iucn-crm.org>:



To: IUCN Members

CC: National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit

Draft Agenda for Part 1 of the 108th meeting of the IUCN Council

and

Draft Workplan and Budget 2023

Dear IUCN Members,

IUCN Members and National and Regional Committees are welcome to send their comments on:

1. the [draft Agenda](#) for the first part of the 108th Council meeting taking place on 29 November 2022; and

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [NICK Sabrina](#); [IMBSEN Louise](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023
Date: 27 November 2022 21:14:48

From: scotthajost@yahoo.com <scotthajost@yahoo.com>
Sent: 26 November 2022 22:44
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

Dear Director General. Thank you for the opportunity to comment on the draft IUCN 2023 workplan.

Section 4.4.3 of the IUCN Program provides- “In response to stressors on the continent of Antarctica and the Southern Ocean, including climate change impacts, IUCN will support the ongoing implementation of the Antarctic Treaty and the Convention for the Conservation of Antarctic Living Resources, including through the expansion of marine protected areas.” IUCN has a seat at the table in the Antarctic Treaty system that needs to be used and should be included in the workplan.

IMPAC5 is mentioned in the draft workplan and IUCN should strive to ensure that Antarctic MPAs are addressed. IUCN has played a leading role in the UN BBNJ negotiations but this is not mentioned in the workplan. In this regard, IUCN should promote appropriate synergies with and draw lessons learned from the Antarctic Treaty System. IUCN is also working on Southern Ocean KBAs which should be recognized.

Resolution 107 was approved before the physical Marseille Congress and requested the DG and Commission Chairs “to establish in 2021 a Task Force (which includes “taking into account Antarctica and the Southern Ocean”) to reconcile fisheries and conservation” It also provided that the Task Force was supposed to have produced by 2022 a scientific and technical situation analysis on the effects of fisheries on biodiversity involving a consultative workshop. It is now approaching 2023 so trust that implementing Resolution will be part of the 2023 workplan.

Illegal exploitation of marine living resources is addressed in the Program and it is time for IUCN to engage in combating illegal fishing. This is part of a broader issue of IUCN’s role in combating environmental crime.

WCPA – We do not see anything on polar regions, which is included in the WCPA Mandate – Southern Ocean MPAs remains a key issue. As noted, there is now also active work on Southern Ocean KBAs including by IUCN. We assume WCPA will remain active on UN BBNJ negotiations but it is not mentioned under WCPA.

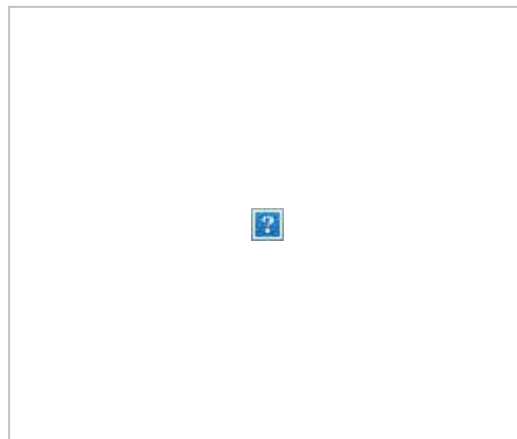
WCEL- The WCEL Mandate under priorities includes enhancing the effectiveness of WCEL specialist groups with particular emphasis including Antarctic polar governance as a cross-cutting theme. Antarctica is not mentioned in the WCEL draft workplan though there is much work to be done under the Antarctic Treaty system and in building synergies with the UN BBNJ agreement and other international agreements. WCEL is also very active in the BBNJ negotiations but this is not specifically mentioned.

On page 11 under section 4. on Resolutions, there is a reference to resolutions being “subsidized” by the project portfolio. The appropriate term is implemented as WCC resolutions are core IUCN business including for the Secretariat.

Thanks again.

Scott A. Hajost

Board Vice-Chair
ASOC – Antarctic and Southern Ocean Coalition



To: IUCN Members

CC: National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit

From: [OVER Sarah](#)
To: [DE WEVER Luc](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 rev
Date: 28 November 2022 09:34:21

From: Scott Hajost <sh@whistleblowers.org>
Sent: 28 November 2022 04:50
To: IUCN Membership <MEMBERSHIP@iucn.org>
Subject: RE: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023 rev

Dear Director General. Thank you for the opportunity to comment on the draft 2023 IUCN workplan.

Combating environmental crime including natural resource crime – wildlife trafficking, illegal fishing and illegal timber trade is not mentioned in the draft workplan. Natural resource crime is grounded in the Program, numerous Marseilles resolutions and three of the Commission Mandates. For example, the IUCN Program states that IUCN will “fight illegal wildlife trafficking”. Illegal exploitation of marine resources and IUU fishing are mentioned in the Program and illegal logging and poaching in the Addendum.

The IUCN Program under the environmental rule of law explicitly addresses IUCN promoting whistleblower protection and reward laws and the WCEL Mandate includes them as do Marseille resolutions. Marseilles resolution 115 on environmental defenders and whistleblowers –

1.c Encourages the DG with others to develop an IUCN policy and action plan on environmental human rights defenders and whistleblowers in collaboration with defenders and whistleblowers and their organizations.

2. Requests CEC, WCEL and CEESP in collaboration with defenders and whistleblowers and their organizations to initiate a campaign to promote and support the work of defenders and whistleblowers-

This Resolution is not in the workplan including the CEC, WCEL and CEESP workplans though CEESP’s mentions defenders but not this campaign nor whistleblowers. Overall, whistleblowers are not addressed in the draft workplan. Of note, whistleblowers can be and are environmental defenders.

WCPA – Rangers are not mentioned which are addressed in the WCPA Mandate and there will be the International Ranger Awards again next year of which WCPA (and IUCN) are partners. Natural resource crime is a serious threat to protected areas including World Heritage site and to rangers. The WCPA presentation to the IUCN US National Committee annual meeting mentioned that WCPA is looking at wildlife crime and it will be good to see that develop.

CEC- I have already mentioned Resolution 115 and its request to CEC, WCEL and CEESP to initiate a campaign to promote and support environmental defenders and whistleblowers. That is not mentioned in the draft CEC workplan session. Nor is there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.

WCEL – the Resolution 115 campaign request is not mentioned either in the draft WCEL section of the workplan. The WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g., global wildlife trafficking and on cross-cutting themes such as protection of whistleblowers and environmental defenders but these are not addressed in the workplan. The WCEL Chair is an End Wildlife Crime Champion and a member of its Technical Support Group.

CEESP- the same on Resolution 115, it is not mentioned either. The CEESP Mandate program priorities include research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and CORRUPTION – emphasis added but these are not specifically addressed. Per the IUCN Program and Resolution 115, CEESP should be considering whistleblowers in its work on environmental defenders. I have sent both CEESP and the society and governance center and human rights and conservation team the report of the UN Special Rapporteur for Environmental Defenders on their anti-corruption work which also addresses whistleblowers in some detail. It is an important report submitted to the UN Human Rights Council.

Human rights are referred to under CEESP but IUCN should be developing an all of IUCN approach on the convergence of environment and conservation, human rights and corruption and environmental crime and considering engagement in the UN Human Rights Council, UNCAC and UNTOC.

The draft refers to a few SDGs but not SDG 16 on Peace, Justice and Strong Institutions. Among other things it addresses the rule of law and corruption and bribery. It would be good if IUCN addressed what it is doing to contribute to achieving SDG 16.

It would be good to consult the membership through NC/RC reps on Section 2. on Membership Engagement.

Finally, on page 11 under section 4. on Resolutions, there is a reference to resolutions being “subsidized” by the project portfolio. The appropriate term is implemented as WCC resolutions are core IUCN business including for the Secretariat. It would be helpful to see the report on the status of implementation of Marseille resolutions as soon as possible.

Thanks again.

Scott A. Hajost

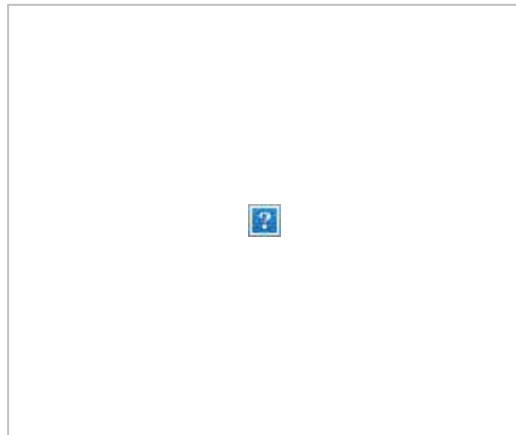
Senior Environmental Policy Adviser
National Whistleblower Center

From: IUCN Members <membership@iucn-crm.org>

Sent: Tuesday, November 8, 2022 10:39 AM

To: Scott Hajost <sh@whistleblowers.org>

Subject: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023



To: *IUCN Members*

CC: *National and Regional Committees, Regional Directors, IUCN Councillors, Director General, Membership Focal Points, Membership and Commission Support Unit*

From: [IUCN Membership](#)
To: [DE WEVER Luc](#); [NICK Sabrina](#); [IMBSEN Louise](#)
Subject: FW: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023
Date: 28 November 2022 11:34:32
Attachments: [c108_3_1_draft_iucn_work_plan_and_budget_2023_2_QLF.pdf](#)

From: Brent Mitchell <bmittchell@qlf.org>
Sent: lundi, 28 novembre 2022 04:36
To: IUCN Membership <MEMBERSHIP@iucn.org>
Cc: Elizabeth Alling <ealling@qlf.org>; AL MUBARAK Razan <razan.almubarak@iucn.org>; Susan Lieberman <slieberman@wcs.org>
Subject: Re: IUCN: 108th Council meeting - draft Agenda and draft Workplan and Budget 2023

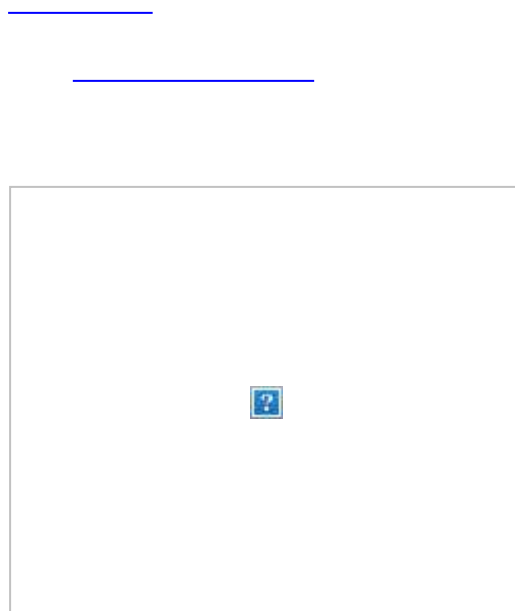
Dear Director General and IUCN Council,

Thank you for the opportunity to comment on the draft work plan and budget for 2023. From QLF please find (significant) questions and notes in the attached, best viewed in Adobe Acrobat.

Regards,

Brent Mitchell

On Nov 8, 2022, at 10:37 AM, IUCN Members <membership@iucn-crm.org> wrote:





108th Meeting of the IUCN Council, Part I (virtual)

29 November 2022

2023 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

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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

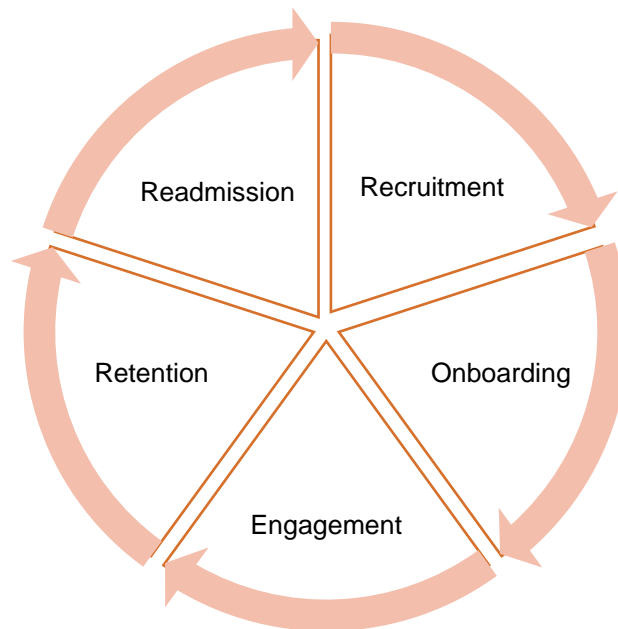
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with 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 benefitted from membership; and
 - Digitalise the Membership admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. 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.
- **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~~ digital member zone that engages IUCN Members, Regional and National Committees, Commission Members, and Secretariat staff. 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, Commissions members and Committees to run their own Webinars via the digital member zone
 - Strengthen campaigns to mobilise Members on an IUCN-led position papers
 - 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)

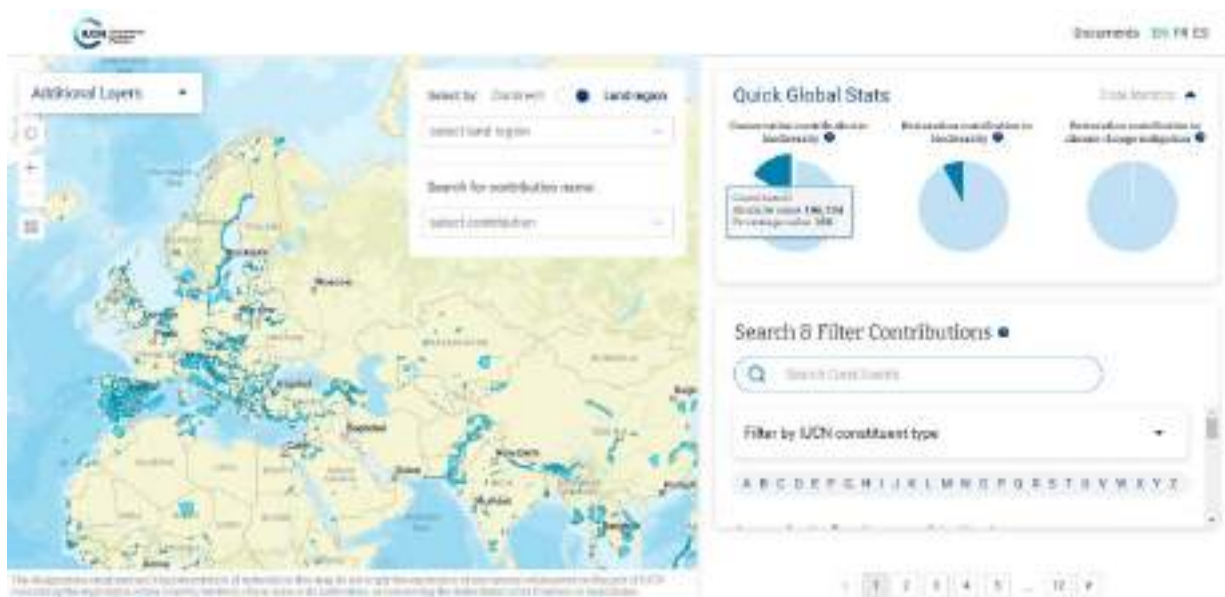
- Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
 - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
 - Networking activities: Member networking events in person at major global events (e.g., at COP27 and COP15 in 2022 and beyond) and online networking activities via the digital member zone.
- **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
 - The ongoing collection and analysis of metrics to monitor the effectiveness of IUCN's membership activities regarding new Member recruitment, Member engagement, Member satisfaction. All feedback will be used to continually improve the quality of the membership activities with the goal to increase Member satisfaction.

2.2. Contribution 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: Contribution 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 Contribution 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.

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 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. 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 and 26 October 2022, ~~13,368 scientific experts~~ have joined the Commissions. 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~~. In 2023, the unit will 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~~), it was agreed 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. 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

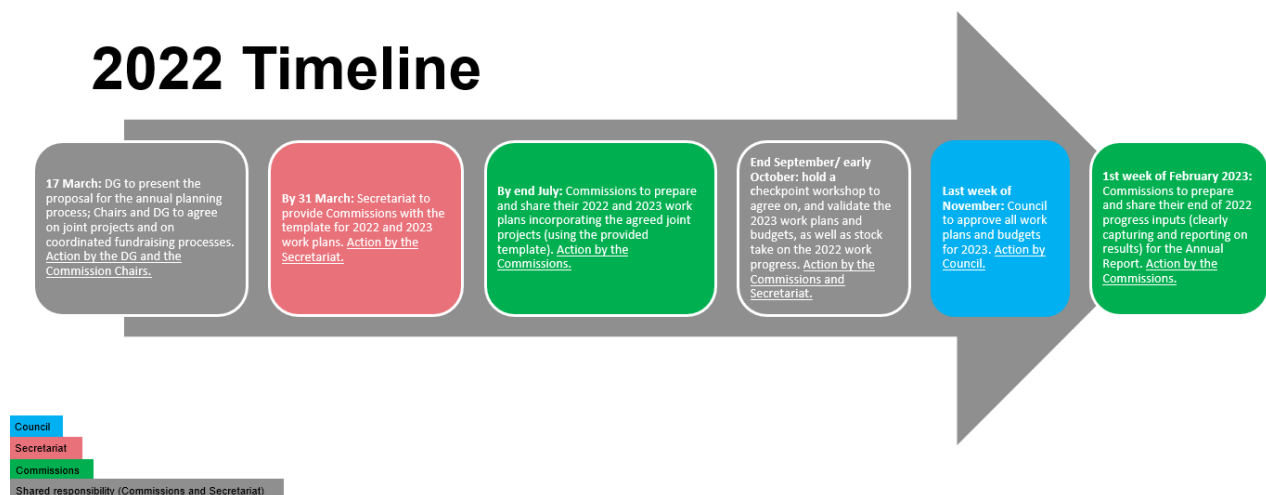
The Commission Chairs and DG have reaffirmed the need for joint scalable work to enable a more impactful implementation of the IUCN Programme 2021-2024. As such, concrete joint initiatives were agreed with each respective Commission. Each initiative is managed by project co-leads – one representative 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 constituencies. Figure 2 below provides a high-level summary of the agreed process.

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. All three are in alignment with IUCN's impact targets.

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 government to prioritise restoration at national or sub national level.

3.4. World Commission on Protected Areas

The work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue its strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two park congresses that took place in 2022 and the IMPAC5 that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023.

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;
- Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas; and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

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. The work of the Commission is organised around species conservation cycle: Assess, Plan, Act. 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.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. 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) national reports, media articles, among others.

Finally, the **Red List on Threatened Species**TM 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 Education and Communication

In 2023, **#NatureforAll** will remain the 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.

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 Right 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, 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), 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 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.

As the work progresses, and following the upcoming millstone 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.

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 constituency. It is important to note that some Resolutions call for action from multiple constituencies.

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 core to the Union’s DNA. 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 to all 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 Marielle 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. 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 subsidised 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 holistic 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 ~~central~~ Union 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.

Example of a Resolution funded by the project portfolio: [WCC 2020 Res 007: Developing agroecological practices as nature-based solutions](#)

The estimated cost of implementation for this Resolution is CHF1.4m. The required funds have already been raised from the French Development Agency (AFD), IKEA Foundation and Pernod-Ricard; and this effort has now become part of our project portfolio. The study on agroecological approaches as nature-based solutions is underway, in partnership with the UN Food and Agriculture Organisation (FAO). As part of the study, in 2023 we will be working on developing specific case-studies to analyse the approach to integrating NbS into agricultural practices.

Part of the funds are also allocated to developing agroecological projects in 6 countries: India, Vietnam, Rwanda, Tanzania, Burkina-Faso and Guatemala.

Many Resolutions from past Congresses remain 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.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst ~~subsidising~~ all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General’s Office, Communications, Commissions Operating Funds, Finance and IT amongst other).

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

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 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

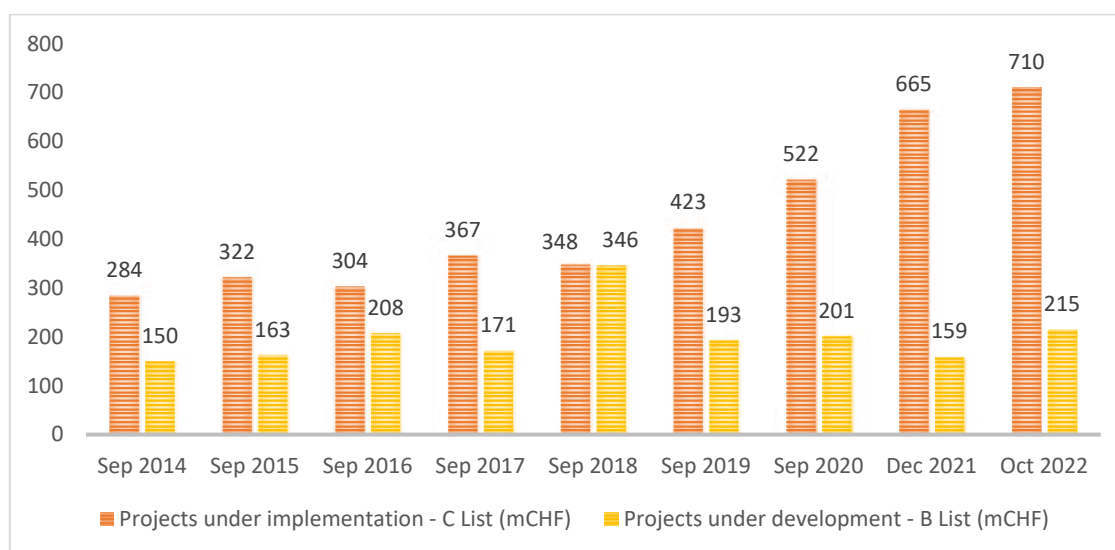


Table 1: Basic portfolio information for C and B List projects 2022-2023

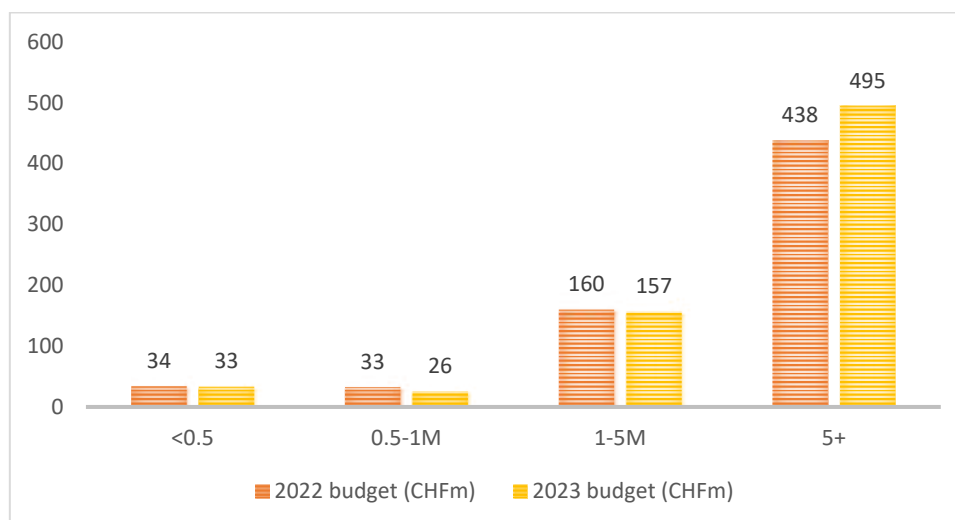
	C List ¹		B List ²	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

¹ Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

² Based on annual budget data for B List projects, only restricted funding.

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.

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 (**Error! Reference source not found.**4). Of the 2023 budget, two third (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 ³	-	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 ⁴	USAID	4.9
United Nations Environment Programme ⁵	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme ⁶	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.⁷

- o 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

³ 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).

⁴ Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

⁵ Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

⁶ Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

⁷ Grant-making is one of the key delivery mechanisms as an executing role.

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 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 fund 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.

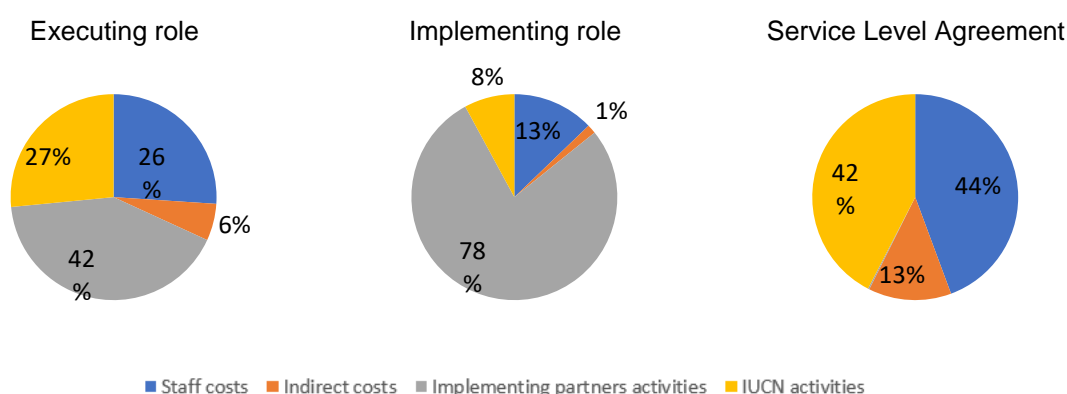
Portfolio distribution by project type

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). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the “Sharm el Sheikh Partnership for Nature-based Solutions” with IUCN. 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, 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 around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to 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)

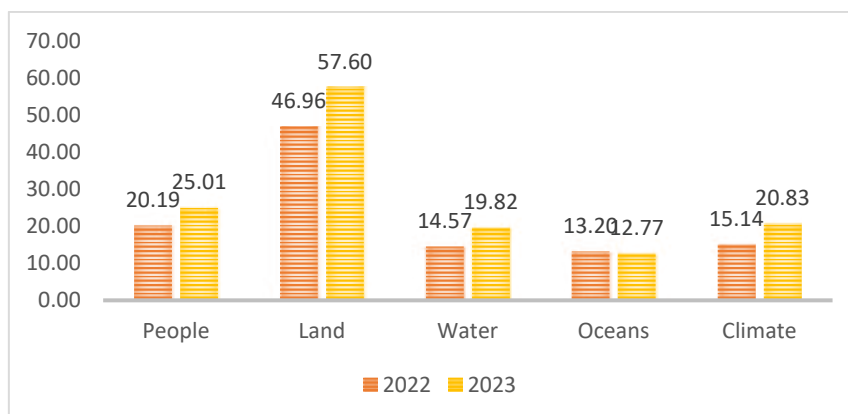


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets.

Table 6:2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

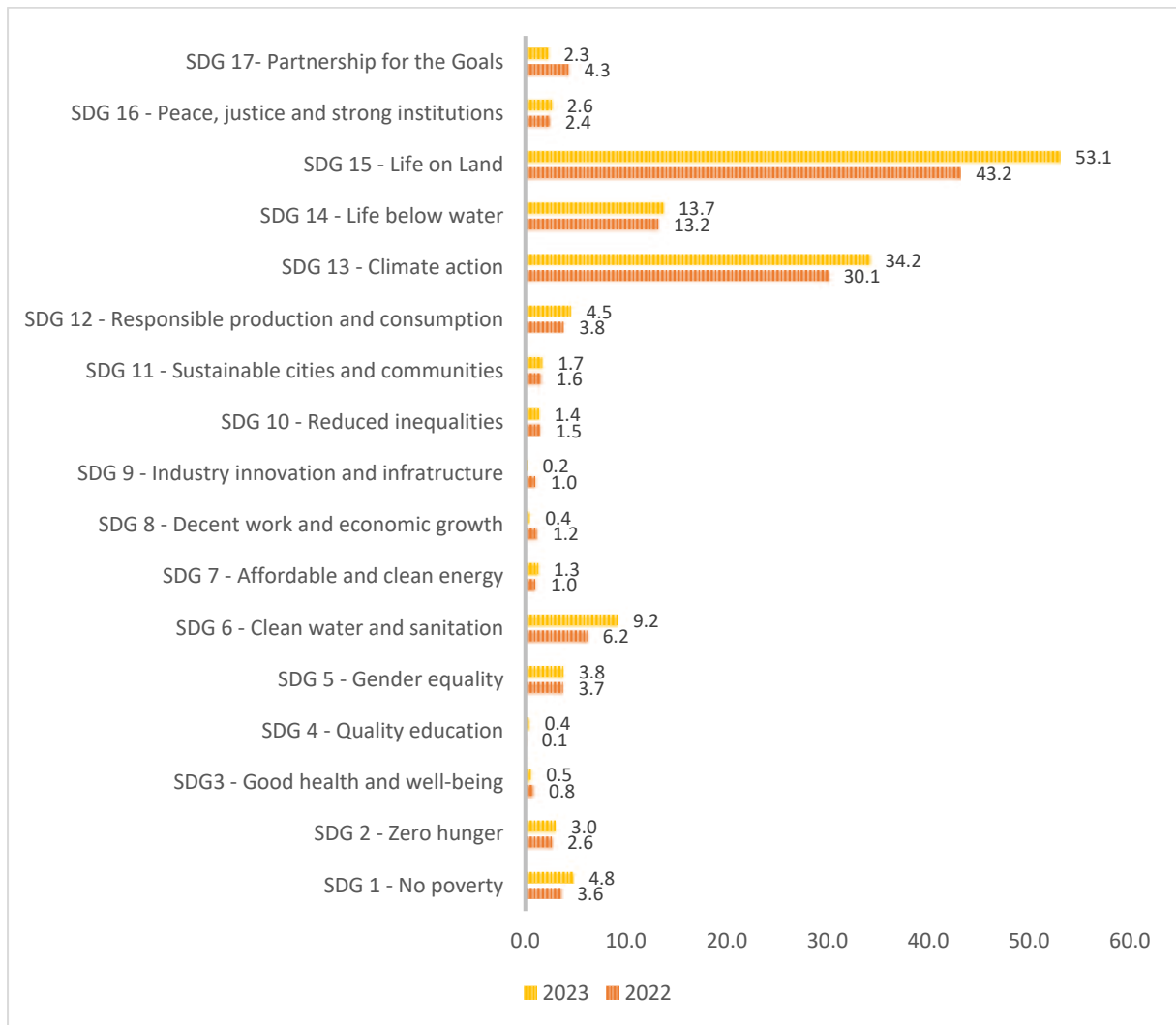
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources 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%

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 budget⁸. The three SDG 15, 13 and 14 account for almost three quarters (74%) of the overall project portfolio budget.

⁸ 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.

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



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
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	<ul style="list-style-type: none"> 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.
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <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 	<ul style="list-style-type: none"> i) Pipeline structure review ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy iii) Analysis to rebalance portfolio growth iv) Stronger accountability in performance and financial results
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	<ul style="list-style-type: none"> 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.

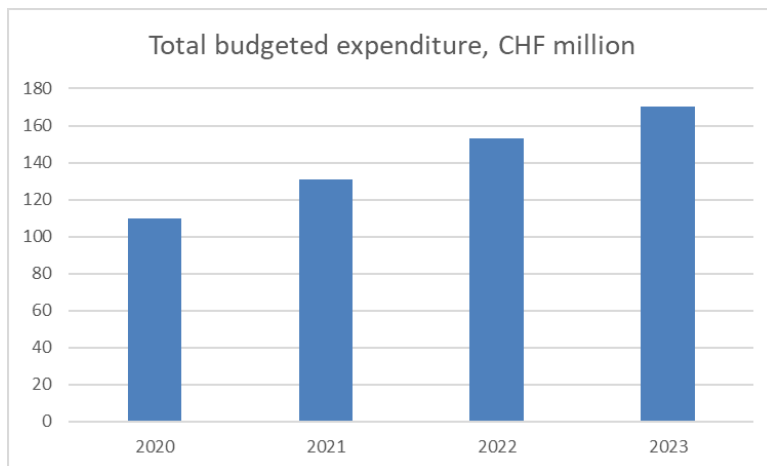
Budget summary

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, 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 Union part of IUCN's budget is challenging and can only currently 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

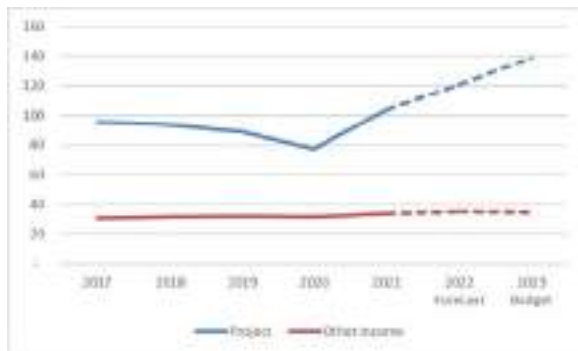
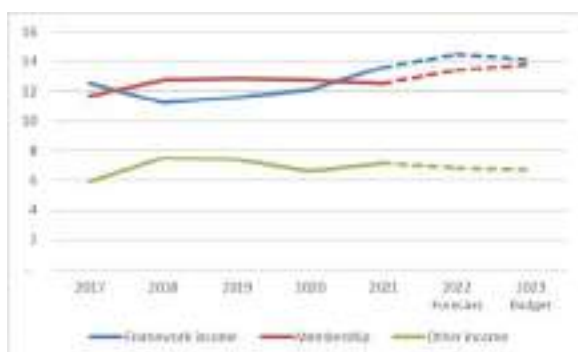


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



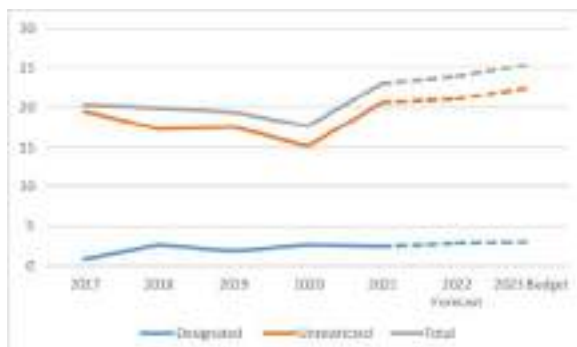
Membership dues are showing a modest increase year-on-year from 2021 onwards.

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 7 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 Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
Income						
Union income						
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
Expenditure						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
Total operating costs	66.9	68.7	16.2	55.0	71.2	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						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
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. Union budget

a) Summary

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

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, 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 and Commission support (HQ and regional levels)
- 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)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. 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 core activity of the Union 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 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

~~The cost for developing and maintaining the knowledge products~~ are also not included in the Union 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 Union budget, the balance is allocated to the programme budget.

c) Expenditure

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

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).

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 8.

Table 8: 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.

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

Table 9: 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 totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

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 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 10: Progress against Financial Plan targets

Target	Target value	Period	2023 progress
Increase membership dues	10%	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

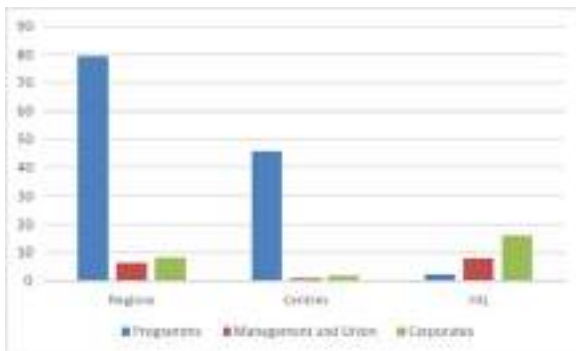
Table 11 below presents the 2023 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; 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 11: 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.

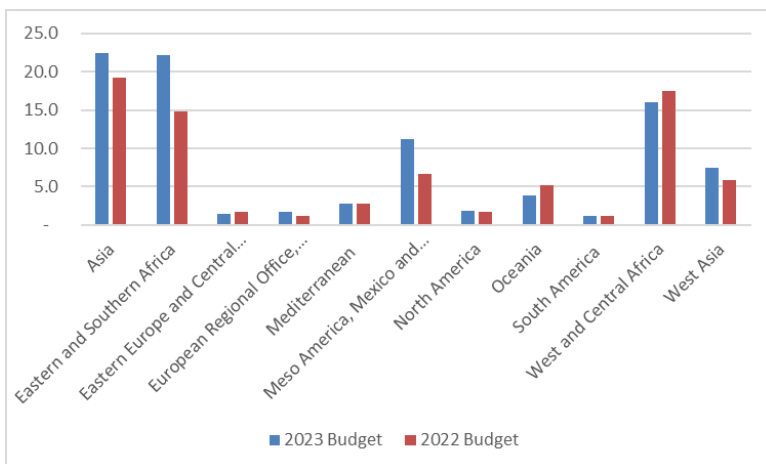
Figure 12: Analysis of 2022 budget by organisational group and function



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.

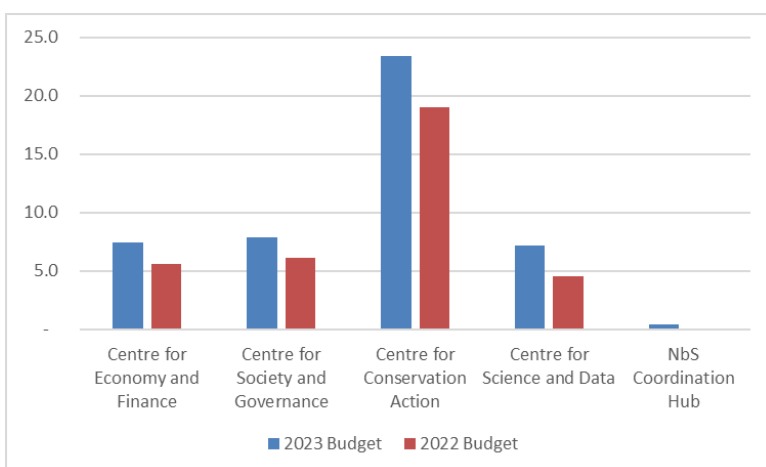
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

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.

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 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 could lead to delays in payment or withdrawal of Members.

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

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
		<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"> clear on the consequences of any action related to membership dues Better forecast membership due income (i.e. potential survey)
<p><i>Risk/Opportunity:</i> <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

From: [IUCN Membership](#)
To: [DE WEVER Luc](#)
Cc: [STEWART Jain](#); [DAVIS Michael](#); [OUELLET-DROUIN Antoine](#)
Subject: FW: Comments on Draft IUCN Programme and Work Plan - 108th Council Meeting Agenda item 3
Date: 28 November 2022 13:26:25
Importance: High

From: Robinson, Prof. Nicholas A. <nrobinson@law.pace.edu>
Sent: jeudi, 17 novembre 2022 18:48
To: IUCN Membership <MEMBERSHIP@iucn.org>
Cc: Tafur, Prof. Victor M. <vtafur@law.pace.edu>; 'reinhard.krapp@gmx.de' (reinhard.krapp@gmx.de) <reinhard.krapp@gmx.de>; Eckard Rehbinder <Rehbinder@jur.uni-frankfurt.de>; MONTSERRAT CASTELOS <mabad@der-pu.uc3m.es>; BENJAMIN Antonio (private) <ahbenja@gmail.com>; VOIGT Christina <christina.voigt@jus.uio.no>; ROBINSON Nick <NRobinson@law.pace.edu>; Malcolm Forster (mjcf40@me.com) <mjcf40@me.com>; +DGO <director.general@iucn.org>; FRIEDLI CELA Sandrine <Sandrine.Friedli@iucn.org>
Subject: Comments on Draft IUCN Programme and Work Plan - 108th Council Meeting Agenda item 3
Importance: High

TO: The President and Council of IUCN
 Via the Director-General, Dr. Bruno Oberle

FROM: The International Council of Environmental law (IUCN Member IN/352)
 Via The ICEL Executive Governor

RE: Budget Allocation for the Joint IUCN/ICEL Environmental Law Library in Bonn

Dear President and Members of Council,

The International Council of Environmental Law (ICEL) submits this request for your consideration under Agenda Item 3 for the 108th Meeting of the IUCN Council, pursuant to Council's request for comments on the draft Programme and Budget. Thank you for requesting and considering the views of IUCN Members.

ICEL, together with the IUCN's Environmental Law Programme, established the Law & Policy environmental law library in Bonn in 1969. See Barbara J. Lausche, [Weaving A Web of Environmental Law](#), pp. 234-137, paras. 38-44, (2008, on line at <https://portals.iucn.org/library/node/9235> and at <https://www.cipra.org/en/publications/3396>). This IUCN/ICEL environmental law resource is today an historic archive of how environmental law began in the 1960s and advanced with IUCN's leadership into the early 21st century. The references were used by ICEL and IUCN and others to create the database known today as **Eco-Lex**, and also to research and prepare drafts of legal instruments like the UN World CHARTER FOR NATURE or the Convention on Biological Diversity. Today the Library is a unique paper "hard

copy” archive. Most contemporary environmental law research is done on-line. IUCN’s Environmental Law Centre has not staffed the librarian for the Library for several years, and use of the Library is difficult. It is fair to say IUCN’s Environmental law Programme is not maintaining the Library, in violation of its agreements with ICEL. IUCN’s environmental law secretariat rarely, if ever, uses the library today.

ICEL has proposed to the IUCN Director General that IUCN transfer the Library to ICEL, so that it could be scanned and made available globally on-line, at no cost to IUCN. IUCN has not been able to respond substantively to this proposal, which is under study.

If Council wishes to maintain the library, then ICEL respectfully requests that Council allocate funds to refund and restaff the currently vacant Librarian secretariat position to properly maintain this Library in Bonn. This would restore IUCN to being in compliance with its agreements with ICEL. The deferred maintenance of the Library could be undertaken. Alternatively, Council can request that the Director-General to accept ICEL’s proposal to scan and digitalize the hard copy content of the Library and place it on line (again, at no cost to IUCN), in accordance with proposals to do so from ICEL in collaboration with the *Superior Tribunal de Justicia* of Brazil, which has the capacity to do the scanning and posting on line. Accepting ICEL’s proposal would have the advantage to IUCN of also releasing much of 2 floors of space in the IUCN Offices in Bonn, Germany, for other uses. ICEL and IUCN, via the Director-General, would enter into appropriate agreements to effectuate this proposal. ICEL has re-iterated its request to IUCN at its Governing Board meeting on Oslo, Norway, on 7 October 2022.

ICEL thanks the President and Council of IUCN for their diligent work on behalf of the Union. ICEL, founded in 1969, is one of IUCN’s oldest members and partners, and looks forward to continuing to make the ICEL/IUCN Environmental Law Library resources accessible to all members of IUCN and internationally, through this ICEL proposal. ICEL appreciates your careful consideration of this request.

With all best wishes for your deliberations.

Most sincerely,

Nicholas A. Robinson

Executive Governor, ICEL

Secretariat, Pascal Madoz Institute

Universidad Carlos III de Madrid

28903 Getafe, Madrid, Spain

21 December 2022

To: Razan Al Mubarak, IUCN President

Dear Razan,

For decades, as leaders and senior staff of IUCN Red List Partner organisations, we have been deeply committed to supporting delivery of the *IUCN Red List of Threatened species*, helping to develop this unique dataset on the conservation status of over 160,000 algae, animals, fungi and plants, and promoting its numerous applications in science, policy and practice. Our collective contributions to the Red List total tens of millions of dollars and hundreds of thousands of person-hours. In making these contributions, we have worked in close collaboration with the thousands of experts of the IUCN Species Survival Commission and with staff in the IUCN Red List Unit and other parts of the IUCN Secretariat.

We understand that Council is taking a close look at the delivery and impact of the Knowledge Products mobilized by IUCN, so we would be grateful for your consideration of several points in relation to the IUCN Red List Partnership.

By way of context, the IUCN Red List Partnership dates to 2002, and some of the Red List Partners have been working with IUCN on the Red List for many decades. Red List Partners have made and continue to make substantial financial, technical and in-kind contributions to help advance and develop the IUCN Red List in a variety of ways, including serving as or hosting Red List Authorities; funding staff in the Red List Unit; coordinating and delivering large numbers of species assessments; leading research and publishing scientific papers that provide the scientific underpinning for the Red List; developing innovative methods, procedures and tools to support Red List assessments; contributing to the development of products based on the Red List; providing training in the IUCN Red List categories and criteria; and promoting the Red List and its uses. Approximately three-quarters of all assessments on the current Red List were undertaken, coordinated by, or had significant contributions from Red List Partners, with engagement of IUCN Secretariat staff or contributions from SSC specialist groups in many cases.

The primary purpose of the Red List Partnership is to advance the development, maintenance, promotion, and use of The IUCN Red List. The most recent Red List Partnership Agreement expired in September 2021, but the Red List Partnership, including investment from partners, has *de facto* continued to implement the Agreement.

We are enthusiastic and excited to continue and extend our contributions to expanding, strengthening and growing the impact of the IUCN Red List, and are therefore currently finalising negotiation of an updated Agreement with the IUCN Director-General.

In these final stages of adopting the new Agreement, we would like to raise the following points for consideration by IUCN Council:

1. We welcome the renewed recognition from IUCN and its Director-General of the critical role of the Red List, and the importance of ensuring its sound governance, adequate resourcing and robust technical underpinning. We are pleased to see engagement at the highest level in IUCN on the details of how the Red List can be best managed and its impact maximised, as set out in the revised draft of the IUCN Red List Partnership Agreement.


2. We would like to emphasise to Council the critical importance of ensuring adequate core resourcing from IUCN for the Red List Unit in the IUCN Secretariat to ensure effective day-to-day running of the IUCN Red List, as also called for in IUCN WCC 2020 Res 131. This includes maintaining and developing the IUCN Red List website and Species Information Service database, timely processing of submitted Red List assessments, and ensuring that the components of the Red Listing process managed by IUCN do not limit the publication of Red List assessments due to lack of financial or human resources. Collectively, the IUCN Red List Partners will commit through the new Red List Partnership Agreement a combined sum of at least \$13 million (cash or in-kind contributions) over the next five years. To ensure the maximum benefit for conservation and for IUCN of these contributions, it is important that the IUCN Secretariat demonstrates sufficient ambition in its commitment to support the effective management of the Red List by the Red List Unit, which it is estimated would require a minimum of \$1.4 million/year. At the very least, this should be a commitment to ensure that the Red List Unit does not continue to be an impediment to timely publishing of assessments due to lack of financial and human resources.
3. Related to point 2, above, the current backlog of c.6,000 Red List assessments in the Red List Unit creates a reputational risk to IUCN and the Red List Partners and, more importantly, hinders conservation policy and practice. It is essential that resources are mobilised so that this regrettable situation is urgently addressed.
4. We emphasise the importance of recognising the independence of the IUCN Red List Standards and Petitions Committee (SPC) from both the IUCN Secretariat and the IUCN Red List Partnership. This is necessary to maintain the credibility of the Red List, and to enable the SPC to function as an independent body considering and resolving all disputes relating to the listing of species. In our view, this is best achieved by ensuring that the Chair of the SPC is appointed by the Chair of SSC or by the IUCN President (to ensure independence from the Red List Partners and the IUCN Secretariat) and by ensuring that the SPC can adjudicate on matters without influence.
5. As well as the contributions of the Red List Partners, we believe that it is important to recognise the role of the IUCN Species Survival Commission, and the >8,000 volunteers in 172 Groups in generating or contributing to a large proportion of Red List assessments. We believe this is best assured through the equal participation of the SSC Chair in the proposed Red List Partnership Committee.
6. We would like to draw Council's attention to the long-established and highly effective mechanism for licensing IUCN Red List data for commercial use: the Integrated Biodiversity Assessment Tool (IBAT). IUCN is a member of the IBAT Alliance and is represented on the IBAT Governance Committee and its various subsidiary bodies. IBAT currently has over 14,500 registered users, with over 125 annual subscribing organisations representing sectors as diverse as metals and mining, consumer packaged goods, agri-businesses and finance. IUCN has contributed to the development of, and has endorsed, the IBAT Strategic Plan, which foresees increasing the revenue generated for the IUCN Red List from c.\$150,000 annually currently to c.\$1 million annually by 2027. Growth in the number of IBAT users and subscriptions is increasing rapidly and is on track to deliver this growth in income generated ahead of schedule. IBAT has increased subscription revenue by c. 51% in 2022 compared with the previous financial year (the expected revenue in 2022 is \$2.7 million). Furthermore,

multiple revenue-sharing agreements have been or are being negotiated with third-party commercial data providers, which in the coming years have the potential to exponentially boost the revenue invested back into the IUCN Red List. We encourage the IUCN Secretariat to promote IBAT in its engagements with businesses to increase use of IBAT as the primary mechanism for licensing of data and supporting business decision-making, strengthen application of Red List data by the private sector, and grow the revenues generated to support the underlying data.

While we welcome proposals for complementary approaches to generating resources to support the IUCN Red List, it is essential that any such proposal clearly articulates how it would augment and complement IBAT, rather than undermining it. We also emphasise the importance of equitable distribution of revenue generated from the IUCN Red List, ensuring that a fair proportion of such income feeds back to the Red List Partners through support for assessments and reassessments, given the revenue is largely generated from data provided by Partners or for which they have considerable involvement in its production.

We look forward to hearing back from IUCN Council on these important points, for us to consider as we finalise the Red List Partnership Agreement, and for the IUCN Secretariat to consider as they move forward in its implementation.

Sincerely,



Julie Miller Rugg, Executive Director, New Mexico BioPark Society



Beth Polidoro, Deputy Director, Center for Biodiversity Outcomes, Arizona State University



Patricia Zurita, Chief Executive Officer, BirdLife International



Paul Smith, Secretary General, Botanic Gardens Conservation International



M. Sanjayan, Chief Executive Officer, Conservation International



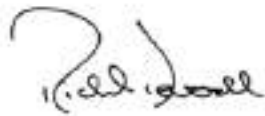
Peter Wyse Jackson, President, Missouri Botanical Garden



Sean O'Brien, President & CEO, NatureServe



Wes Sechrest, Chief Executive Officer, Re:Wild



Richard Deverell, Director, Royal Botanic Gardens, Kew



Carlo Rondinini, Professor, Global Mammal Assessment Lab, Department of Biology and Biotechnologies, Sapienza University of Rome



Kirk O. Winemiller, Head, Ecology and Conservation Biology, Texas A&M University

A handwritten signature in black ink, appearing to read 'M Gould'.

Matthew Gould, Director General, Zoological Society of London

To
Ms Razan Al Mubarak
President of the IUCN Council

January 12th, 2023

Dear Madam President of the IUCN Council, dear Members,

The year 2022 ended with a renewed global commitment to nature conservation at the 15th Conference of the Parties to the Convention of Biological Diversity in Montreal. Nearly 200 countries expressed their common intention to take urgent and transformative action to achieve the ambitious goals of a strengthened Global Biodiversity Framework, including halting and reversing biodiversity loss by the end of this decade.

IUCN, as a long-standing international steward of nature conservation, has a critical leadership role to play in ensuring that these aspirations for the planet and the world can be accomplished. In particular, IUCN is bound to take on the essential task of helping partners demonstrate progress in their conservation and restoration efforts.

We, a group of IUCN's Framework Partners, are convinced that the organization is well equipped to take on this important role, and we are determined to intensify our efforts to contribute to an effective and impactful IUCN.

We further believe that the achievement of ambitious institutional goals depends on strong collaborations between the different entities that make up the organization. We are therefore ready to engage in a consistent dialogue with the IUCN Council in 2023, starting with the announced debriefing by the President, which shall take place soon after the Council meeting in January.

At the onset of this year, we would like to share the following elements we consider of importance and bear potential to increase IUCN's performance further:

The upcoming External Review of IUCN's plan of work 'Nature 2030' for 2021-2024 is a key milestone in assessing the Union's performance. We will contribute to it by deploying an appropriate representation in the Steering Committee of this review.

The recent External Review of IUCN's operational performance, focusing in particular on its relevance to sustainable development, has led to a remarkable organizational development process. We have witnessed impressive results in a short period, for which we commend the strong leadership of the Director General, his Deputy and the Secretariat in taking appropriate action for necessary changes. We support the continuation of these measures.

The last IUCN Council's External Governance Review highlighted relevant action points, which were taken up in the corresponding Management Response. We would be grateful to hear about the planned steps and the calendar for the implementation of these action points in the mentioned debriefing with the President.

We reiterate our commitment of support to the organization and our desire to collaborate with both the IUCN Council and the Secretariat to jointly address critical strategic and operational challenges and opportunities, with the ultimate goal of contributing to a high-performing IUCN that is recognized at all levels as a key environmental institution.

We look forward to the collaboration and wish you a happy and prosperous year.

The IUCN Framework Partner representatives of

Denmark, Lærke Marie Lund Petersen

Finland, Sini Tenkanen

Korea, Joon-woo Seo

Norway, Heidi Bjørkto Bade

Sweden, Tomas Andersson

Switzerland, Pierre-André Cordey & Daniel Maselli

Summary Minutes of the 1st SC of the IUCN 20-year Strategic Vision Project

INTERNATIONAL UNION FOR CONSERVATION OF NATURE

1st Steering Committee of the IUCN 20-year Strategic Vision Project

By conference call on 22 December 2022- 14:00 to 16:00 CET

Attendance: see list of participants and acronyms in *Annex A*

Agenda Item 0: Introductory remarks by the President and the Director General, followed by a round of introduction from the members of the SC.

- RAM welcomed the participants, including members of the Bureau and selected members who had expressed interest in being part of this Steering Committee leading to the development of a 20-year vision for the Union. She underlined the need for new ideas on organizational effectiveness, without forgetting the DNA of the organization to serve members, and empowering the frontlines; in particular women, young people and indigenous people in a rapidly changing world.
- Each member of the SC introduced themselves and the expertise they will bring into the 20-year Strategic Vision.
- BRO presented the Agenda including the Items for information and decision (see *Annex B*).

Agenda item 1. Background of the 20-year Strategy Project & role of the Project SC

- For information, BRO presented the background:
 - ✓ IUCN Congress Resolution 147
 - ✓ the four phases and workstreams based on the Strategy project initiation approved by the Council
 - ✓ the overall timeline and Council checkpoints
 - ✓ the structure of the project
- Discussion and clarification on the role of the SC and on the iterative process to be carried out based on the process and documents designed by the Project Management team. The SC will provide feed-back and concrete inputs for strategic reflection and questions, spanning from the analysis of external landscape, the options to be considered for IUCN, implementation approaches of the selected option in aspects such as governance, financial sustainability and delivery mechanisms. The SC will provide conceptual and practical contributions between the SC meetings according to their interest and expertise.

Agenda item 2a. Operative timeline and check points of the Project SC

- The timeline was presented by the Director General and approved noting the need to remain flexible to respond to any update of external contexts.

SC confirmation.

The SC approved the operative timeline and check points of the SC meetings

Agenda item 2.b. Annotated table of contents.

- BRO and TA presented the Table of contents and addressed specific questions for each chapter and subchapter.
- In the situational analysis a key question to be raised is the role of IUCN and how this role impacts IUCN's vision and mission.
- Guiding principles should be discussed and agreed upon to orient the analysis and definition of the IUCN Strategy. Some initial examples: IUCN as an agile and responsive organization in a rapidly evolving world; and IUCN focus on values and organizational culture changes.
- RAM underlined the need to manage expectations and to consider IUCN's legal set-up and perspectives from members.
- The 20-year Strategic plan will facilitate the preparation of the 4-year medium term plan, with ongoing updates on strategic priorities to reflect the changing context.

SC decision

- The table of contents was approved
- In addition, by January 27th latest, the SC' members will send to BRO and TA ideas and proposals for the guiding principles (in bullets) as an executive input to the IUCN Strategic document. The consolidated Guiding Principles will be discussed during SC2.
- Considering the need for more in depth discussion on Parts I and II (situational analysis) as well as on the criteria to define IUCN options (Part III), the February SC meeting will be organized in a workshop format lasting about half a day.

Agenda Item 2.c. Final draft report on the "Management response to the external review of aspects of IUCN's Governance".

- The SC is not ready to discuss and provide feed-back on the report; and needs more time for review.
- The SC recognized that part of the recommendations is relevant to the overall IUCN Strategy. However, the SC does not have the authority and/or expertise to provide feed-back on all of them.
- BRO clarified that the report is an additional task to be considered by the IUCN Strategic Vision Project, as per the Congress Resolution

SC decision

- The SC requested time to review the Final draft report on the "Management response to the external review of aspects of IUCN's Governance". The SC postponed the submission of a recommendation to the Council.
- Members of the SC will share feedback on the Report on governance by January 27th latest.
- The SC will discuss the report during SC2 meeting, prior to submission to the Council.
- The Council will provide clarification (during C108 II) on the expected role of the SC in the review of the Report on governance

Item “Next Steps” of the Agenda

SC decision

The adjusted agenda for the February SC2 meeting will include:

- Suggested guiding principles sent by the SC members to the Project team at the latest by January 27th, 2023
- Situational analysis draft
- Criteria to define options for the IUCN future
- Elements of operational plans
- Preparation of member’s consultation phase
- Next steps

**Annex A. List of participants & acronyms –
SC1 20-year Strategic Vision Project, 22 December 2022**

Apologies are listed in red, no answer in blue.

Council Members part of the SC

- | | |
|---|-----|
| 1. Ms Razan Al Mubarak- | RAM |
| 2. Mr Nihal Welikala, | |
| 3. Ms Bibiana Sucre – | BS |
| 4. Mr Rick Bates - RB | |
| 5. Ms Susan Lieberman, | |
| 6. Mr Vivek Menon - | VM |
| 7. Mr Said Ahmad Damhoureyeh, | |
| 8. Mr Peter Michael Cochrane - | PMC |
| 9. Ms Hilde Eggermont, | |
| 10. Ms Kristen Walker Painemilla, | |

Frederic Launay

Nominated for the Project SC

- | | |
|--|-----|
| 11. Mr. Marco Lambertini, Italy- | ML |
| 12. Ms. Zdenka Piskulich, Costa Rica - | ZP |
| 13. Ms. Monique Yigbedek, Cameroon - | MB |
| 14. Ms. Linda Wong, China/USA - | LW |
| 15. Ms. Dedee Woodside, Australia - | DW |
| 16. Mr. Alejandro A. Imbach, Argentina - | AI |
| 17. Mr. John Robinson, USA- | JR |
| 18. Ms. Swetha Stotra Bhashyam, India | SSB |
| 19. Mr. Kanyinke Sena, Kenya | |

Secretariat.

- | | |
|---------------------------------------|-----|
| 20. Bruno Oberle | BRO |
| 21. Antonia Mihaylova | |
| 22. Tania Ammour | TA |
| 23. Louise Imbsen | LI |

Annex B- Agenda of the 1st Sc

Introduction - for information

Agenda

14:00-14:20*	20mn	Introduction	IUCN President	
14:20-14:35*	15mn	1. Background of the 20-year Strategy Project and role of the Project Steering Committee	DG & plenary	<i>For information</i>
14:35-14:45*	10mn	2.a. Operative timeline and check points of the Project SC	DG & plenary	<i>For information & confirmation</i>
14:45-15:20*	35mn	2.b. Annotated table of contents	DG & plenary	<i>For discussion & decision</i>
15:20-15:50*	30mn	2.c. Final draft report on the "Management response to the External Review of aspects of IUCN's Governance"	DG & plenary	<i>For discussion & decision</i>
15:50-16:00*	10mn	Next steps and closing remarks	DG	<i>For agreement</i>

¹ *: CET zone

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.

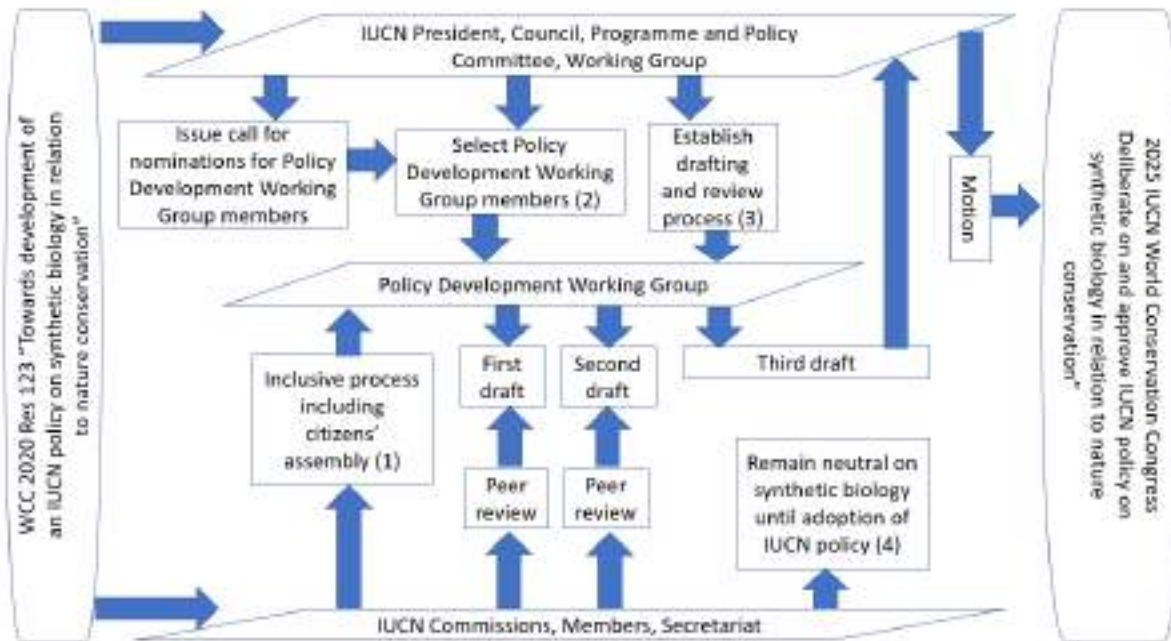
Mode of operation: 1) At least five in-person meetings (at least two for citizens' assembly; three for Policy Development Working Group); 2) Address ongoing issues by email or electronic meetings as needed; 3) Attend the 2025 IUCN World Conservation Congress.

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”.



Development of an IUCN policy on synthetic biology in relation to nature conservation

Concept proposal

Executive summary

There is a critical need to provide soundly-based guidance, policy, and governance for the intersection between nature conservation and synthetic biology, but deeply polarised viewpoints through the conservation community as to the relative risks and opportunities posed by this interface that have so far precluded the establishment of such policies. IUCN, as the world's conservation union of governments and non-governmental and indigenous peoples' organisations, has both the breadth of constituency and the technical expertise to break this deadlock and provide a consensus-driven and authoritative "IUCN policy on synthetic biology in relation to nature conservation" as mandated by IUCN Members at the 2021 World Conservation Congress. This proposal establishes a process to implement word-for-word the full mandate established in this Resolution, complemented by application of additional, novel social science techniques in establishment of citizens' assemblies to help bridge the gap between democracy and expertise for highly contentious and technical issues like synthetic biology. This would draw from among IUCN Members to provide participants to such a citizens' assembly to make recommendations into the process. These recommendations will then serve as a core input into consideration by an IUCN working group, nominated and selected under the authority of IUCN Council, to draft the policy itself. This draft will undergo two rounds of review across the IUCN constituency, before being transmitted to IUCN Council for endorsement as a motion to the 2025 IUCN World Conservation Congress, where IUCN Members will debate the policy for approval.

Background

Living nature is in crisis. More than 40,000 species are documented in the IUCN Red List as threatened with extinction in the medium-term future (IUCN 2021), with pervasive detrimental consequences for humanity and all life on earth (IPBES 2019). Paradoxically, even as the web of life unravels at the planetary level, the life sciences are undergoing unprecedented growth with the explosion of synthetic biology (Meng & Ellis 2020), which the Convention on Biological Diversity operationally defines as "a further development and new dimension of modern biotechnology that combines science, technology and engineering to facilitate and accelerate the understanding, design, redesign, manufacture and/ or modification of genetic materials, living organisms and biological systems" (SCBD 2022). Applications span fields as diverse as medicine (Kitney et al. 2021), food production (Lv et al. 2021), and security (Trump et al. 2020), with particular attention focused by the award of the 2020 Nobel Prize to Emmanuelle Charpentier and Jennifer Doudna for the development of a method for genome editing, and its subsequent application in the development of COVID-19 vaccines.

With this backdrop, there are many ways in which the fields of nature conservation and of synthetic biology intersect. On the one hand, synthetic biology developments in other fields stand to impose substantial impacts on nature (eg opening of new agricultural frontiers and subsequent ecosystem conversion). On the other hand, the prospect of applications of synthetic biology as a nature conservation tool (eg to remove invasive mosquitoes from islands where they provide vectors for diseases lethal to native species) demand consideration of novel risks and opportunities into conservation decision-making. How should the nature conservation community respond to these new frontiers for policy and governance on how best to manage and interact with synthetic biology?

As the world's conservation union, IUCN is at the forefront of attempts to answer these questions. In 2016, IUCN's Membership of >200 governments and >1,200 non-governmental and indigenous peoples' organisations approved a Resolution (WCC 2016 Res 086;

<https://portals.iucn.org/library/node/46503>) calling for the development of an evidence-based assessment of synthetic biology and nature conservation, published as a synthesis and key messages (IUCN 2019) and a full technical assessment (Redford et al. 2019) of “Genetic Frontiers for Conservation”. Building from this, at the most recent IUCN World Conservation Congress in Marseille in 2021, IUCN Members approved a follow-up Resolution (WCC 2020 Res 123; <https://portals.iucn.org/library/node/49795>) mandating “development of an IUCN policy on synthetic biology in relation to nature conservation”.

Meanwhile, intergovernmental bodies have also been advancing the discussion. The Convention on Biological Diversity has recently published an update to its Technical Series report on “Synthetic Biology” (SCBD 2022), while multilateral environmental agreements such as the Convention on International Trade in Endangered Species and the International Treaty for Plant Genetic Resources for Food and Agriculture have also been examining the issue. However, given the broad divergence in views and perceptions of risk and opportunities around synthetic biology and conservation, it has not yet been possible for any of the intergovernmental mechanisms to establish clear policies on synthetic biology and conservation. The development of an IUCN policy on the subject has the potential to break this deadlock, over and above its value in supporting decision-making from across the IUCN constituency directly.

Towards development of an IUCN policy

In response to these demands, here, we propose a parallel process towards the development of an IUCN policy on synthetic biology in relation to nature conservation, designed to be responsive to the challenges of divergence between opposing perspectives that have stymied discussion of synthetic biology in the conservation arena to date. The proposed process incorporates all of the mechanisms mandated in IUCN Resolution WCC 2020 Res 123 (track 2), supplementing them with modifications to incorporate cutting-edge social science techniques for reducing the gap between democracy and expertise (track 1).

Track 1: citizens’ assembly

The field of synthetic biology is highly technical, and those with the clearest understanding of its implications tend to be those involved in it directly. This in turn undermines trust and raises accusations of bias or conflict of interest from some stakeholders. As a result, decision-making processes which select stakeholder engagement based on the greatest engagement and deepest knowledge (eg based on self-nomination) tend to have polarised viewpoints build in from the outset. Rather, what is needed to seek consensus is engagement from the large but silent majority of the conservation community who are not yet deeply aware of or engaged in discussion of the issues.

Recent development of techniques for broader stakeholder engagement in decision-making processes on highly technical issues stand to be transformative in meeting this need. These provide the mechanisms for balanced establishment of “citizens’ assemblies” or “deliberative minipublics”, by fair selection of participants through stratified random approaches to ensure that these participants are representative (eg by geography, institution type, gender, etc) of the public overall (Warren 2021). These citizens’ assemblies are then convened to learn, deliberate, and make recommendations into formal decision-making processes.

While such citizens’ assembly processes are typically organised at the individual level (eg undertaking stratified random selection of participants based on voter registers), we propose a novel extension of these techniques to the institutional level, to select from across the IUCN Membership. This would select IUCN Member institutions at random (using an algorithm for which the code is publicly available), stratified 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). In filling participant roles, a quota system will then be used to ensure that these comprise equal numbers of women and men. This stratified random selection will be conducted under the guidance of IUCN Council.

Once a citizens' assembly balanced in this way has been established, a training course would be provided to ensure that all participants had equal access to information on the scientific basis, risks, and opportunities at the interface between synthetic biology and nature conservation, responsive to the needs of and setting the basis for facilitated discussion within the citizens' assembly (Deliverable 1). The training would balance in-person with electronic engagement, cognisant of both the costs (carbon emissions; disrupted work-life balance) and benefits (social interaction; enhanced learning) of these, and in particular of lessons learned over the last 2½ years of online work through the COVID-19 pandemic. The trainers and facilitators would be selected from among respected scientific institutions (eg national academies of natural and social science), through the IUCN procurement process, to ensure transparency and avoid any accusations of bias. Training materials would include a briefing document, as mandated by IUCN Resolution WCC 2020 Res 123, to explain what synthetic biology is, why its implications for nature conservation require an inclusive debate, and the process adopted by IUCN on the topics so far. With such training in hand, the citizens' assembly would then be guided by facilitators to make recommendations as to the content of an IUCN policy on synthetic biology in relation to nature conservation, and provide feedback into this as it develops (Deliverable 2). The participants of the citizens' assembly would meet at least twice in person, supported by the facilitators, and also attend the 2025 IUCN World Conservation Congress.

Track 2: working group

The second track of the process will comprise that directly mandated through IUCN Resolution WCC 2020 Res 123. In parallel with the start of Track 1, this participatory process would begin with a call for nominations from IUCN Council across the IUCN Membership and Commissions, with selection of nominees in a balanced way under the authority of the IUCN President to comprise a working group. The IUCN Council would also establish a drafting and participatory review process, which the working group would implement to develop the IUCN policy (Deliverable 3), building from the recommendations of the citizens' assembly, and drawing from "Genetic Frontiers for Conservation" and other existing documentation as mandated in the Resolution. The working group (with three meetings proposed) would be facilitated by the trainers and an IUCN Council focal point, and would also attend the 2025 IUCN World Conservation Congress. The development of the policy will be informed by ten "guiding criteria" (integrity and diversity of nature; intergenerational equity; gender equity; respect for rights, beliefs and cultures; free, prior and informed consent; inclusion of knowledge holders and right holders; stakeholder and right-holder participation; multiple sources of types of knowledge and expertise; transdisciplinarity, intra-, inter- and multidisciplinary; and multiple values and ethics), again, as specified in WCC 2020 Res 123.

The first draft of the resulting draft IUCN policy would be circulated to all IUCN Members and Commissions for review and comment, with the working group then providing a second draft on the basis of comments received, and documenting how each comment has been addressed (Deliverable 4). This second draft will again be circulated to all IUCN Members and Commissions for review and comment, with the working group in turn providing a third draft and documenting how each comment has been addressed (Deliverable 5). This third draft will then be submitted to IUCN Council for transmission as a motion for debate and adoption by the next (ie 2025) IUCN World Conservation Congress (Deliverable 6).

Timeline

Date	Track 1	Track 2
Q1 2023	Stratified random selection of IUCN Members to serve in citizen's assembly	Call for nominations from IUCN Council for working group members
	Request for proposals for trainers; selection of trainers; and development of training materials	
Q2 2023	IUCN citizens' assembly convened in-person and electronically for training (Deliverable 1)	Balanced selection of nominations under the authority of the IUCN President
Q3 2023	IUCN citizens' assembly convened in-person to develop recommendations for "IUCN policy on synthetic biology in relation to nature conservation" (Deliverable 2)	Working group meeting to produce first draft "IUCN policy on synthetic biology in relation to nature conservation" (Deliverable 3)
Q4 2023	Review period for IUCN Members and Commissions to review first draft "IUCN policy on synthetic biology in relation to nature conservation"	
Q4 2023		Working group revise first draft "IUCN policy on synthetic biology in relation to nature conservation" in response to review comments to derive second draft; and produce documentation of how each comment has been addressed (Deliverable 4)
Q1 2024	Review period for IUCN Members and Commissions to review second draft "IUCN policy on synthetic biology in relation to nature conservation"	
Q2 2024		Working group revise second draft "IUCN policy on synthetic biology in relation to nature conservation" in response to review comments to derive third draft; and produce documentation of how each comment has been addressed (Deliverable 5)
Q3 2024		Third draft "IUCN policy on synthetic biology in relation to nature conservation" submitted by working group to IUCN Council
Q3 2024	IUCN Council motion establishing "IUCN policy on synthetic biology in relation to nature conservation" submitted	
Q4 2024	Online debate of motion among IUCN Membership in advance of IUCN World Conservation Congress	
Q1 2025	Motions with broad agreement transmitted to IUCN World Conservation Congress for approval; motions with remaining disagreements transmitted to IUCN World Conservation Congress for debate and vote	
Q3 2025	Debate if necessary, and voting on adoption of "IUCN policy on synthetic biology in relation to nature conservation" at IUCN World Conservation Congress (Deliverable 6)	

Budget

Building from the approach successfully used in implementation of the 2016 IUCN Resolution WCC 2016 Res 086, IUCN will only seek funding from foundations and governments in supporting the development of the “IUCN policy on synthetic biology in relation to nature conservation”, and not solicit funds from the private sector or from campaigning NGOs, to avoid any risk or perception of conflict of interest.

We anticipate a total budget of \$1,885,240, of which the Gordon & Betty Moore Foundation have already pledged to cover a substantial proportion conditional on support for the balance being provided by one or more public sector institutions.

Deliverable	Budget (\$)
1. Training for Citizens' assembly	363,440
2. Production of recommendations from Citizens' assembly	352,240
3. Production of first draft IUCN policy	264,880
4. Production of second draft IUCN policy and documentation of response to peer review comments on first draft	264,880
5. Production of third draft IUCN policy and documentation of response to peer review comments on second draft	264,880
6. Debate and intended adoption of IUCN policy in 2025 IUCN World Conservation Congress	374,960
Total	1,885,240

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Ms Mandy Leathers
Department of Conservation
New Zealand

27 September 2022

Subject: Request for support to fund Policy development

Dear Ms Leathers,

As you know, at the IUCN World Conservation Congress in Marseille in September 2021, IUCN Members adopted Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation".

Development of sound guidance and a Union-wide policy on this contentious and highly technical issue will require careful consultation and engagement across constituencies as recognized and foreseen in the Resolution. To ensure that the policy is accurate, credible and authoritative, IUCN plans to fully leverage both its breadth of membership and its depth of expertise to deliver a robust, consultative process. We estimate that approximately \$1.9m will be needed to complete such an approach over the coming four years.

I have established that IUCN should only seek government and foundation support for implementation of this Resolution; we will not seek funding from the private sector or from non-governmental organisations to avoid any risk or perception of conflict of interest. While the Gordon & Betty Moore Foundation have already provided a verbal pledge to support a substantial portion of the budget, we still require additional resources to fully fund the policy's development.

In this light, I invite you to support this process through a pledge from your government, either annually over 3 years or through a one-time contribution. This would represent an important support to delivering this policy, which will help inform broader debate and build bridges between members of the conservation community on this vital topic.

This policy will then be submitted to the IUCN Council and then put forward for debate, deliberation and approval by IUCN Members at the 2025 World Conservation Congress.

You will find attached a proposal outlining the planned work, timeline, and budget. I would welcome any comments or feedback you may have on this, and look forward to your support for this important initiative.

Sincerely,

A handwritten signature in black ink, appearing to read 'B. Oberle', written over a horizontal line.

Dr Bruno Oberle
Director General

Governance and Constituency Committee (GCC)

6th Meeting (virtual), 1 November 2022

Progress report of the Advisory Group for the Revision of the IUCN Statutes

Purpose of this report

1. The purpose of this report is to provide an update on progress of the work of the Advisory Group established pursuant to 2021 Congress Decision 148¹, enabling the GCC to prepare recommendations, if any, to the IUCN Council.

The mandate of the Advisory Group

2. The unanimous view of the Group is that the changes to the Statutes should make the Congress a hybrid event in which all IUCN Members, participating both in person and remotely, should have equal opportunity to exercise the right to speak and vote, particularly during the Members' Assembly.

3. In order to ensure that IUCN is agile at all times and to comply with a requirement of Swiss Law, the Statutes should also make it possible to convene the Congress, or at least the Members' Assembly, in a fully virtual format if extraordinary circumstances justified it, without the Statutes defining further detail.

4. While several aspects discussed by the Group will affect the motions process, the Group preferred not to interfere with the improvements to the motions process which Council's Governance and Constituency Committee will study based on lessons learnt from 2020-21. Instead, the outcomes of both processes should be carefully harmonized.

5. In order to prepare proposals to amend the Statutes ready to submit to an online vote of the IUCN membership in the first Quarter of 2024, the Group approved the timeline for its work attached herewith, including consultation with IUCN Members.

Proceedings of the Advisory Group

6. Established by the Council in February 2022, the Group met three times by conference call in the period June through October 2022. The Outcomes documents of these meetings, which include the membership of the group as well as the support team of the Secretariat, can be viewed as [AG1](#), [AG2](#) and [AG3](#). The full documentation considered by the Group can be viewed in the [Union Portal](#).

¹ 2021 Congress Decision 148 *“requested the Council to prepare draft revisions to the IUCN Statutes and formulate proposals to be presented to Members with a view to enhancing the remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances”* and *“established an ‘Advisory Group for the Revision of the Statutes’, comprising a maximum of eight members to work with Council in this task”*. It further *“charged the Council to communicate proposals for revisions of the Statutes to Members, organise an online discussion and revise the proposals as per the result of these discussions;”* and *“required that each individual proposal be voted on by electronic ballot with the aim of ensuring that the suggested changes are applicable in time to be effective during the preparation of the next World Conservation Congress.”*

7. Following a progress report at Council's 108th meeting (January 2023), the Group intends to meet in person in the first quarter of 2023 in order to prepare the amendments to the Statutes taking into account Council's feedback.

8. It would convene again online or, if necessary, in person after the consultation with IUCN Members in order to assess Member feedback and prepare the final proposal for Council's 110th meeting in November 2023.

The Group's vision on key elements of a hybrid Congress that would require changes in the Statutes

9. During its 2nd and 3rd meetings, the Group discussed a series of questions on key elements of a hybrid Congress by way of guidance to those preparing the text of the amendments to the Statutes. The Group's advice has been formulated hereafter in the form of statements on which it will seek feedback from Council and from the IUCN membership.

10. The IUCN Congress remains in principle a physical meeting but in a hybrid format, i.e. with the possibility of remote participation / voting during the Members' Assembly. The decision whether to connect remotely to the hybrid Congress would entirely be at the Members' discretion (including e.g. if Members chose to not to travel in order to avoid the carbon footprint).

11. **The agenda of the hybrid Congress** should remain as we have seen it in the most recent sessions of the Congress, with sittings of the Members' Assembly in the mornings, afternoons and possibly also the evenings (local time of the venue of the Congress) for 3 to 4 days. In order to reduce the length of discussions on selected topics, it should be possible to start the discussion (e.g. in virtual contact groups) on these topics before Congress with the view to preparing an effective discussion, and decision, during Congress.

12. As a way to increase participation given that remote participation in real time will not be sustainable for several time zones, the possibility of "**delayed voting**" which consists of enabling remote participants to cast their vote (online) on a motion within 12 hours from the moment the Chair opens the vote on the motion, should be further examined, in particular its compliance with Swiss Law and its feasibility from a technical systems perspective. While delayed voting would also apply to amendments to motions, points of order would always have to be voted on immediately as the Members' Assembly could not proceed without an immediate vote.

13. In order to spread the time available for discussion and vote, and to ensure that "delayed voting" on all matters is concluded on time, in particular on the last day of the Members' Assembly, the possibility of **holding the Members' Assembly before the Forum**, followed by a short session of the Members' Assembly after the Forum, should be further examined.

14. All **Contact Groups should be held online** as in 2021, with the possibility of starting them from one week prior to the Opening of Congress, and holding less Contact Group meetings in parallel.

15. **Elections will be held fully online** during the Congress, as in 2021, with all Members voting online through one and the same voting system.

16. The option of **voting by proxy** should be maintained during a hybrid Congress provided it is given for the entire duration of the Congress. However, the process should be improved, e.g. to solve logistical issues of Members voting for several proxies, to assist Members comply with the proxy giver's voting instructions and to address the desirability of Members voting *en bloc* for a number of other Members (block-voting). Voting by proxy would not be allowed for elections if held fully online.

17. There is no need to change the existing procedure for **motions on urgent and new topics** in a hybrid Congress.

18. There is no need to change existing rules for **Congress Committees** in which participants present in person as well as individuals connect remotely may participate.

Next steps

19. The Chair will present a short progress report to Council on 29 November 2022, with discussion to be held during the 108th Council meeting to be held from 17 to 19 January 2023 in Abu Dhabi.

20. With Council's approval, the Advisory Group wishes to consult the IUCN membership on some of the key aspects agreed so far by the Advisory Group, with an online tool in the period December 2022-January 2023 in order for the results to be available by the time of the Council meeting. One option to do so would be to invite Members to respond online whether they "Agree" or "Not agree" (and explain why not) with the statements made above in paragraphs 2 and 3, and 11 through 17.



Governance and Constituency Committee (GCC)

7th Meeting (in person), 17 January 2023

Progress report of the Advisory Group for the Revision of the IUCN Statutes

Purpose of this report

1. The purpose of this report is to provide an update on progress of the work of the Advisory Group established pursuant to 2021 Congress Decision 1481, enabling the GCC to prepare recommendations, if any, to the IUCN Council.
2. This report has been updated since the last report of the AG to GCC6 (1 November 2022).

The mandate of the Advisory Group

3. The unanimous view of the Group is that the changes to the Statutes should make the Congress a hybrid event in which all IUCN Members, participating both in person and remotely, should have equal opportunity to exercise the right to speak and vote, particularly during the Members' Assembly.
4. In order to ensure that IUCN is agile at all times and to comply with a requirement of Swiss Law, the Statutes should also make it possible to convene the Congress, or at least the Members' Assembly, in a fully virtual format if extraordinary circumstances justified it, without the Statutes defining further detail.
5. While several aspects discussed by the Group will affect the motions process, the Group preferred not to interfere with the improvements to the motions process which Council's Governance and Constituency Committee will study based on lessons learnt from 2020-21. Instead, the outcomes of both processes should be carefully harmonized. The GCC should note that it is highly advisable that the Council puts to a vote one set of changes to the Statutes, Rules of Procedure and Regulations which combines the work of the Advisory Group and GCC.
6. In order to prepare proposals to amend the Statutes ready to submit to an online vote of the IUCN membership in the first Quarter of 2024, the Group approved the timeline for its work attached hereafter as Annex 4, including consultation with IUCN Members. Following this timeline, the draft combined changes to the Statutes, Rules of Procedure and Regulations should be submitted for Council 109 (May 2023) for discussion. The GCC discussions on the improvements to the motion process should therefore start as soon as possible after C108.

¹ 2021 Congress Decision 148 "requested the Council to prepare draft revisions to the IUCN Statutes and formulate proposals to be presented to Members with a view to enhancing the remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances" and "established an 'Advisory Group for the Revision of the Statutes', comprising a maximum of eight members to work with Council in this task". It further "charged the Council to communicate proposals for revisions of the Statutes to Members, organise an online discussion and revise the proposals as per the result of these discussions;" and "required that each individual proposal be voted on by electronic ballot with the aim of ensuring that the suggested changes are applicable in time to be effective during the preparation of the next World Conservation Congress."

Proceedings of the Advisory Group

7. Established by the Council in February 2022, the Group met four times by conference call in the period June through November 2022. The links to the Outcomes documents of these meetings, which include the membership of the group as well as the support team of the Secretariat, as well as the full documentation considered by the Group, are compiled hereafter in [Annex 1](#).

8. The Group has presented a first progress to GCC6 on 1 November. It met on November 2nd to consider comments from GCC and advance in drafting the Members' Survey. Following the review of the AG report, the GCC made the recommendation to Council that it authorize the Member consultation so that Member feedback can be taken into account during further discussion of this topic in the Advisory Group and in the Council in January. The AG also shared the draft survey for comments by GCC Members².

9. The IUCN President, following request from the chair of the AG, requested Council (through a no objection email process on November 16th) to authorize the Advisory Group to consult the IUCN membership, via an online survey, on key aspects agreed by the Advisory Group as presented in its Progress Report to GCC. Council made no objection.

10. On November 18th, the AG held 2 webinars with Members to explain the rationale behind the statements in the Survey. The online survey was open from November 18th to December 11, 2022. The text of the Survey is available in [Annex 2](#) and the results of the survey is available in [Annex 3](#).

10. The Chair of the AG presented a progress report on the work of the Group to the Council³ and highlighted that the Council discussion on these points will be in the January meeting, once the results of the Members' survey would be available.

The Group's vision on key elements of a hybrid Congress that would require changes in the Statutes

11. During its 2nd and 3rd meetings, the Group discussed a series of questions on key elements of a hybrid Congress by way of guidance to those preparing the text of the amendments to the Statutes. The Group's advice has been formulated hereafter in the form of statements on which it will seek feedback from Council and from the IUCN membership.

12. The IUCN Congress remains in principle a physical meeting but in a hybrid format, i.e. with the possibility of remote participation / voting during the Members' Assembly. The decision whether to connect remotely to the hybrid Congress would entirely be at the Members' discretion (including e.g. if Members chose to not to travel in order to avoid the carbon footprint).

13. **The agenda of the hybrid Congress** should remain as we have seen it in the most recent sessions of the Congress, with sittings of the Members' Assembly in the mornings, afternoons and possibly also the evenings (local time of the venue of the Congress) for 3 to 4 days. In order to reduce the length of discussions on selected topics, it should be possible

² By email on November 11th 2022.

³ Council Meeting on November 29, 2022.

to start the discussion (e.g. in virtual contact groups) on these topics before Congress with the view to preparing an effective discussion, and decision, during Congress.

14. As a way to increase participation given that remote participation in real time will not be sustainable for several time zones, the possibility of **“delayed voting”** which consists of enabling remote participants to cast their vote (online) on a motion within 12 hours from the moment the Chair opens the vote on the motion, should be further examined, in particular its compliance with Swiss Law and its feasibility from a technical systems perspective. While delayed voting would also apply to amendments to motions, points of order would always have to be voted on immediately as the Members’ Assembly could not proceed without an immediate vote.

15. In order to spread the time available for discussion and vote, and to ensure that “delayed voting” on all matters is concluded on time, in particular on the last day of the Members’ Assembly, the possibility of **holding the Members’ Assembly before the Forum**, followed by a short session of the Members’ Assembly after the Forum, should be further examined.

16. All **Contact Groups should be held online** as in 2021, with the possibility of starting them from one week prior to the Opening of Congress, and holding less Contact Group meetings in parallel.

17. **Elections will be held fully online** during the Congress, as in 2021, with all Members voting online through one and the same voting system.

18. The option of **voting by proxy** should be maintained during a hybrid Congress provided it is given for the entire duration of the Congress. However, the process should be improved, e.g. to solve logistical issues of Members voting for several proxies, to assist Members comply with the proxy giver’s voting instructions and to address the desirability of Members voting *en bloc* for a number of other Members (block-voting). Voting by proxy would not be allowed for elections if held fully online.

19. There is no need to change the existing procedure for **motions on urgent and new topics** in a hybrid Congress.

20. There is no need to change existing rules for **Congress Committees** in which participants present in person as well as individuals connect remotely may participate.

Next steps

21. The AG is meeting on 21 and 22 January 2023, to consider the results of the discussions at Council’s 108th meeting. The Group intends to prepare the amendments to the Statutes taking into account Council’s feedback. These draft amendments will be proposed to GCC and Council C109 for discussion, then submitted to a formal online consultation with Members. It is advisable that GCC integrates any amendments to the Statutes regarding the improvement to the Motion process in this process.

20. The Group would convene again online or, if necessary, in person after the consultation with IUCN Members in order to assess Member feedback and prepare the final proposal of changes to the Statutes for Council’s 110th meeting in November 2023. A timeline of the process is illustrated below.



Annex 1: Links to AG reports and working documents

AG1 13 June 2022 (virtual)

- Draft Agenda:

https://portals.iucn.org/union/sites/union/files/doc/ag1_-_advisory_group_for_the_revision_of_the_statutes_-_13_june_2022_-_draft_agenda_w_attachments.pdf

- Draft timeline:

https://portals.iucn.org/union/sites/union/files/doc/ag1_2_advisory_group_-_timeline_rev.pdf

- Meeting outcomes:

https://portals.iucn.org/union/sites/union/files/doc/ag1_-_advisory_group_on_the_revision_of_the_iucn_statutes_-_1st_meeting_13_june_2022_-_outcomes_w_2_attachments.pdf

AG2 - 20 September 2022 (virtual)

- Questions for discussion and guidance:

https://portals.iucn.org/union/sites/union/files/doc/ag2_-_questions_for_discussion_and_guidance_of_the_advisory_group.docx

- Notes on IUCN Statutes and Regulations:

https://portals.iucn.org/union/sites/union/files/doc/iucn_statutes_and_regulations_september_2021_08.06.2022_ola.docx

- IUCN Legal Advisor's Memo:

https://portals.iucn.org/union/sites/union/files/doc/memo_legal_and_statutory_framework_hybridwcc.pdf

- Meeting Outcomes:

https://portals.iucn.org/union/sites/union/files/doc/ag2_-_advisory_group_on_the_revision_of_the_iucn_statutes_-_2nd_meeting_20_september_2022_-_outcomes_rev.pdf

AG3 - 13 October 2022 (virtual)

- Notes on questions for discussions

https://portals.iucn.org/union/sites/union/files/doc/im_notes_ag2_-_questions_for_discussion_and_guidance_of_the_advisory_group.docx

- Meeting Outcomes:

https://portals.iucn.org/union/sites/union/files/doc/ag3_-_advisory_group_on_the_revision_of_the_iucn_statutes_-_3rd_meeting_13_october_2022_-_outcomes.pdf

AG4 - 2 November 2022 (virtual)

- Agenda and documents:

https://portals.iucn.org/union/sites/union/files/doc/ag4_-_agenda_and_documents.pdf

- Progress Report to GCC:

https://portals.iucn.org/union/sites/union/files/doc/progress_report_to_gcc6_clean.pdf

- IUCN Legal Advisor Memo- Revised:

https://portals.iucn.org/union/sites/union/files/doc/memo_legal_and_statutory_framework_hybrid_wcc_rev25oct22.pdf

- Timeline:

https://portals.iucn.org/union/sites/union/files/doc/timeline_dec148.xlsx

Annex 2: Initial Members Survey

Dear IUCN Members

During the World Conservation Congress in Marseille, IUCN Members adopted Congress Decision 148 "[Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress](#)." The Decision requested Council, to work with the "Advisory Group for the revision of the Statutes," to "*draft revisions to the IUCN Statutes and formulate proposals to be presented to Members with a view to enhancing remote participation of Members and the use of online votes during Congress, and to ensure that IUCN is more agile in its response to extraordinary circumstances.*"

In advancing its work, the Advisory Group wishes to seek IUCN Members' views on how to enhance remote participation of Members, providing an equal opportunity to all members to exercise the right to speak and vote, in future Members' Assemblies at the World Conservation Congress.

This initial survey aims to gauge the extent to which IUCN Members' agree or disagree with statements that reflect the current thinking of the Council Advisory Group. These statements will be further developed based on the Member's feedback via this survey, further technical and legal assessments, and discussions of the IUCN Council. These will then be turned into revisions of the IUCN Statutes, Regulations and Rules of Procedures and submitted to further consultations with Members, followed by an online vote by the IUCN membership (as requested by Decision 148) in the first quarter 2024.

The Advisory Group will host two webinars on 18th of November (at 9am and 5pm CET) to explain the rationale behind these statements. You are strongly encouraged to attend these webinars before responding to the survey, if possible.

Please complete the survey by 11 December 2022. It will only take five minutes and we greatly value your opinions.

Best regards,

Please state if you would Agree / Disagree with the following statements. If you Disagree, please explain why as we would appreciate further input from you:

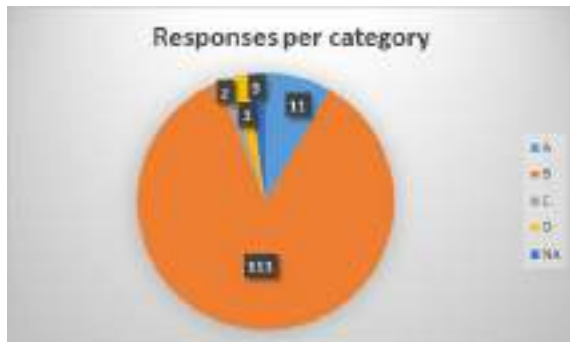
1. The IUCN Congress will remain in principle a physical meeting that is executed in a hybrid format in order to enable equal participation of the Members, whether physically present or remotely connected, with the right to speak and vote during the Members' Assembly. The IUCN Secretariat will continue to make all necessary efforts to raise funds to support the participation of Members.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
2. If extraordinary circumstances justified it, the Congress could be held in a fully virtual format, in order to ensure that IUCN is agile at all times.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
3. Each IUCN Member will have the freedom to choose how they participate in the Congress – whether in person or remotely.

- **Agree / Disagree / If disagree please elaborate: Free text box.**
4. The agenda of the hybrid Congress will remain as we have seen it in the most recent sessions of the Congress, with sittings of the Members' Assembly in the mornings, afternoons and possibly also the evenings (local time of the venue of the Congress) for 3 to 4 days.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 5. In order to maximize the discussion time on selected topics, it will be possible to start the discussion on these topics before Congress (e.g. in virtual contact groups) with a view to increasing the effectiveness of discussions, and quality of decisions, during Congress.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 6. All Contact Groups should be held online (as in 2021), with the possibility of starting them one week prior to the Opening of Congress, and continuing them as needed during the Forum, so that fewer Contact Group meetings will be held simultaneously during the Members' Assembly.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 7. Procedural matters requiring an immediate decision (such as points of order) should be submitted to a rapid electronic vote.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 8. Other matters requiring a debate (e.g. motions, amendments to motions) will be put to a vote that will commence immediately following the debate and last for a period of time (some hours) to facilitate the participation of Members voting remotely. (Special note: Initial consultations suggest that an extended voting period of a few hours might not be compliant with Swiss law, and further advice is being sought on this point.)
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 9. Elections will be held fully online during the Congress, with all Members voting online through one and the same voting system (as it was the case in 2021).
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 10. Voting by proxy will be maintained during a hybrid Congress provided the proxy is given for the entire duration of the Congress. Note: Proxy voting will not extend to Elections which require a secret vote and will be held fully online.
 - **Agree / Disagree / If disagree please elaborate: Free text box.**
 11. If you have any suggestions on how to improve the voting by proxy process from your perspective please elaborate: **Free text box.**

Annex 3: Results of the Members Survey

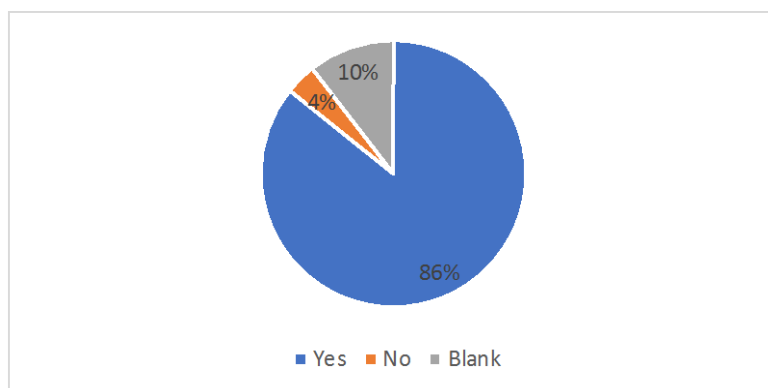
The Survey was held from 18 November to 11 December 2022. Overall, 132 responses were received. The distribution of the responses according to the Categories of IUCN Members are as follows:

IUCN Member Category	Response Count
A	11
B	113
C	2
D	3
N/A (blank or dummy responses)	3



The details of the results are as follow:

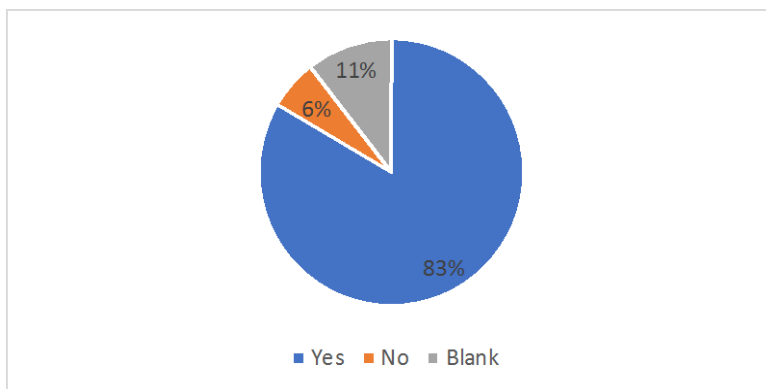
Statement 1: The IUCN Congress will remain in principle a physical meeting that is executed in a hybrid format in order to enable equal participation of the Members, whether physically present or remotely connected, with the right to speak and vote during the Members’ Assembly. The IUCN Secretariat will continue to make all necessary efforts to raise funds to support the participation of Members.



Comments on Statement 1:

1. All questions on voting and decision-making will depend on whether a single consistent on-line voting platform which enables (1) each delegation's vote to be exercised solely by the authorized vote holder (avoidance of duplicate voting and false voting by impersonators) and (2) the different voting powers of members by category can be collated correctly – can be developed and operated, including for impromptu snap votes such as deciding on points of order (as opposed to the well-prepared, timed voting that took place for the elections and other on-line voting in 2021). It is our assumption that this was enabled at the Plenary through the voting card system which had the relevant credentials information and voting powers of the delegations encoded into the card. Can such systems be implemented on an online voting platform?
2. Whilst physical attendance enables better networking, it also entails expenses related to travel, accommodation and related administration, as well as increasing demand on other resources and ancillary issues. These can be easily sorted/reduced via online means, enabling the processing of other parallel processes as well.
3. Historically the IUCN Congress has always been a physical event only. Covid-19 changed the dynamics and the last Congress was a hybrid event, where many members in different countries were not able to attend due to travel restrictions. If a hybrid event continues in the future this will favour those members and countries who have easy travel / visa / access to the WCC and it will marginalise members in countries with difficult travel / visa processes. It will also favour large NGO's with travel budgets, and smaller NGO's will not be able to attend because it will be assumed that they can participate virtually.
4. I agree with the statement--but all efforts should be made to ensure that those engaging remotely will truly be able to engage actively and not only observe the discussion. Funding should be raised, but some of this should come from core Secretariat budget; the Congress is fundamental for the Members.
5. I would suggest changing the phrasing from equal to equitable participation. Nothing is ever equal. We can hope to accelerate inclusion to more broadly include engagement of all members.
6. This statement has too many elements. I agree that the Congress should remain in principle a physical meeting. I also agree that the IUCN Secretariat will continue to make efforts to raise funds to support participation of Members. I disagree that it is possible to have "equal participation". Substantial experience has shown that virtual participation is not the same in quality or quantity. Setting it up as "equal" means that IUCN will always be chasing a chimera of equal participation. I support hybrid efforts, but I do not think that IUCN should make a substantial investment in trying to make participation equal.

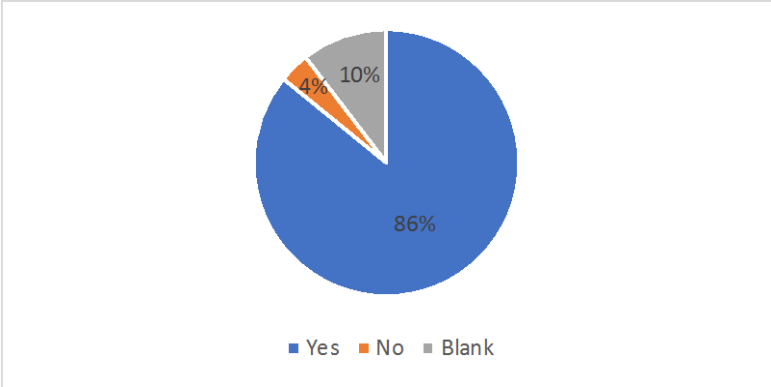
Statement 2: If extraordinary circumstances justified it, the Congress could be held in a fully virtual format, in order to ensure that IUCN is agile at all times.



Comments on Statement 2:

1. If the Congress was fully online, there would be no justification for following any specific time zone.
2. I agree, but it is not desirable of course.
3. Although I agree with the statement, there will be considerable disagreement on what constitutes "extraordinary circumstances." This has been addressed, but I don't know that it has been fully settled.
4. I'm not sure that "fully virtual" makes sense in that additional barriers exist for those with poor digital connectivity. It would be much better to identify a core set of functions/processes that COULD be addressed in a fully virtual format, but not necessarily transporting the Congress in toto onto virtual platforms. A risk is that circumstances may force this several congresses in a row, which may result in unexpected consequences.
5. High potential to exclude participation due to difficulty in getting uninterrupted internet connectivity in many remote locations, due to different time zones members from many countries may face difficulty in attending due to odd timing, use of mobile data to attend the meeting may be costly for many members. loss of face to face networking.
6. How will decide the "extraordinary circumstances" and who?
7. The Congress should be held in a fully virtual format in all circumstances. Thousands of Members flying to the Congress in person represent an unjustifiable contribution to the climate crisis. We shouldn't adopt climate mitigation motions, then act in contradiction to them.
8. To me the IUCN congress is mostly about connecting, networking and feeling the strength of the union. A lot happen in informal settings and meetings. This cant be possible virtually. Whatever virtual meeting should not be called the "Congress".
9. Beyond the exchange of ideas and other things that can be done with the two formats. Physical meetings offer more opportunities for members. *(Original: Au-delà des échanges d'idées entre autres qu'on peut avoir avec les deux formats. Les rencontres physiques offrent plus d'opportunités aux membres).*
10. If extraordinary circumstances were to arise, we would like to see the date of the Congress postponed for the simple reason that face-to-face meetings are very important for the contacts and exchanges that they allow. But more than that, the conditions for the virtual congress may not be met everywhere in the world. *(Original: Si des circonstances extraordinaires se justifiaient, notre souhait serait de voir la date du Congrès être différée pour la simple raison le présentiel est très important de par les contacts et échange qu'il permet. Mais plus que cela, ce n'est pas partout à travers le monde où les conditions pour le virtuel sont réunies).*
11. The presence of IUCN members is not only to discuss IUCN activities. How will the multiple exchanges of experience take place if the congress is virtual? *(Original: La présence des membres du l'IUCN n'est pas pour seulement discuter des activités de l'IUCN. Les multiples échanges d'expériences se feront comment si le congrès est virtuel?)*
12. There is no substitute for face-to-face contact, especially when preparations have been made over several years, a lot of effort and expense has been expended; the Congress may well be postponed if circumstances do not allow it to be held. *(Original: Rien ne remplace le contact direct surtout que des préparatifs ont été effectués durant plusieurs années, beaucoup d'efforts déployés et des dépenses faites; le congrès peut bien être reporté si les circonstances ne permettent pas de l'organiser).*

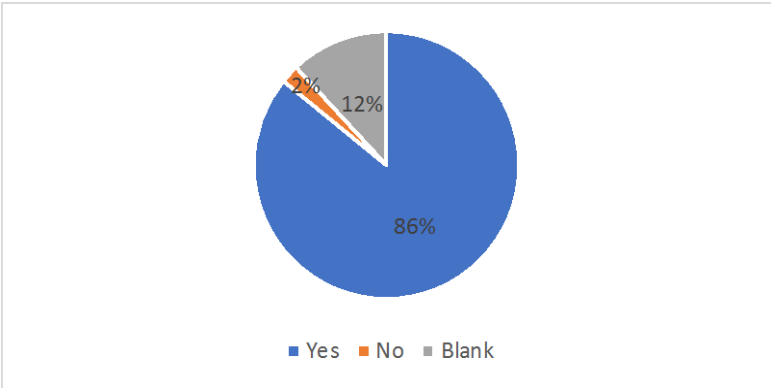
Statement 3: Each IUCN Member will have the freedom to choose how they participate in the Congress – whether in person or remotely.



Comments on Statement 3:

1. The physical participation of members is essential at the WCC, and no amount of virtual participation can substitute being at a WCC in person. And members should be strongly encouraged to attend in person.
2. As long as the engagement/participation is truly equitable.
3. With the understanding that remote participation will not be -- and cannot be -- equal to in-person.
4. If there are no extraordinary circumstances, all members should attend the congress in person, there will be limitations for attending remotely.
5. As above, Congresses should be totally virtual to avoid climate mitigation hypocrisy.
6. Remote participation often leads to misunderstandings and unfounded decisions by the moderator. *(Original: La participation à distance conduit souvent à des incompréhensions et à des décisions non fondées par le modérateur).*
7. In hybrid format, it will take longer for all remote participants to be able to register their votes. This may mean that more deliberation time is required. *(Original: Quando em formato híbrido será necessário mais tempo para que todos os participantes remotos possam registrar seus votos. Isso pode significar que seja necessário mais tempo de deliberação).*

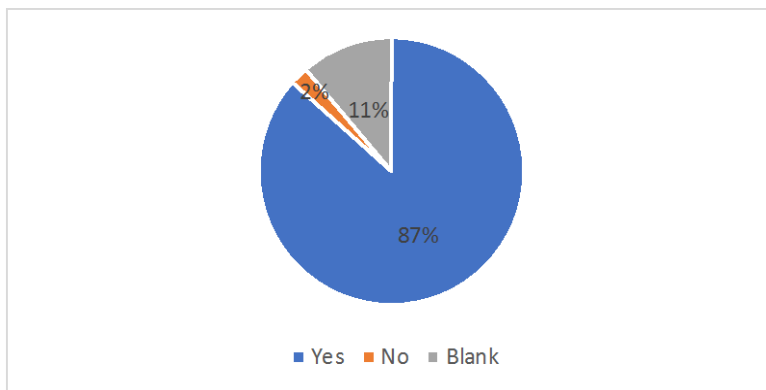
Statement 4: The agenda of the hybrid Congress will remain as we have seen it in the most recent sessions of the Congress, with sittings of the Members’ Assembly in the mornings, afternoons and possibly also the evenings (local time of the venue of the Congress) for 3 to 4 days.



Comments on Statement 4:

1. The hybrid Congress sittings should have equitable access to voting for all members, whether physically participating or online. The structure of the recent sessions were not conducive to online participation at an equal level to in-person delegates, and needs to be revised. All Members should be able to vote on all Motions. The voting machines in the plenary hall structure do not enable this, as you have to be physically present to use them. IUCN should move to an online voting system completely. See platforms such as <https://assemblyvoting.com/products/assembly-conference-voting/>
2. However, time zones should be carefully considered depending on where the Congress takes place.
3. Might be useful to consider shorter "input" meetings for geographic regions that land at awkward times from the local time of the venue.
4. Additional comment: depending on the venue, it is strongly suggested to group online votings in blocks as to avoid that hybrid members need to attend a full day in a completely different time zone; this could mean to have the essential votings in a time windows which is announced in advance.
5. An arrangement should be made to allow Members to participate at reasonable times in each of their jurisdictions. That may be difficult, but manageable with today's communication technologies.
6. 3 or 4 days is too long. The format of a virtual meeting should not exceed 2 hours, the attention is diluted it is advisable to prepare everything upstream in order to meet virtually only to make decisions. Otherwise, it is better to have a face to face format. *(Original: 3 ou 4 jours c'est trop long le format d'une rencontre virtuelle n'a pas intérêt à dépasser 2 heures de temps, l'attention se dilue il convient de bien tout préparer en amont afin de se réunir virtuellement uniquement pour prendre des décisions. Sinon, il vaut mieux un format présentiel)*

Statement 5: In order to maximize the discussion time on selected topics, it will be possible to start the discussion on these topics before Congress (e.g. in virtual contact groups) with a view to increasing the effectiveness of discussions, and quality of decisions, during Congress.

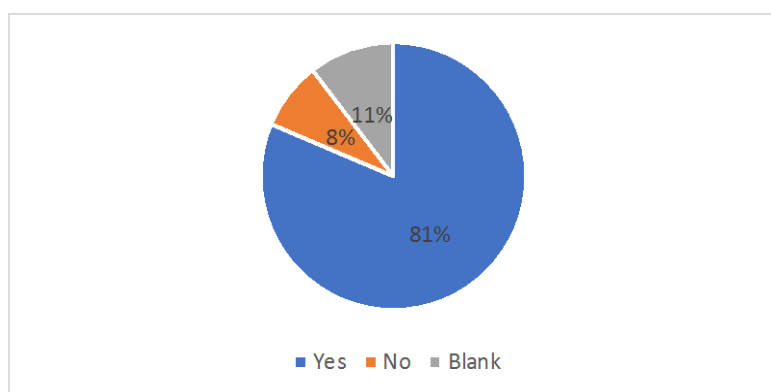


Comments on Statement 5:

1. This matter generated controversy. The way it is framed here does not provide sufficient clarity to agree. This requires further elaboration and specificity.
2. Agree, however, I do feel there is value in maximising the time during the congress for such groups. If I commit to attending in-person then I would want to fill this time, rather than have it spread out with a mix of too many virtual groups beforehand.
3. This would minimize the 'time zone' issues for those geographically distant from the local venue time zone.
4. Noting that safeguards must be in place to preserve the rights of those who can't equitably participate in virtual sessions.

5. For these CGs it needs to ensure that maximum participation is possible by avoiding too many CGs in parallel/CGs on similar themes not on parallel.
6. Our answer is mixed, which is why we disagree. Why is it mixed? Starting the discussion before the Congress through Contact Groups may limit the desire of some to participate for many reasons: language, availability at the time of the discussion etc. *(Original: Notre réponse est mitigée, ce qui explique notre désaccord. En quoi est-elle mitigée? Entamer la discussion avant le Congrès au moyen de Groupes de contact pourrait limiter le désir de participation de certains pour bien de raisons: langue, disponibilité au moment où se tient la discussion etc.)*
7. We consider that the online Contact Groups could start even several weeks before the Opening of the Congress. *(Original: Consideramos que los Grupos de Contacto en línea podrían iniciar incluso varias semanas antes de la Apertura del Congreso.)*
8. During the Assembly, many lobbies are held to present the final texts of a large number of draft resolutions. Reducing the number of meetings of the virtual contact groups also reduces the effective participation of the membership not present at the Assembly during these lobbies. *(Original: Durante la Asamblea se realizan muchos cabildos para presentar los textos definitivos de un gran número de los proyectos de resolución. Si se reducen las reuniones de los grupos de contactos virtuales se reduce también la participación efectiva de la membresía no presente en la Asamblea durante esos cabildos.)*

Statement 6: All Contact Groups should be held online (as in 2021), with the possibility of starting them one week prior to the Opening of Congress, and continuing them as needed during the Forum, so that fewer Contact Group meetings will be held simultaneously during the Members' Assembly.



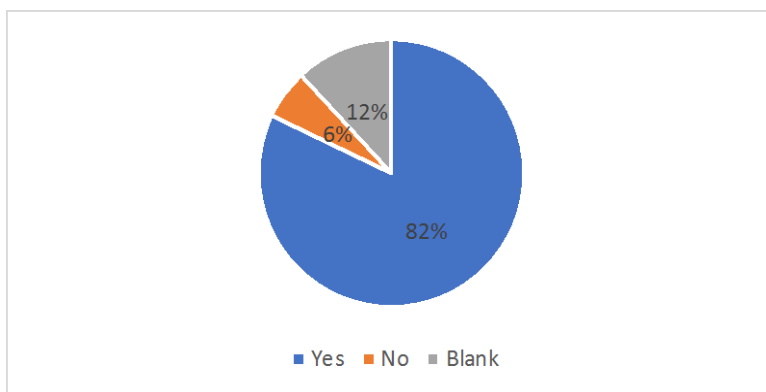
Comments on Statement 6:

1. I support holding contact groups prior to the opening of Congress, but feel the one week timeframe may be too narrow and could overlap with members' travel. I would strongly support contact groups happening online starting one month prior to Congress and ending at least 3 days prior to Congress to allow for travel time. I would also support changing the wording from "possibility" to "recommendation" so that the majority of contact groups do not conflict with members' assembly.
2. Prefer to have discussions in concentrated short periods. Under normal circumstances we do not spend all our working hours on IUCN alone. We can focus and concentrate on IUCN if it is concentrated within a week, but not over two or more weeks.
3. I agree with enabling virtual participation in contact groups but perhaps it is not needed for all - in some cases those who are interested may all be present in-person? I feel there is still value in those that are in-person being able to be in the same room together to discuss the motion, this can include virtual participation as well if needed. I realise that it adds complexity for there to be an in-person group in a room plus virtual participation but would encourage this option to be explored. It felt very distancing and devalued the in-person attendance in Marseille to be rushing around to find a quiet corner to join online, or

have to travel back to my hotel room to join. Especially when I knew that many of those online were also at the event - perhaps even just a table away.

4. It is not clear from this statement whether contact groups will only be online, which should not be the case. Contentious issues should be open to discussion in-person and IUCN should prioritise support for Members who have a stake in those issues which are likely to go into in-person contact groups to ensure representation in the room reflects the diversity and depth of views needed to find a commonly agreed motion for Member voting.
5. Strongly agree with this so there is less overlap.
6. I'm uncertain about this. There is no substitute for in-person Contact Groups, so this should be flexible. If there are no individuals who wish to join virtually, then a CG could be "in person" only. And people present at the venue should be encouraged to join in person if possible.
7. Contact groups should be allowed to respond to events as they unfold. They should be allowed to be flexible.
8. Again, with safeguards.
9. Prior to Congress, Contact Groups should be held online. During Congress, they should be hybrid to enable those on-site to participate in person and not have to find individual locations to dial in. (Maybe this is what the statement says but it is hard to determine in its current wording).
10. Online is fine for pre-Congress, but once Congress has commenced, contact groups should be in-person only, to ensure timely and effective work.
11. Making sure, however, that the meetings organized before are not organized simultaneously. (*Original: En s'assurant tout de même que les réunions organisées avant ne soient pas organisées simultanément.*)
12. If it refers to a vote that includes remote voting, it would possibly delay or make the process unnecessarily complex for procedural matters that should be agile. (*Original: Si se refiere a una votación que incluya la votación remota, posiblemente demoraría o haría el proceso innecesariamente complejo para cuestiones de procedimiento que deben ser ágiles.*)

Statement 7: Procedural matters requiring an immediate decision (such as points of order) should be submitted to a rapid electronic vote.

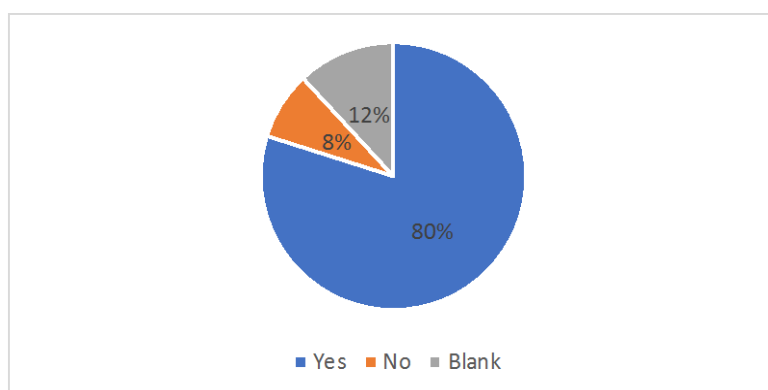


Comments on Statement 7:

1. It's complicated, but this means remote participants may not get a vote in time. Not sure how this can be resolved however

2. All questions on voting and decision-making will depend on whether a single consistent on-line voting platform which enables (1) each delegation's vote to be exercised solely by the authorized vote holder (avoidance of duplicate voting and false voting by impersonators) and (2) the different voting powers of members by category can be collated correctly – can be developed and operated, including for impromptu snap votes such as deciding on points of order (as opposed to the well-prepared, timed voting that took place for the elections and other on-line voting in 2021). It is our assumption that this was enabled at the Plenary through the voting card system which had the relevant credentials information and voting powers of the delegations encoded into the card. Can such systems be implemented on an online voting platform?
3. These should be submitted to a rapid ONLINE electronic vote, as per the statement above.
4. Some issues might require further discussions.
5. How will members participate in this virtually? Particularly those with unreliable internet connection?
6. As long as those joining remotely also have a vote; otherwise, this will not work. If those joining remotely cannot vote, then I disagree.
7. I agree and these should be capable of being done virtually, or at least not requiring in-person presence for voting as well.
8. as long as there is sufficient time for member review (as opposed to 'from the floor')
9. Need to devise a means of registering decisions at reasonable times in all jurisdictions.
10. We prefer to postpone as was done with Covid19...interaction with other committees is important. *(Original: Preferimos se posponga como se hizo con Covid19..es importante la interacción con otros comités.)*
11. Only under extraordinary circumstances. *(Original: Solo bajo circunstancias extraordinarias.)*
12. It would undermine the objective of interaction among members that animates IUCN and would strengthen the power of the Secretariat, to the detriment of the democratic quality that has always characterized the Union. *(Original: Se desvirtuaría el objetivo de interacción entre los miembros que anima a la UICN y se fortalecería el poder del secretariado, en desmedro de la calidad democrática que siempre caracterizó a la Unión.)*
13. Presence is key, irreplaceable in many aspects of exchange and decision making. *(Original: La presencialidad es clave, irremplazable en muchos aspectos de intercambio y de toma de decisiones.)*

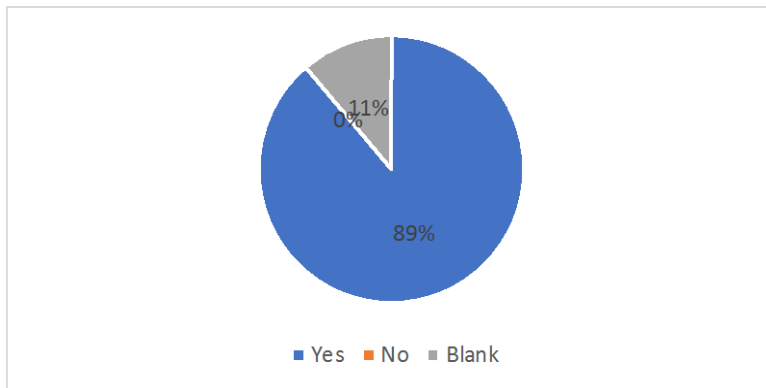
Statement 8: Other matters requiring a debate (e.g. motions, amendments to motions) will be put to a vote that will commence immediately following the debate and last for a period of time (some hours) to facilitate the participation of Members voting remotely. (Special note: Initial consultations suggest that an extended voting period of a few hours might not be compliant with Swiss law, and further advice is being sought on this point.)



Comments on Statement 8:

1. At least 12 hours needed for virtual participants on the other side of the world
2. Hours isn't enough. Time zones require a longer period. That makes no sense at all. People need to confer and discuss with each other and form alliances for and against issues.
3. Subject to compliancy with Swiss Law
4. All questions on voting and decision-making will depend on whether a single consistent on-line voting platform which enables (1) each delegation's vote to be exercised solely by the authorized vote holder (avoidance of duplicate voting and false voting by impersonators) and (2) the different voting powers of members by category can be collated correctly – can be developed and operated, including for impromptu snap votes such as deciding on points of order (as opposed to the well-prepared, timed voting that took place for the elections and other on-line voting in 2021). It is our assumption that this was enabled at the Plenary through the voting card system which had the relevant credentials information and voting powers of the delegations encoded into the card. Can such systems be implemented on an online voting platform?
5. I'm not sure I understand this proposition: "other matters requiring a *debate* (e.g. motions, amendments to motions) will be put to a vote that will commence immediately following the *debate*...". Do you mean "Other matters requiring a decision (e.g.,,...)..."
6. Depending on the answer this seems like a good idea but maybe somewhat challenging to implement. The system would need to be an easy voting system that can demonstrate security of the process. It would also be important to be transparent and very clear how and when the votes will proceed. Would a member need to be online at the congress to know the vote is happening or will an announcement go out via email about votes?
7. Virtual participation means constant reliable internet and technical support to members to understand how to use the electronic systems, which is not always available .
8. Even extending for a few hours could be a problem. In concept, this seems fair (depending on Swiss law), but in the past there have been circumstances where a motion had several amendments, and Congress had to vote on each amendment. I can't see how that could work with remote voting. Another option is to ensure strong WiFi at the Congress (it went down several times in Marseille), and those engaging remotely could speak, but would vote electronically in real time or via proxy. Just a thought. You can't have an amendment go to a vote for several hours, and if it fails, take another vote, etc.
9. Few hours is not fair to remote participants
10. Suspecting that it will influence the decision-making process.
11. Even if participating remotely it is important that results on votes be available quickly
12. I do not really understand the point of this statement. Why members would need hours to vote? Maybe 15 to 20 minutes to allow for technology glitches, but otherwise the member should have an opinion on the issue on vote already.
13. If the members are following the discussions on a particular topic, then they should be available to vote immediately as is the case for in person participants. I disagree with having a delay for remote attendees as is also may create confusion and overlap with other ongoing discussions.
14. I do not see the point of extending the time during which the vote is possible if the debate has taken place several hours before. The point of the debate is to form a more precise opinion. Without debate, there is no need for several hours to vote. Can't we give access to the (recorded) debate for several hours and leave only a few minutes after viewing the debate (or decision of the members to skip the debate if their conviction is strong and doesn't need to consult the debate) to vote? *(Original: Je ne vois pas l'intérêt de prolonger la durée pendant laquelle le vote est possible si le débat a eu lieu plusieurs heures avant. L'intérêt du débat est de se faire une opinion plus précise. Sans débat, nul besoin de plusieurs heures pour voter. Ne peut-on pas donner accès au débat (enregistré) pendant plusieurs heures et ne laisser que quelques minutes après visionnage du débat (ou décision des membres de passer le débat si leur conviction est forte et ne nécessite pas de consulter les débats) pour voter ?)*
15. It is advisable to carry out a preliminary survey and vote directly *(Original: il convient de procéder à un sondage préalable et voter directement).*
16. I believe it is important to resolve how members who choose to participate remotely or who, due to limitations, cannot be physically present can intervene in the debate, recognizing that the heart of the assembly is the discussion and debate of the motions. *(Original: Creo que es importante resolver cómo podrán intervenir dentro del debate los miembros que decidan participar a distancia o bien que por limitaciones no puedan estar físicamente, reconociendo que el corazón de la asamblea son la discusión y debate de las mociones.)*

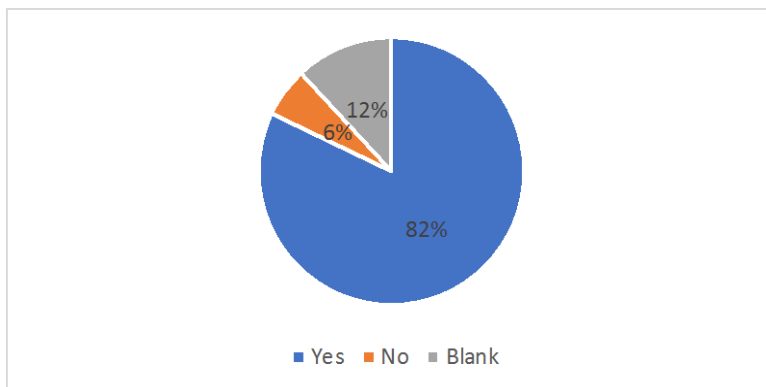
Statement 9: Elections will be held fully online during the Congress, with all Members voting online through one and the same voting system (as was the case in 2021).



Comments on Statement 9:

1. If online voting as we did in 2021 yields more efficient and correct results than in-person balloting on the floor, then online voting for all elections may be an acceptable option (although the absence of third-party tellers to check against fraud might be an issue).
2. Good idea.

Statement 10: Voting by proxy will be maintained during a hybrid Congress provided the proxy is given for the entire duration of the Congress. Note: Proxy voting will not extend to Elections which require a secret vote and will be held fully online.



Comments on Statement 10:

3. How can those members that cannot attend in person get to vote?
4. All questions on voting and decision-making will depend on whether a single consistent on-line voting platform which enables (1) each delegation's vote to be exercised solely by the authorized vote holder (avoidance of

duplicate voting and false voting by impersonators) and (2) the different voting powers of members by category can be collated correctly – can be developed and operated, including for impromptu snap votes such as deciding on points of order (as opposed to the well-prepared, timed voting that took place for the elections and other on-line voting in 2021). It is our assumption that this was enabled at the Plenary through the voting card system which had the relevant credentials information and voting powers of the delegations encoded into the card. Can such systems be implemented on an online voting platform?

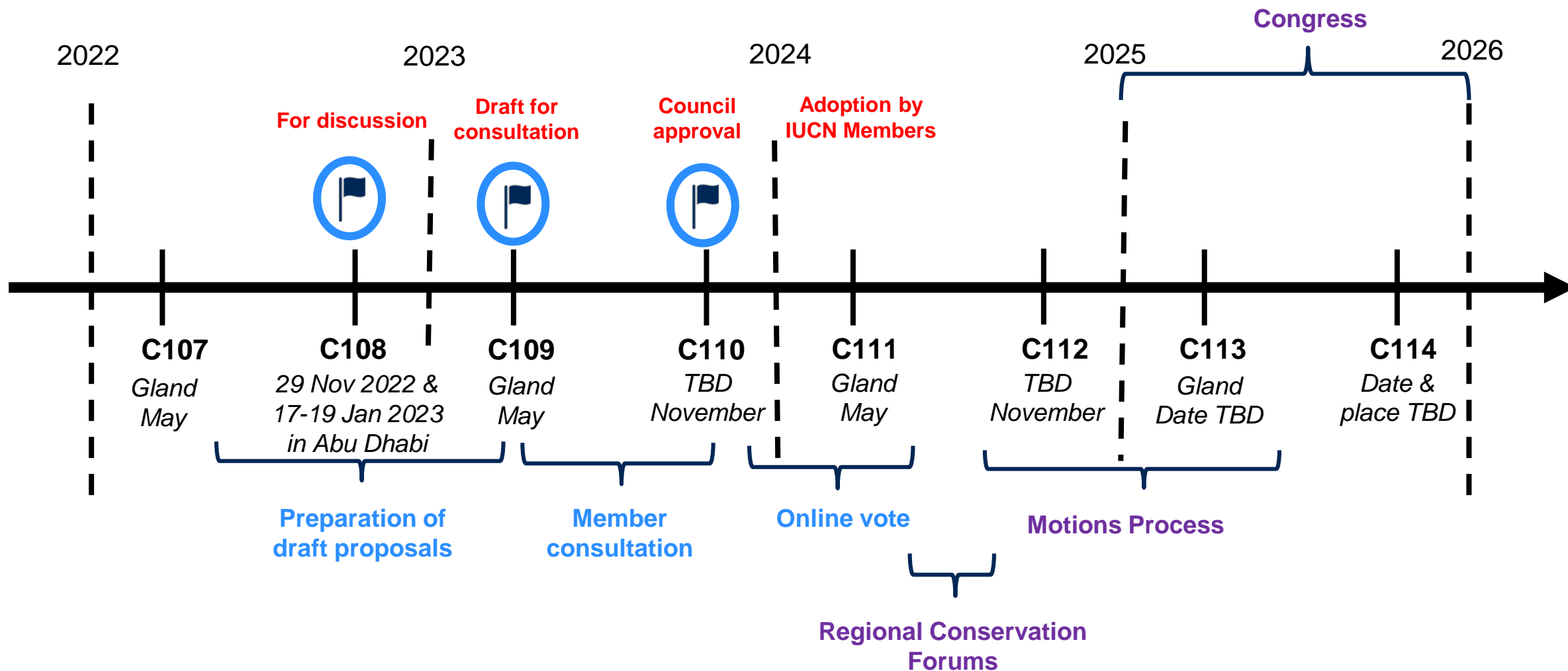
5. Proxy voting needs to be open as an option for Members who can only stay for part of the Congress sitting.
6. the option to have proxy voting will still be critical.
7. Proxy is a complicated process in reality, and at the last WCC we did not know who was attending the Congress because of covid travel restrictions so some members were not able to give their proxies in time because we did not know who was going to the WCC, and the online process of giving proxy was complicated. Members will need more support and technical guidance to ensure this is a smooth process if it is to be continued.
8. I both agree and disagree. That can work as long as those engaging remotely are able to speak. It's unclear--a member who is unable to attend at all, even virtually, will be unable to give a proxy for elections? That doesn't seem fair.
9. Agree with the first sentence but not with the note. It would be good to give the opportunity to members to voting by proxy not only for all other votes but also for the elections.
10. There is no need for a proxy in a hybrid congress.
11. Voting by proxy was established to enable those that could not participate to vote. If now there is an online platform that means everyone can participate, then there is no need for online proxy votes.
12. Proxy vote may not reflect member's personal opinion. *(Original: Le vote par procuration peut ne pas refléter l'avis personnel du membre).*
13. If a hybrid congress is accepted, the voting process should also be granted to the participants who are present online during the sessions. The delegated vote should only be accepted to those members who for justified reasons could not participate in the sessions of the congress in person or online and delegate their vote to another member attending the congress in person and the power of attorney should be granted during the duration of the congress. In this case I agree with the Note of this point. *(Original: Si se esta aceptando que sea hibrido el congreso, tambien el proceso de votacion debe de otorgarse a los participantes que estan presentes en linea durante las sesiones. El voto delegado solo debera de aceptarse a aquellos miembros que por razones justificadas no pudieran participar en las sesiones del congreso de manera presencial o en linea y deleguen su voto a otro miembro asistente presencial al congreso y el poder le otorgue durante la duracion del congreso. En este caso si estoy de acuerdo con la Nota de este punto).*

Additional Question: If you have any suggestions on how to improve the voting by proxy process from your perspective please elaborate.

1. Wherever possible, voting should be conducted online rather than by proxy.
2. If possible, please fix mixm proxy vote per member physically present. Because some time I have seen member have over ten members proxy votes.
3. Authorization should be verified.
4. Electronic voting is good, but we should take full account of the possible situation - people in some countries and regions may not be able to easily connect with technology. So it's suggested to consider leave plenty of time.
5. allow more time during voting for multi-proxy holders.
6. The proxy should be submitted at least 7 days before the voting. Need to think about those who have net access problems and no net access and how they will submit the proxy and/or take part in voting remotely. In Nepal voting time could be suitable to end before 10 p.m.
7. Allow more time for electronic voting which would help proxy holders with multiple proxies.
8. Besides house-keeping and voting at the Congress, I would see the revision of the Statutes also as an opportunity to address outstanding issues such as IUCN's Programme and Policy ensuring greater engagement of Members. As CIC we revised our Statutes this year and our governance structure (with Gov, NGO and Expert members) is similar to IUCN. In fact, several of the CIC founders when on to establish IUCN and it would be great to work closer together when it comes at lessons learned from our governance processes.

9. Consider whether the voting on Motions can take place outside of the Congress sitting and be entirely online, allowing the Congress sitting to focus on discussion of contentious issues and agreement on text to be voted upon.
10. I understand that all members do not get the opportunity to vote personally. Proxy is a democratic system. It should be maintained. It should be maintained online.
11. It's good that the proxy voting can be done online.
12. Members need to know well in advance who is attending the Congress and have valid visas, so that we can work with the members attending in order to ensure our views are reflected at the WCC through the proxy.
13. WiFi needs to be very strong and reliable at the venue, so that those who gave their proxy can communicate easily with those present in-person. Otherwise, it won't work. And those who cannot attend at all (even virtually), should also be able to give their proxy for elections.
14. Voting by proxy should be limited in a hybrid congress as much as possible, since the hybridity of the congress offers opportunity for remote participation. And this should be explored by any means possible.
15. Present proxy process is fine, if possible fixed number of proxy vote per member because some time one physically member have over 15 proxy vote and not have time to vote all 15 vote in time.
16. The challenge in 2021 with proxies is that the number of voting Members who were not in physical attendance was potentially very large, which meant that there was a danger that certain Members might be holding a very large number of proxies applicable to all votes for the duration of Congress. The Advisory Group might want to consider recommending not having any proxies if the Congress has an acceptable virtual system in place.
17. If there will be virtual participation/voting, please consider a reasonable time for countries in different time zones to participate.
18. The number of proxies given to a voter may not exceed three. Logically, one person cannot represent the opinion of several. (Original: Le nombre de procurations données à un votant ne doit pas dépasser trois. Logiquement, une personne ne peut pas traduire l'avis de plusieurs.)
19. Written proxy is mandatory + proxies must be posted for information. (Original: Procuración écrite est obligatoire + les procurations doivent être affichés pour information).
20. Before entering the voting plenary, it is important to support the committees in case they need induction or further preparation on certain topics more typical of other continents with different particularities. (Original: Antes de entrar a la plenaria de la votación es importante apoyar a los comités en caso de necesitar inducción o mayor preparación en ciertos temas más propios de otros continentes con particularidades diferentes.)
21. The survey has been very well elaborated and I do not need to send suggestions. (Original: La encuesta ha sido muy bien elaborada y no necesito enviar sugerencias.)
22. Agilidad en los procesos. (Original: Agility in the processes)

Timeline





27th October 2022

For the attention of IUCN Council via IUCN Councillors elected from the Regions (West Europe)

Hilde Eggermont

Maud Lelievre

Sonia Castañeda

IUCN National Committee for the United Kingdom – comments on IUCN’s response to the war in Ukraine

Dear IUCN Council Members,

At the 98th meeting of the Executive Committee of the IUCN National Committee UK (NCUK) on the 25th July 2022, it was agreed that a letter of concern should be written to the IUCN Council expressing the Executive Committee’s considerable disappointment in the manner in which the Council has responded to and communicated on the crisis arising from the war in Ukraine, particularly with regard to the consequent negative environmental impacts arising from it and how that should be dealt with internationally.

The IUCN statement on this matter, issued on 16th March 2022, in our view was very weak and did not convey the sentiments that were expressed by some Member representatives to the Council and the President. Furthermore, failing to discuss this grave situation with urgency at the 107th IUCN Council meeting on 18-19th May 2022 due to a reported lack of time, and deferring discussion to a meeting of the Bureau on 29th June 2022, which resulted in no change to the strength of the IUCN position statement on this matter, is considered by the NCUK Executive Committee to be an inadequate and unsatisfactory response.

The considerable delay in hearing any substantive update, and a lack of clarity on any further position and action of Council (and IUCN more broadly) has made it extremely difficult for our Executive Committee to agree on the best way to react to the crisis as representative Members of IUCN, and to decide how to contribute something meaningful to address the impact of the invasion of Ukraine on nature conservation. This lack of clarity has impacted on our ability to correspond directly with the IUCN Council and the Secretariat in a focussed and timely manner.

The NCUK Executive Committee welcomes the approval of the Bureau in support of the proposal by the Steering Committee of the Interregional Committee for Europe, North and Central Asia (ICENCA) for an IUCN mission to Ukraine to assess environmental damages and provision of assistance with a rehabilitation plan. We therefore urge swift action by the Secretariat on the situation analysis deemed required before further progress can be made.

Given that the environmental impacts of the war are continuing to increase with far reaching consequences in Ukraine, in adjacent countries and beyond, we believe it is critical that IUCN continues to raise the importance of resolving these issues, including through the use of its Observer status in international organisations, where appropriate.

We also urge IUCN to work strenuously towards improving the outcomes for peace and nature through

- the various (existing and in-development) international agreements with objectives on the protection of the natural environment in areas of conflict,
- dealing with the issues set out in the 2021 IUCN publication 'Conflict and conservation', and
- the IUCN World Commission of Environmental Law working closely with the United Nations International Law Commission to strengthen international law on these matters, and its resulting implementation and enforcement.

We trust our observations will be given due consideration and acted upon accordingly.

Yours sincerely, and on behalf of the IUCN NCUK Executive Committee,



Stephen Grady
Chair, IUCN National Committee UK



Chris Mahon
CEO, IUCN National Committee UK

A preliminary assessment of options for IUCN's engagement in post-conflict recovery in Ukraine

Prepared by Constantine Makris and Boris Erg
IUCN European Regional Office (EURO)

December 2022

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Acronyms

CEM	Commission on Environmental Management
EPL	Environment People Law
ESRI	Environmental Systems Research Institute
EU	European Union
FAO	Food and Agriculture Organization
GA	General Assembly
GIS	Geographic Information System
GISG	Global Information Systems Group
ICENCA	Interregional Committee for Europe, North and Central Asia
ICRC	International Committee of the Red Cross
IUCN	International Union for Conservation of Nature
NASA	National Aeronautics and Space Administration
NGO	Non-governmental Organisation
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OECD	Organisation for Economic Co-operation and Development
OSCE	Organization for Security and Co-operation in Europe
SSC	Species Survival Commission
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
US	United States
WCEL	World Commissions on Environmental Law
WCPA	World Commission on Protected Areas
WCC	World Conservation Congress
WWF	World Wildlife Fund

Background

This assessment is a response to Bureau decision B6/4 regarding the letters received from IUCN members about the armed conflict in Ukraine, in particular those from the IUCN member in Ukraine Environment People Law (EPL), the IUCN Interregional Committee for Europe, North and Central Asia (ICENCA) and the National Committee for the UK. IUCN has also received letters from members in France, US, The Netherlands and Canada regarding the situation in Ukraine.

The draft assessment includes background information on the environment of Ukraine, activities undertaken by other environmental organisations, and possible areas of engagement for IUCN in post-war recovery. The document draws on information available on the internet, other organisations' websites, internal and external consultations including an online meeting with EPL.

The document aims to serve further discussion and decision-making.

The environment of Ukraine

- Ukraine covers less than 6% of Europe's land area, but it's home to more than a third of the continent's biodiversity. It's also a highly industrialized country, with extensive agricultural systems and hundreds of chemical plants, nearly 150 coal mines, and more than a dozen nuclear reactors – including Europe's largest nuclear plant in Zaporizhzhia.
- Ukraine has an extensive network of protected areas. It includes 5622 PAs and covers 12.96% of terrestrial ecosystems and inland waters and 9.24% of marine ecosystems (WDPA, 2022). Less than 1% of all PAs have management effectiveness evaluations.
- The Emerald Network sites of Ukraine cover approximately 10% of the country (WWF-Ukraine 2022) including nine natural and four Biosphere Reserves, 39 Ramsar sites (wetlands of international importance), 49 national natural parks, 45 regional landscape parks, 3,078 natural monuments, 2,729 nature reserves, 616 botanical and zoological gardens, arboretums and parks-monuments of horticultural art, 663 protected areas of national importance and 793 nature reserves tracts.
- 7 UNESCO World Heritage Sites of which one natural site - Ancient and Primeval Beech Forests of the Carpathians and Other Regions of Europe (as of 7 November 2022, UNESCO has verified damage to 213 sites since 24 February – 92 religious sites, 16 museums, 77 buildings of historical and/or artistic interest, 18 monuments, 10 libraries).
- Ukraine's ecosystems are of considerable importance to Europe, they encompass 35 percent of Europe's biodiversity. There are more than 70,000 species of plants, animals, and fungi, including many rare and endemic species in Ukraine (Convention on Biological Diversity 2022).
- 29% of Ukraine's territory is composed of natural vegetation as well as seminatural vegetation (such as managed grasslands and hedgerows, etc.).
- 16% of its territory is composed of forests. Ukraine has about 63,000 rivers.
- It also occupies 11% of the Carpathian mountain range, which comprises one-third of all plant species in Europe.
- Ukraine has ratified all biodiversity-related Conventions as well as the Framework Convention on the Protection and Sustainable Development of the Carpathians.



Picture 1: Map of Ukraine (source: <https://www.nationsonline.org/oneworld/map/ukraine-administrative-map.htm>)

The current state of assessments of environmental damage in Ukraine

Threats to the environment in Ukraine and estimated damage have been documented through several online platforms.

The Ukrainian Ministry of Environmental Protection and Natural Resources has launched Ecozagroza (Eco Threat, <https://ecozagroza.gov.ua/>) in an attempt to collate and record information on environmental threats and estimate their monetary value. To date, more than 2200 reports detailing an impact on the environment have been verified by the Government of Ukraine with the estimated cost of damage at 1,542 billion UAH or 39 billion EUR. The reports primarily cover air, soil, and water pollution.

The authorities estimate that between 20% and 30% of all protected areas or more than 1m Ha have been affected by military activities. In addition, around 160 territories of the Emerald network with an area of 2.9 million hectares, 14 Ramsar sites, with an area of a little less than 400,000 hectares as well as four biosphere reserves are also under threat (Nature Reserve Fund of Ukraine 2022).

Zoï Environmental Network and the OSCE Project Co-ordinator in Ukraine developed a web-based platform [Ecodozor](#) to assess environmental damage and the consequences of the armed conflict in Ukraine.

The [Ukraine Rapid Damage and Needs Assessment](#) report published in August 2022 was jointly prepared by the World Bank, the Government of Ukraine, and the European Commission, identifies Environment and Natural Resource Management and Forestry under cross-cutting areas.

In October 2022 UNEP published a [preliminary review of the environmental impact of the conflict in Ukraine](#) as a basis for both identification of issues and in establishing assessment approaches and methods for assessing the environmental impacts of the conflict in Ukraine. The report covers a range of issues from industrial pollution, damage to critical infrastructure, threats to nature, etc. In addition, it has reviewed official or peer-reviewed documentation on

environmental and related human health impacts from selected past conflicts with some similar characteristics and issues (Chechnya, Gaza, Iraq, Syria, and Yemen).

WWF and Boston Consulting Group published a joint [report](#) in September as a pathway for achieving sustainability goals in Ukraine in the long run. The report provides an overview of key sectors and includes short- and long-term recommendations for the recovery of wildlife, forests, and freshwater ecosystems, among others.

There is also a Wikipedia page dedicated to the 'environmental impact of the 2022 invasion of Ukraine':

https://en.wikipedia.org/wiki/Environmental_impact_of_the_2022_Russian_invasion_of_Ukraine

At the moment, data collection and verification mainly rely on local on-the-ground sources complemented by remote monitoring: satellite, and earth observation data as well as the use of social media channels (mindful of bias and manipulation). A complete and accurate measurement can only be achieved after the war has ended, and is safe and allowed for teams to inspect in the field. Land mines represent one obvious risk and impediment to field data collection. It is estimated that around 30% of the territory of Ukraine has been mined.

For now, it is impossible to evaluate the overall environmental impact of the war because of a) lack of accurate data, b) difficulties with data collection, and c) risks with information disclosure.

Despite the information gap and difficulties with data verification, the main threats to the environment in Ukraine have been identified as follows:

- Nuclear and radiation safety threats;
- Damage to infrastructure and industry sites;
- Degradation of habitats and ecosystems;
- Pollution of land and water ecosystems.

Examples of environmental impacts

- Damage to wastewater and drinking water leads to the contamination of water resources. Explosions from rockets or fires generate huge volumes of debris and waste. The release of hazardous materials such as asbestos, industrial chemicals, and fuels compounds the effects of environmental contamination.
- In July, the NASA remote sensing data highlighted an abnormally high number of fires along the front line in the Mykolaiv and Kherson regions. Russian troops launched large-scale artillery strikes. Munitions explosions and the summer heat were catalysts for large fires in fields and forests.
- In particular, on July 2, as a result of Russian shelling, forest plantations on an area of 1 hectare caught fire in the forest of the Halytsynivska community of the Mykolaiv region. Firefighters extinguished the fire.
- Striking at the infrastructure for water intake, purification, and supply, as well as sewage treatment facilities. On July 5, a missile attack on the Khmelnytskyi region was launched. The strike targeted a water tower supplying the local community with water.
- Water supply and sewerage facilities in the Luhansk, Donetsk, Zaporizhzhia, Kharkiv, and Mykolaiv regions have been significantly damaged.
- Flooding of the Irpin river, fields of the floodplains, and other areas to prevent advances (opening of dams). The breaching of the Irpin dam reflooded 13,000 hectares of wetlands by end of February 2022.

Engagement of national and international organisations

Several organisations have actively engaged in supporting national authorities and partners in documenting cases and assessing the scale of environmental damage in Ukraine. These include various UN agencies (UNEP and UNDP in the first place), OSCE, the European Commission, EU member states, the World Bank, and WWF.

The Ukraine Recovery Conference, hosted in the Swiss town of Lugano in July, gathered a thousand participants from over 40 countries and numerous international organizations. The high-level discussion on rebuilding and modernizing Ukraine sought to lay out the principles and priorities for the recovery process ahead. Numerous questions about the modalities of support and details of the expected transformation, nonetheless, remain to be answered in the future.

The main highlight of the conference was the presentation of the draft of Ukraine's Recovery and Development Plan, which would cover the 2022-2032 period and amount to an estimated \$750 billion (excluding funding for security and military expenditures). The Plan consists of 850 projects within 15 national programmes in different spheres of the economy and public life.

The [RebuildUkraine](#) reconstruction plan would outline key reforms and investments necessary to build a prosperous and sustainable future for Ukraine. The reconstruction effort should be led by the Ukrainian authorities in close partnership with the European Union and other key partners, such as G7 and G20 partners and other third countries, as well as international financial institutions and international organisations.

Environmental and Social Conditions of 'RebuildUkraine', 25 NGOs from Ukraine and across Europe have sent a [letter to the European Commission](#) urging them to ensure that there are strong social and environmental conditions attached to the RebuildUkraine effort and in particular the Ukraine Solidarity Trust Fund.

International organisations like UNEP and OCHA have deployed specialised staff and, in UNEP's case are trialling the integration of data collection by NGOs, including ourselves, Zoï and PAX as part of its efforts to monitor the environmental situation. Others like the OSCE have longstanding environmental activities in the country, which it intends to sustain despite current political challenges.

UNEP, the environment authority within the UN system, is supporting the Government of Ukraine on remote environmental impact monitoring and is preparing to undertake field-level impact assessments – expected to be a massive undertaking given the scale and geographical spread of reported incidents.

The Ukrainian government has set up a [National Council for the Recovery of Ukraine from the War](#), which has been tasked with preparing a plan for the post-war recovery and development of Ukraine. The Recovery Plan of Ukraine by the National Council has set out the following Directions:

- Direction 1: Climate policy: mitigation and adaptation to climate change
- Direction 2: Environmental safety and effective waste management
- Direction 3. Sustainable use of natural resources in terms of increased demand and limited offer
- Direction 4: Conservation of natural ecosystems and biological diversity, restoration, and development of protected area system
- Direction 5: Effective public administration in the field of environmental protection and use of natural resources

Other proposed key components include the following:

1. Post-conflict environmental assessment to identify resource-related impacts, risks, opportunities, and needs
2. Remediation of environmental hot spots to protect human health and support emergency employment
3. Restoration of damaged or degraded resources to support livelihoods and reduce disaster vulnerability
4. Reconstruction that minimizes adverse environmental and social impacts to prevent new grievances and tensions

Ukraine's Center for Environmental Initiatives "Ecoaction" and Bankwatch organised a roundtable conference in May to advance discussions on post-war recovery following the Lugano Conference. The main conclusions from the conference are as follows:

- Implementing green reconstruction requires a combination of programme design and policy;
- Affordable financing is vital for green reconstruction;
- Efficient administration of green reconstruction projects is necessary to secure speedy implementation;
- Governance of reconstruction programmes and a continuation of reform processes are required to attract financing;
- International private investment will require political risk insurance;
- Green post-war reconstruction of the country cannot happen without ensuring the restoration of damaged ecosystem services.

IUCN's statutory framework and resolutions

While considering IUCN's possible engagement in relation to the environmental damage caused by the armed conflict in Ukraine, it is important to keep in mind that IUCN has no *a priori* mandate to engage on issues related to armed conflicts such as is the case with the UN or the International Committee of the Red Cross established by the Geneva Conventions and the organisations' statutory documents. IUCN is driven by its Statutes and Regulations and its vision to work together for a just world that values and conserves nature. Even though the IUCN Statutes do not include wording on armed conflicts, IUCN's mission is to 'assist societies to conserve the integrity and diversity of nature'.

Several resolutions could be used to guide IUCN's engagement on protecting the environment in Ukraine and broader vis-à-vis conflict, and they include: [GA-1981-Res-002](#) on conservation and peace; [GA-1994-Res-041](#) and [WCC-1996-Res-075](#) on armed conflict and the environment, [WCC-2000-Res-040](#): Natural resource security in situations of conflict; [WCC-2008-Res-097](#): Liability and compensation mechanisms for environmental crimes during armed conflicts; [WCC-2016-Res-068](#) on prevention, management and resolution of social conflict as a key requirement for conservation and management of ecosystems. Examples of resolutions focusing on specific conflicts include [WCC-2000-Res-083](#), [WCC2016-Res095](#), [WCC-2004-Res-046](#), [WCC-2004-Res-043](#), [WCC-2008-Res-071](#) and most recently [WCC 2020 Res 042](#): Protection of the environment in relation to armed conflict.

In 2021, IUCN published a flagship report on conflict and conservation which outlines the relation between nature and conflict and provides some guidance on assessing the impacts of conflicts. As indicated in the Report, '*conservation must continue even in war-torn regions. Conservation engagement in post-conflict situations is also essential to mitigate what are often extremely severe pressures on nature following the cessation of hostilities in war-stricken*

regions. Most proactively, conservation practice should recognise that effective conservation and restoration of nature can contribute to mitigating and pre-empting armed conflict.'

Resolutions and flagship reports are an extremely valuable basis for understanding IUCN's mandate to engage in times of armed conflict and the technical requirements for an in-depth analysis of the impact of conflict on nature and the potential for post-war recovery. In general, IUCN doesn't have a particular institutional structure to deal with conflicts at large and in particular in the case of Ukraine. Any such attempt would require setting up a management body and oversight to guide IUCN's activities. While the IUCN Secretariat has no extensive experience in armed conflicts, it has, however, been involved in the development of recovery and rehabilitation plans and programmes. Certain capacity lies with IUCN Commissions, in particular WCEL and WCPA, whose experts have worked on peacebuilding and reconciliation, environmental impact assessments, site rehabilitation and restoration.

Post-conflict environmental recovery

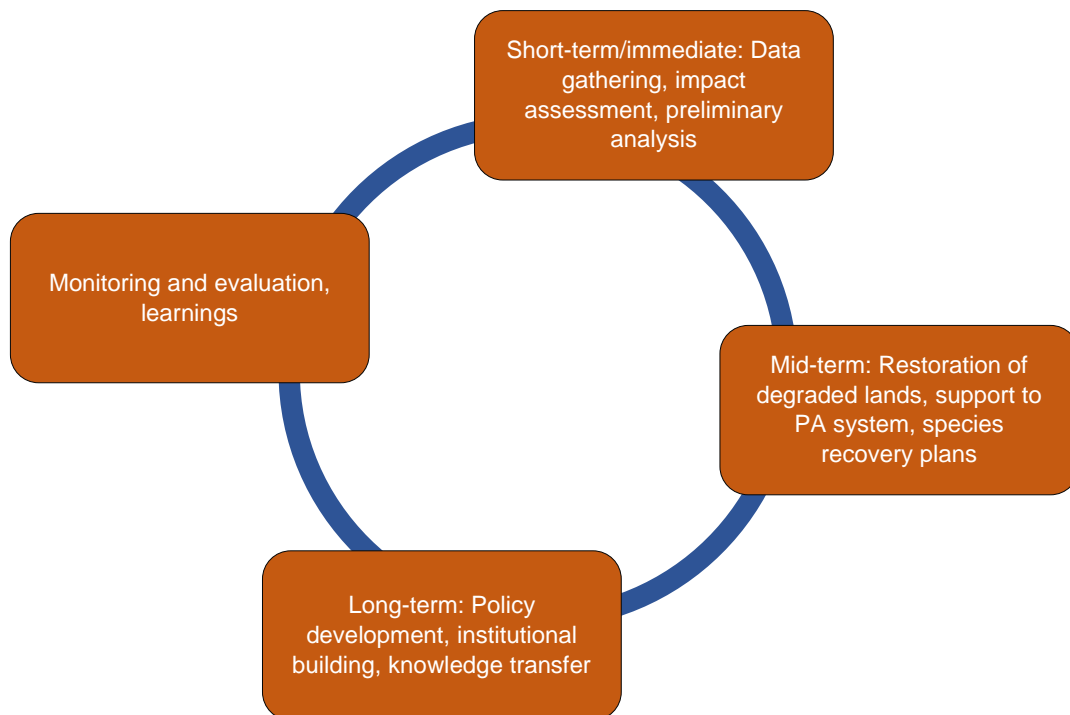
Based on a review of the assessments and reports published to date, ongoing initiatives, and brief consultation with the IUCN member in Ukraine, IUCN could consider organising its engagement in supporting post-war recovery in Ukraine in the following phases, from immediate to long-term:

- **Short-term (12 months):** Assess, as far as possible, the damage inflicted on the environment with a particular focus on protected areas and key species and habitats. This could be done through mobilisation of expertise in IUCN Commissions (e.g. experts on international and environmental law, environmental damage, pollution, protected areas, species, ecosystems, etc.). Such expertise lies primarily with WCEL and WCPA while CEM and SSC could provide significant technical input on ecosystems and species. This phase will primarily entail the use of advanced technologies through use of GIS, rapid geospatial and satellite imagery analyses, spatial data mining, review of internet sources, communication with international and partners in Ukraine, etc.
- **Mid-term (1-2 years):** It is anticipated that this phase would include comprehensive assessments of the degradation of biodiversity-rich terrestrial and marine areas and restoration opportunities, support to restoring effective protected area management, species monitoring and reintroduction, and habitat restoration. This could be a combined effort of the IUCN Secretariat and Commissions. The involvement of IUCN members is plausible. Modern technologies and remote sensing techniques are to be combined with field inspection, and visits to protected areas and key biodiversity areas, provided safety preconditions are in place. IUCN have established partnerships with cutting-edge providers of Earth observations solutions such as ESRI and GeoVille. Other partnerships with industry leaders will be explored.
- **Long-term (3-6 years):** This is a long-term phase during which most land restoration and reestablishment of an effective protected area management system will take place. It will also include support to policy and institutional development, capacity building, and knowledge transfer. This is a long-term engagement that will require adequate planning and financing. A stocktake analysis will be done at the end of the mid-term phase when more data will be available to plan for the long-term engagement, i.e. restoration costs, institutional development, capacity building, purchase of equipment, and knowledge transfer.
- **Evaluation and learnings:** This phase is important in order for IUCN to evaluate the effectiveness and impact of its engagement and guide decision-making in similar situations where IUCN is called on to engage and support post-war recovery and restoration.

Needs assessments provide an important basis for donor financing, and they influence the direction of reconstruction following a conflict. At the outset of the peacebuilding process, a rapid assessment of natural resources and the environment should be undertaken to identify the key impacts, risks, opportunities, and governance needs that must be integrated into the peacebuilding process. Rapid assessments can then be followed by comprehensive assessments, sector-specific assessments, or region-specific assessments. Since the beginning of the conflict, a massive amount of information and data has been and is being gathered (satellite images, social and other media, on the ground where possible). The collection of this data serves the purpose of preparing the assessments and consequently actions to be taken.

Using the aforementioned, the number of organisations and agencies that have already proceeded in preparing these (as well as other supporting financially), is more than noticeable as mentioned previously and include: the European Commission, UNEP, OSCE, Joint Sustainable Development Goals Fund from the International Community. Cooperation with UN agencies is important given their mandate and ongoing engagement in Ukraine. Possible cooperation could be established with ICRC as well.

What also needs to be taken into consideration are the IUCN Member organisations that have been involved in various ways (on-the-ground support, reporting, assisting financially and initiated a number of projects – Europarc Federation, Frankfurt Zoological Society, The Conflict and Environment Observatory, WWF). IUCN will proactively seek to establish relations with these, identify and work together in coordinating activities where it can provide its flagship expertise.



Picture 2: Engagement Cycle

Governance and management

In order to ensure proper governance of IUCN's engagement, its effective management, monitoring and reporting, IUCN may consider establishing an *ad hoc* task force to guide its engagement on environmental issues related to the armed conflict in Ukraine. The task force

may include different components of IUCN governance and management, e.g. Council members, Commission experts and Secretariat, and senior experts covering a diverse range of topics related to war and environment, management of natural resources, land degradation and restoration, social issues, etc.

Risk considerations

It is important to underline that any engagement of IUCN would require proper risk management. This pertains to the involvement of both IUCN as an organisation and individual experts and includes a range of issues, from physical safety to protection of data and equipment to reputational risks.

Risk category	Risk event Brief description of the risk. Risk description should include future event and cause	Consequence If this risk occurs what could be its consequences/impacts on?	Likelihood 1 Not likely 2 Low 3 Moderate 4 High 5 Expected	Impact 1 Negligible 2 Minor 3 Intermediate 4 Extensive 5 Extreme	Total Score 1-25	Risk Level Low-Medium-High-Extreme	Risk Treatment Measures Indicate what actions have been taken/will be taken to manage this risk
Safety/ Security	People are exposed to safety risks by conducting field activities	Injuries, detention, loss of life	3	5	15	High	Field missions are cancelled or avoided
Strategic/ Reputation	IUCN is seen as being partial and taking sides	IUCN is criticized by members and partners, exposed to media scrutiny	4	4	16	High	Inclusive governance, crisis communication
Financial	Lack of financial resources for proper implementation	Delays with implementation, insufficient quality of deliverables	2	4	8	Medium	Upfront agreement with donors on the need for flexible funding for such an assignment
Technology	IUCN systems are being cyberattacked	Damage to IUCN systems, loss of data	2	3	6	Medium	GISG works on strengthening security and firewalls

Table 1: Risk register

Financial requirements

The cost of such an undertaking can greatly vary. Our estimate is that a short-term initial engagement with a limited scope of action for up to 12 months would require around EUR 1.6m while more detailed analysis and planning over a 24-month period would bring the budget up to 4-6m. The initial phase should include a detailed analysis to assess the cost of a long-term engagement.

Annex I: List of internet sources about organisations actively working on this topic (non-exhaustive)

Center for Environmental Initiatives “Ecoaction”: <https://en.ecoaction.org.ua/warmap.html>
Conflict and Environment Observatory: <https://ceobs.org/>
EU: https://eu-solidarity-ukraine.ec.europa.eu/index_en
EU4Environment: <https://www.eu4environment.org/where-we-work/ukraine>
FAO: <https://www.fao.org/documents/card/en/c/cc0955en>
Forestcom: <https://forestcom.org.ua/>
Ministry of Environment and Natural Resources: <https://ecozagroza.gov.ua/en>
Ukrainian Nature Conservation Group: <https://uncg.org.ua/en/about-us/>
Ukraine War Environmental Consequences Work Group: <https://uwecworkgroup.info/about/>
UNDP: <https://www.undp.org/ukraine>
UNEP: <https://www.unep.org/resources/report/environmental-impact-conflict-ukraine-preliminary-review>
OECD:
https://en.wikipedia.org/wiki/Environmental_impact_of_the_2022_Russian_invasion_of_Ukraine
OSCE: <https://www.osce.org/ukraine-latest>
World Bank: <https://www.worldbank.org/en/country/ukraine>
WWF: <https://wwfcee.org/news/assessing-the-environmental-impacts-of-the-war-in-ukraine>
Zoï Environment Network: <https://zoinet.org/topics/war-on-ukraine/>



108th Meeting of the IUCN Council

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 Item 2.3.3

Impact of armed conflict on nature

Hereafter follows the documentation provided by the IUCN Commissions in response to Council decision C108/3 (29 November 2022):

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.

Annex 1: WCPA

Annex 2: WCEL

Update from WCPA on decision C108/3 adopted on 29 November:

The IUCN Council,

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:

Requests all Commissions to inform Council on relevant activities they have undertaken / are undertaking in this respect;

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;

Requests the Secretariat to present the report requested by the Bureau (6th meeting, June 2022); and

Requests PPC to propose, in cooperation with the Secretariat, a structure for the discussion during the Council meeting in January 2023.

WCPA was invited to join the Advisory Committee on Protected Environmental Zones in Armed Conflict of the ICRC (International Committee of the Red Cross) {See attached Terms of Reference for the Advisory Committee}

WCPA participated in 3 meetings to dissect the draft paper that ICRC prepared for review, and in particular reviewed:

- The legal and practical substance of what protected environmental zones in armed conflict could and should entail and what ICRC should recommend to States regarding the designation of protected environmental zones. In the frame of that we discussed the challenging aspects of PA rangers (for example in Armenia and Ukraine) being redeployed for military purposes, defeating ability to secure protected environmental zone status.

- The multilateral or other process via which such protected environmental zones might be established. This will clarify “how” the designation of protected environmental zones might be achieved, subject to further engagement with States or relevant international bodies.

During the discussions we realised that there are many challenges to for example pushing this topic through a UN GA Resolution and identified Ramsar as one of the possible MEAs. But most importantly there was consensus on IUCN playing a role through passing a Resolution at IUCN Congress.

WCPA provided comments to the paper which will be finalised by mid year at which point States will be approached and we will know then how we can further engage.

I. BACKGROUND

The natural environment is increasingly fragile and biodiversity worldwide has plummeted at an unprecedented rate in human history over the past 50 years. Between 1950 and 2000, 80% of all major armed conflicts took place directly in biodiversity hotspots.

Over the past decades, the ICRC has reflected on legal and policy means to strengthen the protection of the natural environment in armed conflict, including through the establishment of zones of particular environmental importance or fragility. Since 2010, the ICRC has called for the establishment of territorial protection applicable to such zones.¹ In its updated [Guidelines on the Protection of the Natural Environment in Armed Conflict](#), the ICRC recommended that States “[i]dentify and designate areas of particular environmental importance or fragility as demilitarized zones”. Such areas could include national parks, natural reserves and endangered species habitats. These could be designated as demilitarized zones from where all military action and the presence of troops and military material are barred.

In parallel, over the past years, momentum has been building at the international level, with several calls being made for protected environmental zones to be established during armed conflict, most notably in the UN International Law Commission’s Draft Principles on the Protection of the environment in relation to armed conflicts.

Today, there is thus unique momentum to move forward and address the legal, policy and practical elements the creation of protected environmental zones during armed conflict entails, with a view to determining how to operationalize them. Key in this respect is that the establishment of such zones is at the crossroads between various disciplines – including international humanitarian law and international environmental law, with implications for indigenous and other human rights – and has wide-ranging practical implications. The endeavour to scope, and potentially establish, protected environmental zones in situations of armed conflict calls for a multi-disciplinary and multi-stakeholder approach backed by solid expertise.

II. OBJECTIVES

The ICRC Legal Division is seeking to convene an advisory committee to explore how the protection of zones of particular environmental importance or fragility can be strengthened during armed conflict, both legally and in practice, and to inform the future work and priorities of the ICRC’s Legal Division on this topic. For that purpose, the advisory committee will be invited:

1. to provide **written comments** on a draft legal paper prepared by the ICRC’s Legal Division; and/or
2. to take part in a series of **three scoping workshops** discussing key questions identified in the draft legal paper; and
3. to inform the development of an ICRC **public output**; and
4. to consider **further joint initiative(s)**

¹ ICRC, *Strengthening Legal Protection for Victims of Armed Conflict. The ICRC Study on the Current State of International Humanitarian Law, Address by Dr Jakob Kellenberger, President of the International Committee of the Red Cross*, 21 September 2010, available [here](#); ICRC, *Strengthening Legal Protection for Victims of Armed Conflicts, Report submitted to the 31st International Conference of the Red Cross and Red Crescent*, ICRC, Geneva, October 2011, p. 19, available [here](#).



The ICRC Legal Division will seek the advisory committee's advice on the **two following axes**:

1. The **legal and practical substance** of what protected environmental zones in armed conflict could and should entail. This will help clarify "what" the ICRC recommends to States regarding the designation of protected environmental zones.
2. The multilateral or other **process** via which such protected environmental zones might be established. This will clarify "how" the designation of protected environmental zones might be achieved, subject to further engagement with States or relevant international bodies.

III. COMPOSITION OF THE ADVISORY COMMITTEE

The ICRC is seeking to better understand and engage with a broad range of perspectives on the protection of environmental zones during armed conflict. The ICRC is therefore inviting around 15 participants with expertise in the subject matter and with legal, policy, civil society, humanitarian and environmental backgrounds. Participants are invited in their personal capacity. Representatives of relevant treaty bodies will be consulted bilaterally, with the option of joining the advisory committee if they wish.

IV. MODALITIES OF THE WORKSHOPS

A series of three workshops will be convened by the ICRC, each workshop focusing on the following issues:

- **Workshop 1:** The rules of international humanitarian law that can apply to or inform the creation of protected environmental zones during armed conflict.
- **Workshop 2:** (1) The role of multilateral environmental agreements providing for area-based protection of the environment; (2) Selected issues that will need to be addressed in order to operationalize the creation of protected environmental zones during armed conflict, in particular the rights of indigenous peoples and local communities.
- **Workshop 3:** The strategy that could be followed to operationalize protected environmental zones.

Ahead of the first workshop, a draft legal paper prepared by the ICRC Legal Division will be shared with the participants.

The three workshops will be convened in a virtual format and held in English. They will each last 2 hours and consist of discussions between the participants based on the guiding questions identified in the legal paper. The ICRC will chair the discussions. All participants are invited to contribute actively to the discussions on the basis of the guiding questions. The ICRC may invite certain participants to deliver a presentation on a specific topic.

The workshops will take place on the following dates from **16h00-18h00 CET**:

- Workshop 1: **22 November 2022**
- Workshop 2: **29 November 2022**
- Workshop 3: **13 December 2022**



V. MODALITIES OF THE WRITTEN FEEDBACK

The advisory committee members will also be invited to provide written feedback on the legal paper that will be circulated ahead of the workshops. Each advisory committee member may choose whether and in what form to provide written feedback. We will only be able to take into account written feedback submitted by **6 December 2022**.

VI. OUTCOME DOCUMENT(S)

On the basis of the written feedback received and the opinions expressed during the workshops, the ICRC will produce a revised public version of the legal paper, representing the ICRC's recommendation regarding the legal and practical designation of protected environmental zones in armed conflict. The experts will have the possibility to submit comments on the final draft before publication. Opinions expressed by the advisory committee members will not be attributed. The ICRC will refer to the existence of the advisory committee in the public version of the legal paper; Each member will be able to decide if they wish to be named and credited for their participation in the advisory committee.



Council decision C108/3 adopted on 29 November 2022, contained the following request to 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»

In response to this request, WCEL provides the following information

A. Work of WCEL to protect the environment during armed conflict

WCEL operates through its 8 Specialist Groups and 4 Task Forces.

The topic of protection of the environment during armed conflict falls within the work mandate of the Specialist Group: *Environmental Security and Conflict Law*, chaired by Prof. Karen Hulme, University of Essex, UK, and Deputy Chair Dr Daniëlla Dam-de Jong.

In this regard, the SG work on comprises of:

1. Work with the International Law Commission (ILC)

The SG closely engaged with the ILC in the development of the “Draft Principles on the Protection of the Environment during Armed Conflict” (“PERAC principles»), which were adopted at the ILC 73rd session in August 2022 and taken note of by the UN General Assembly on 7 December 2022.

The SG has been involved in this process for the last 12 years. The Special Rapporteurs have often shared draft versions of their reports with the SG for comment and feedback. With the adoption of principles, that process is complete.

2. Follow up and future projects based on ILC work

The SG is planning to work on further detailing the principles, and potentially, providing a “commentary” and “implementation guidelines”. Special Rapporteur Marja Lehto as ILC special rapporteur is still very interested in the topic and stays in contact with the SG.

In terms of the guidance which the SG wants to put together for states and others, one aspect will be to provide some pointers on what the IEL treaty bodies could offer, eg funding, training, help with monitoring sites etc. Ukraine is providing some examples of how to monitor environmental damage remotely.

3. Work with the International Committee of the Red cross (ICRC)

The SG has given feedback to the ICRC on their 2020 updated guidelines and part of the review process for that work. The chair of the SG is currently working with the ICRC in her IUCN and professional capacity in the Committee's work on protected areas. Some members have been invited to their workshops on this. In addition, the chair of the SG has been invited as an expert to a meeting the ICRC is going to hold in 2023 with states on this.

4. Other work on protected areas

The SG held a workshop on protected areas in New York in October 2022. The SG sought input and thoughts on how guidance on protecting protected areas during armed conflict might be structured.

Internally, there is a working group which is putting a proposal together for research funding for a conference on this topic for 2024. The project group so far includes the chair and co-chair, Doug Weir, Britta Sjøsted, Elaine Hsaio and Sarah Durant (a biologist at London Zoo). The idea is to work up a research funding proposal for field work.

B. Definition of Armed Conflict

1. Why is a definition important?

The definition of armed conflict is important because it determines:

- a) whether the rules apply for the possible justification of an armed (e.g. individual or collective self-defence, resolution of UN Security Council), so called *jus ad bellum*;
and
- b) which rules apply during the conflict (e.g. International Humanitarian Law) to protect civilians and the environment, so called *jus in bello*.

2. Definition

The main international treaties in this area are the 1949 Geneva Conventions, which recognise that a state of 'armed conflict' is a factual occurrence: i.e. it is based on objective facts on the ground rather than a legal declaration of war or similar, and, importantly, it exists regardless of what the state determines it to be, i.e. if the factual circumstances meet the criteria for an 'armed conflict' then it does not matter if the state denies it this status, it will still be an armed conflict.

The law recognises two kinds of armed conflict: **(a) international armed conflict (IAC)** and **(b) non-international armed conflict (NIAC)**.

(a) International armed conflict

Geneva Convention, Common Article 2: '... the present Convention shall apply to all cases of declared war or of any other armed conflict which may arise between two or more 'states', even if the state of war is not recognized by one of them.

The Convention shall also apply to all cases of partial or total occupation of the territory of a 'state', even if the said occupation meets with no armed resistance...'

All states are bound by the rules in the Geneva Conventions (through customary international law).

In general, what is required for an international armed conflict is a *cross-border conflict* with *some level of military force*.

In the 1995 case of Tadic at the International Criminal Tribunal for the former Yugoslavia, the Tribunal usefully provided the following definition which is used as a guide: 'an armed conflict exists whenever there is a resort to armed force between States' (para.70).

The level of military force can differ. A declaration of war, which occurs very infrequently today, would trigger the notion of armed conflict between two states, even if there was no actual fighting. Similarly, if one state occupies the territory of another state, even if that occupation is not met with armed resistance, possibly because the state is very weak, then that too will amount to an international armed conflict.

Technically, there are also now situations where a cyber-attack could amount to 'armed force', if the effects or impacts are akin to the use of kinetic force, such as tangible damage caused to military facilities or civilian objects, eg hospitals, by cutting electrical power.

(b) Non-international armed conflicts (NIAC)

These are commonly referred to as civil wars or internal conflicts. NIACs are generally an armed conflict that takes place between (a) the armed forces of a state and (b) an armed group – usually within that state or even within another state. A further circumstance of a NIAC is when there is an armed conflict between two or more armed groups within a state, i.e. there is no 'state' force involved in the fighting, only armed groups fighting each other (often because government forces are too weak to take control, or because there is no functioning governmental authority). Thus, non-international armed conflicts are those 'occurring in the territory of one state' (Common Article 3, to the Geneva Conventions).

Thus, NIACs typically take place in the territory of one state, but NIACs do not have to be internal to one state – they can cross state borders, provided they do not involve two states fighting against each other.

The threshold for tensions within a state to be classified as an 'armed conflict' are factual, thus 'internal disturbances and tensions, such as riots, isolated and sporadic acts of violence do not amount to an armed conflict'. This definition establishes a universal rule of minimum threshold for all NIACS, therefore, the situation must reach a certain threshold of confrontation (1977 Additional Protocol II, Article 1(2)).

Two criteria are usually used in this regard:

1. The hostilities must reach a minimum level of intensity (protracted armed violence). An indicator is often where the government is obliged to use military force against the insurgents, instead of mere police forces.
2. Non-governmental groups involved in the conflict must be considered as 'parties to the conflict', which means that they possess organized armed forces (ie they have a sufficient degree of organisation) – generally under a command structure and, thus, have the capacity to sustain military operations and comply with the rules of International Humanitarian Law.

The ICTY found the existence of a NIAC ‘whenever there is [...] protracted armed violence between governmental authorities and organised armed groups or between such groups within a State’.

The main rules applicable to NIACs are found in Common Article 3 to the 1949 Geneva Conventions. These only provide quite basic rules, but they apply to all armed conflicts that meet the minimum threshold of fighting above. In 1977 states wanted to increase the rules applicable in NIACs, and so in the 1977 Additional Protocol II to the Geneva Conventions, states created a second tier of armed conflicts – which entailed further requirements to be recognised as a Protocol II NIAC – and once it fulfils this criteria and the state involved in the fighting is a treaty party to Protocol II then it also provides a slightly enhanced number of rules.

Thus, for Protocol II applicability (more rules) additional requirements are necessary:

Article 1(1) of APII:

1. organised armed group
2. under responsible command
3. they control part of a state’s territory
4. this control enables them to carry out sustained and concerted military operations
5. and they have a capacity to implement the protocol, which indicates structure and internal discipline.

3. Why does the distinction between IAC and NIAC matter?

The classification of conflicts matters because the rules *in bello*, especially of IHL, are different for NIACs than IACs.

Many customary rules that apply equally across both IAC and NIAC – particularly many weapons bans.

However, essentially, while states are willing to have a reciprocal relationship of incentives/rules with other states to achieve parity, they are not willing to do so for non-state actors – i.e. armed groups who are not viewed as having equal status within international law. Thus, as states make international law, they have not historically been minded extending all of the rules of IAC to govern NIACs. The result has been that international humanitarian law is structured with a sharp divide between the laws of IAC and NIAC, with IAC rules being more developed and numerous.

4. Rules for the Protection of the Environment during armed conflict (PERAC)

The 27 ILC Principles for the Protection of the Environment during Armed Conflict is a comprehensive set of norms that sit alongside many other initiatives, undertaken by various international actors, such as the 2020 International Committee of the Red Cross (ICRC) *Guidelines on the Protection of the Natural Environment in Armed Conflict*, the adoption of two relevant resolutions by the UN Environment Assembly in 2016 and 2017 ([here](#) and [here](#)), the 2019 *Geneva List of Principles on the Protection of Water Infrastructure*, and the victim assistance principles for those affected by toxic remnants of war. Importantly, the principles support the application of environmental law treaties continue to be applicable during armed conflict

The mandate for the ILC's work was to "enhanc[e] the protection of the environment in relation to armed conflicts, including through measures to prevent, mitigate and remediate harm to the environment" (draft principle 2).

The ILC's principles thus contain a comprehensive approach to PERAC. They cover the entire conflict cycle by following a temporal approach, as provided for in draft principle 1. Their second part encapsulates principles of general application, that is, principles that apply to more than one conflict phase (before, during or after, including in situations of occupation). Their third part covers principles applicable during armed conflict. Their fourth part deals with environmental protection in situations of occupation. And the last part addresses the period after an armed conflict.

The principles are *primarily* addressed to States, i.e. to international armed conflict and do not apply to NIACs, although not explicitly. Nevertheless, they cast their net wider by bringing within their ambit other actors in international affairs, such as international organizations (see principles 6-8, 23-25), and other relevant actors (principles 8 and 25), such as non-state actors. Furthermore, draft principles 10 and 11 aspire to regulate corporate environmental conduct in areas affected by armed conflict. Given that the ILC chose to adopt a non-differentiation approach between international armed conflicts (IACs) and non-international armed conflicts (NIACs), the environment-related conduct of non-state armed groups also comes within the purview of the PERAC draft principles, especially with respect to the *in bello* phase.

Insights from International Law

Another element of the draft principles that attests to their comprehensive nature is the fact that their text draws insights from various fields of international law. By means of illustration, draft principle 5 draws its wording from the UN Declaration on the Rights of Indigenous Peoples; draft principle 9 may be seen as an adjustment of the law of State responsibility to the peculiarities of environmental harm in relation to armed conflict; draft principle 21 transposes the international environmental law (IEL) no-harm principle to situations of occupation; and international human rights law has inspired the wording of preambular paragraph 4 and draft principle 19(2), which applies in situations of occupation.

An Environmental Martens Clause

Draft principle 12 expands the protective operation of the famous Martens clause to the protection of the environment. An environmental Martens clause could, at first sight, be viewed as conflating the dividing lines between the concepts of "humanity" relating to persons and the "environment" relating to natural surroundings. Nevertheless, the principle of humanity could be interpreted as encompassing the anthropocentric prong of environmental protection, with "the dictates of public conscience" serving a complementary and mutually enforcing role by reflecting the eco-centric approach (para. 6).

In bello General Protection of the Environment

Draft principle 13 details the general protection of the environment during armed conflict. In fact, this principle, and specifically its first and third paragraphs ("The environment shall be respected and protected in accordance with applicable international law and, in

particular, the law of armed conflict”; “No part of the environment may be attacked, unless it has become a military objective”) reaffirm that the environment and parts thereof qualify as civilian objects for the purposes of LOAC. It bears noting that the 2020 ICRC Guidelines follow the same path (pp. 19-21). Accordingly, the environment benefits from the general protection afforded by LOAC to civilian objects. This is further strengthened by principle 14 (“The law of armed conflict, including the principles and rules on distinction, proportionality and precautions shall be applied to the environment, with a view to its protection”).

Environment-Specific Provisions of Additional Protocol I

Draft principle 13(2) reflects the obligation to take care to protect the environment against widespread, long-term, and severe damage. Its current and final wording is as follows: “Subject to applicable international law: (a) care shall be taken to protect the environment against widespread, long-term and severe damage; (b) the use of methods and means of warfare that are intended, or may be expected, to cause widespread, long-term and severe damage to the environment is prohibited.”

Cardinal LOAC Principles and the Environment

Draft principle 14 uncontroversially provides that “[t]he law of armed conflict, including the principles and rules on distinction, proportionality and precautions shall be applied to the environment, with a view to its protection.”

Environmental Modification Techniques

Draft principle 17 (“In accordance with their international obligations, States shall not engage in military or any other hostile use of environmental modification techniques having widespread, long-lasting or severe effects as the means of destruction, damage or injury to any other State”), which draws its wording from the text of the ENMOD Convention follows the same route as draft principle 13(2) in that it is qualified through the use of the introductory phrase “in accordance with their international obligations.”

Protected Zones and Integration of LOAC and International Environmental Law

Principle 18 deals with “Protected zones” (“An area of environmental importance, including where that area is of cultural importance, designated by agreement as a protected zone shall be protected against any attack, except insofar as it contains a military objective. Such protected zone shall benefit from any additional agreed protections.”) Such protected zones resemble the legal institution of “demilitarized zones” under LOAC. Equally, this type of area-based protection echoes the concept of *in situ* protection IEL. Drawing on familiar notions under both branches of international law, this draft principle evidently lies at the intersection of LOAC and IEL, showcasing the added value that the integration of different areas of international law can furnish to PERAC, in line with the ILC’s comprehensive approach outlined above.

Prof. Dr. Christina Voigt (with support by Prof. Dr. Karen Hulme)
Chair, IUCN WCEL
Oslo, 13 January 2023



IUCN Climate Crisis Commission (CCC)

Terms of Reference 2022- 2024

Adopted by IUCN Council on ... 2023

1. 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, 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 and a further 0.4°C anticipated; thus, we will likely reach 1.5°C around 2030. The need for integrated action to conserve biodiversity and mitigate climate change is recognised in Article 38 of the Glasgow Climate Pact which: “Emphasizes the importance of protecting, conserving and restoring nature and ecosystems, including forests and other terrestrial and marine ecosystems, to achieve the long-term global goal of the Convention by acting as sinks and reservoirs of greenhouse gases and protecting biodiversity, while ensuring social and environmental safeguard.”

The IPCC 6th Assessment Report on mitigation found that 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/or 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, developing plans and policies, implementing actions and influencing policy that multiply the synergies at their point of convergence.

2. Mission

To have a world where humans and nature thrive together, the IUCN CCC promotes appropriate, effective, just and nature positive solutions to the climate crisis emergency that are based on the best available scientific evidence and learnings from all reputable international bodies and from Indigenous knowledge systems. The IUCN CCC will mobilize and coordinate the Union's efforts by engaging with Regional and National IUCN Committees, Members, and Indigenous Peoples; and by promoting productive and constructive partnerships.

This mission will follow IUCN's, which is to conserve the integrity and diversity of nature has been successful in promoting over time a strong conservation policy around the world and 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, focussed on the clean energy transformation, and engagement with the industry; human settlements and infrastructure, forests and other terrestrial including mountains and coastal-marine natural ecosystems, 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, 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 proximate cause are the

greenhouse gas emissions from using fossil fuel for energy, along with the emissions from deforestation, land degradation and ocean pollution. The root causes of 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, 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, and Member organizations, connect existing efforts, promoting synergies, and building new ones, bringing a 'One IUCN' and 'whole of society' approach, and leveraging IUCN's unique convening power, diverse membership and global status.

3. Goal

By 2024, IUCN will have been effective in giving new impetus to the climate process, bringing a more integrated approach to science, ecosystems and human beings; to contain global warming to 1.5 °C, to secure a just and resilient future aligned to a Nature positive vision, by leveraging IUCN convening power.

4. Specific objectives

- Develop and promote holistic policies and guidelines that promote the rapid transition away from fossil fuel to clean energy sources, climate & nature convergence and the enabling conditions to effectively address both challenges.
- Facilitate a deeper engagement of IUCN with relevant multilateral processes as UNFCCC, CBD/GBF, UNCCD, RAMSAR, CITES, UNEA, SDG's among some others related to oceans, food and plastic pollution; promoting synergistic climate-biodiversity policies and approaches.
- Identify and raise awareness on key priority topics suggested by science to understand climate change events, to address its consequences and to promote innovative and solid scientific based solutions (e.g. arctic, ocean acidification, food, behavioral change - production and consumption-).
- Mobilize, coordinate and collaborate with all components of the Union and with external partners under a "One Union", "whole of society approach". Leverage IUCN convening power.

- Co-design, promote and implement solutions that promote synergistic climate-biodiversity outcomes, integrate Indigenous Peoples' knowledge systems and science, and local community knowledge.
- Address the controversies that limit the climate and nature convergence including: the impacts on the ways of life and rights of Indigenous Peoples, local communities, and on ecosystems, from the step-change increase needed in mining and infrastructure development for the clean energy transition; not proven climate solutions that exploit the mitigation power of ecosystems to enable ongoing fossil fuel emissions; mitigation commitments that appropriate land needed for food and ecosystems; loss and damage that undermine efforts of most vulnerable to adapt; maladaptive responses that generate negative impacts for Indigenous Peoples, local communities and ecosystems.
- Promote the use of accurate data and technology to bring solutions to address the climate and nature crises, whilst preventing, warning and limiting its use if it is 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 (cities and infrastructure; land use, deforestation and agriculture; energy; industry) suggested by science and the 5 key drivers of nature loss (climate change, pollution, exploitation of natural resources, invasive species, changes in land and sea use).
- 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.

5. Priorities and expected results

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

5.1. Thematic areas

1. **Policy:** The Commission will build upon multilateral processes (UNFCCC, CBD/GBF, UNCCD, RAMSAR, CITES, UNEA, SDG's, among some others related to oceans, food and plastic pollution) and non party stakeholders/rights holders initiatives to strengthen and promote 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, 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 at scale, mobilize public and private finance, transforming the financial system - redirecting harmful subsidies - and promoting the creation of innovative, participatory financial mechanisms.
- 4. Technology and data:** The Commission will convene and promote science, technology, data and planning for integrated nature and climate strategies.

The role of technologies to tackle the climate change crisis is essential. For UNFCCC, technologies that we use to address climate change are known as climate technologies. They can help to reduce greenhouse gas emissions and adapt to climate change when implemented with the free prior and informed consent when Indigenous Peoples' ecosystems will potentially be impacted.

The Paris Agreement placed modern and Indigenous technologies on the same level. Nature-based Solutions when they can be clarified and well defined, and Indigenous Knowledge Systems could be part of the process to support and protect traditional livelihoods.

5.2 Cross-cutting areas:

- 1. Communications and outreach:** The Commission will develop a robust communications strategy that conveys IUCN CCC vision, mission and 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 positions the Commission, conveys the value add of the CCC, supports the decision making process, focuses on the climate and nature convergence and brings solutions that contribute to scaling up, socially just and Nature positive actions.

5.3 Internal organization and structure

- 1. Membership & inclusion:** The Commission will identify and convene members under the structure and Work Plan of the Commission; considering principles as inclusion, gender, geographic balance, 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 will secure collaboration and promote synergies across Commissions, as a strong component of its strategy.
4. **IUCN Intergovernmental Organization (IGO) role at UNFCCC:** The Commission will reinvigorate IUCN's IGO role at UNFCCC process to strengthen the organization and the CCC advocacy, increase influence and visibility, positioning itself as a trusted/forward thinking organization in the climate debate.

5. 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 mechanism, logistic arrangements and communication tools.

6. 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 in charge of 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 respond to a transparent, inclusive and equitable process, with 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, informed by all types of scientific evidence. Its actions will be framed under the IUCN CCC vision, mission and objectives in order to undertake a coherent approach that projects a CCC working team.

Final report on “Management Response to the External Review of aspects of IUCN’s Governance”, approved by the IUCN Council on January 8,2020

Presented to the IUCN 20-Year Strategic Vision Intersessional Working Group – Project Steering Committee – 22 December 2022.

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1. Introduction

The IUCN has undertaken extensive efforts to improve its governance in recent years, as evidenced by its regular external governance review process, and its resulting actions to improve its governance practices and processes, resulting in a significant evolution of its decision-making bodies and processes. This includes the range of governance reforms introduced in response to the 2015 governance review recommendations, at the 88th Council meeting (Council document c(88/9/2).

In June 2018, IUCN commissioned Stewardship & Governance Associates (SGA) to conduct an external governance review, in conformity with its commitment to regular external review of governance at least once every four years (IUCN, 2016). The objective of this participatory review was to contribute to the continued improvements in the effectiveness of IUCN’s governance structures, processes and functions including Council’s responsibility and role, provide recommendations to ensure alignment of IUCN governance structures and practices with global best practice.

The [External Review of aspects of IUCN’s governance](#) (July 2019) was followed by a [Management Response of the Council \(C/VII- January 2020\)](#). In February 2020, the Council’s Governance and Constituency Committee approved an action plan to implement a selection of topics from the [Council’s Response to the External Review report that](#) could be substantially developed or completed in the short period before the 2020 IUCN Congress due to be held in June 2020. However, while the pandemic made Council focus on its impact on Congress and on conservation in general, only few topics from the action plan resulted in Council decisions. Council decisions adopted in the period March 2020 through November 2022 that relate to the implementation of the Council Response to the External Review are referred to below under *Current status up to December 2022* in each section of [this document](#).

The objective of the present report is to consolidate the set of recommendations derived from the 2019 external review, their status and proposed actions (what), responsible (who), timeline (when) and estimated resources needed, for the Council review and decision. In particular, the results allow for orienting the Council strategic discussion on the “IUCN 20-year Strategic Vision” process.

2. List of recommendations.

Following is the list of 51 recommendation of the External Review.

Pillar /risk	Issue	Recommendation
6.1 People (Pillar)	6.1.1 Council composition / dedication of councillors	6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.
	6.1.2 Lack of preparation by council members	6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

Pillar /risk	Issue	Recommendation
		6.1.2.b Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.
		6.1.2.c Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.
	6.1.3 Lack of sufficient evaluation at the individual councillor level	6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)
		6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.
		6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.
		6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.
6.2 Information Architecture	6.2.1 Meeting information / Council papers	6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.
(Pillar)	6.2.2 Insufficient involvement of Council in information design.	6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.
	6.2.3 External information incomplete	6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk
		6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

Pillar /risk	Issue	Recommendation
6.3 Structures and Processes (Pillar)	6.3.1 Council agenda not sufficiently structured or focused on strategic priorities	6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.
		6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).
	6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council	6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.
		6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.
	6.3.3 Perceived lack of neutrality in the DG evaluation process	6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.
	6.3.4 Perceived lack of transparency regarding DG succession / renewal	6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.
	6.3.5 Variance in performance of commissions	6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.
6.3.6 Monitoring & evaluation	6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.	
6.4 Group dynamics (Pillar)	6.4.1 Low-energy council meetings	6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.
		6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.
		6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately




Pillar /risk	Issue	Recommendation
	6.4.2 Lack of “one voice”	6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.
		6.4.3.b Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.
		6.4.3.c Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.
		6.4.3.d The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.
	6.4.3 Little impact by Council on IUCN organizational culture	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.
		6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.
		6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.
	6.5 Technical (Risk)	6.5.1 Lack of risk thinking at bureau and Council level
6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.		
6.6 Strategy (Risk)	6.6.1 Fragmentation within the governance bodies	6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.
		6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

Pillar /risk	Issue	Recommendation
	6.6.2 Renewing and updating membership engagement	6.6.2.a Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.
		6.6.2.b Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.
	6.6.3 Lack of Ownership of Strategic Thinking	6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.
		6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.
		6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the onboarding process.
	6.7 Relationships between IUCN governance bodies (Risk)	6.7.1 Relationship between IUCN Council and Management
6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.		
6.7.2 Members' disengagement		6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.
		6.7.2.b Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.
6.7.3 Relationship between council and standing committees		6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.
6.7.4 Variable performance of commissions		6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.
6.7.5 Relationship between bureau,		6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

Pillar /risk	Issue	Recommendation
	standing committees and secretariat lacks transparency	6.7.5.b Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.
		6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the onboarding process (refer to skill map in Appendix 11).
		6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.
	6.7.6 Revolving door between Secretariat & Council	6.7.8.a Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.
6.8 Integrity (Risk)	6.8.1 Insufficient degree of independence in ethics oversight	6.8.1.a. An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.
		6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).
		6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.
		6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.

3. Current status and proposed actions for each recommendation

For each recommendation, consolidated information is provided in relation to: Council Decision of January 2020, current status as of December 2022, proposed actions/follow up, including who, when, and estimated resources required. Also, a “traffic light” indicates the “status of each recommendation as follows:

	Implemented
	Partially implemented
	Pending

The “green” – implemented status means that action is completed and/or on- track based /on-going following concrete approved actions.

The “yellow” – partially implemented means that some actions have been implemented the recommendation still need further decision.

The “red”- pending decision/implementation means that up to now, no action have been undertaken.

When it applies, specific mention is made to those *key response of the Council January 2020 deferring to Council 2021-2025*.

Recommendation 6.1.1- Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.			
Council Decision January 2020 (C/VII)			
<ul style="list-style-type: none"> • Recommendation <u>accepted</u> and already <u>partly implemented</u>: the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<i>Bureau decision B/XVI of 1 July 2019</i>), and Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published via the Union Portal as part of the current nominations process. • Candidates should be requested to <u>sign a commitment</u> and be asked in Congress why they want to become Council members. (<i>deferred by Council 2016-21 to Council 2021-2025</i>) • A mechanism should be established to provide information to prospective candidates before they are nominated (based on the example developed by the South America Regional Committee of IUCN). (<i>explicitly deferred by Council 2016-21 to Council 2021-2025</i>) 			
<u>Current status up to December 2022</u>			
<p>Qualifications and requirements for elected positions already adequately cover the “expectations”; Regional Councillor candidates’ responses to the online questionnaire about requirements for the position are being published as part of the current nominations process. In any case, during each term, in the year preceding the Congress, Council reviews and, as the case may be, adapts the requirements for the elected positions, next time in 2024.</p>			
<u>Proposed action/follow up</u>			
Action/follow up	Who	When	Resources
Further elaborate qualifications and requirements for elected positions and include them in the next nominations process, including the elements referred to in 6.1.2. b.	Council	Mid 2024	Time- Council members

Recommendation 6.1.2.a

Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as cultural fit with the board and training/improvement needs.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a mechanism to map skill sets and provide training or define other mechanisms to complete missing skills. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)
- The next Council should provide directions to the IUCN membership for the 2024 elections on the skill sets required for an effective Council

Current status up to December 2022

-

Proposed action/follow up

Action/follow up	Who	When	Resources
Need to identify and fill the gaps. See also 6.1.3.c for the mechanism.	Council	2022 for identifying gaps and ways to complete missing skills	Time- Council members
Provide directions to the IUCN membership for the 2025 elections on the skill sets required for an effective Council.		Mid 2024 for directions for the membership	

Recommendation 6.1.2.b

Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.

Council Decision January 2020 (C/VII)

- Recommendation accepted and partly implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019).
- Actions similar to those suggested in 6.1.1 should be considered by the next Council. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)

Current status up to December 2022

Newly adopted (July 2019) qualifications and requirements for elected positions (ToR) already cover the time and commitment involved. In any case, during each term, in the year preceding the Congress, Council reviews and, as the case may be, adapts the requirements for the elected positions, next time in 2024.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

[Recommendation 6.1.2.c](#)

Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally

Council Decision January 2020 (C/VII)

- Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party.
- For the evaluation aspect, cf. 6.1.3.a
- In addition to the qualifications/requirements for elected positions already approved, the commitments and objectives of Council members in standing committees should be better defined. This can be done by each standing committee as part of their “lessons learnt”, and approved by Council for inclusion in the Council Handbook.

Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions.

Current status up to December 2022

[Decision B97/2](#) Annex 2 (Aug 2021) confirms that commitments / objectives have been approved as part of the qualifications / requirements for elected positions, and establishes the evaluation mechanism. However, the decision refers to the performance standards to next Council. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)

Proposed action/follow up

Action/follow up	Who	When	Resources
Development of performance standards/indicators (deferred to Council 2021-25)	Council / standing committee chairs	2023	Time of Council members

Recommendation 6.1.3.a

A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members' contracts.)

Council Decision January 2020 (C/VII)

- Recommendation accepted and already partly implemented as the Council Handbook, including performance tools, already cover what is recommended for a “council charter”.
- An evaluation mechanism for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include:
 - Roles/tasks of Council members in standing committees needs clarification (cf. 6.1.2.c).
 - The currently required written Councillor reports could be transformed as an accountability tool and distributed to IUCN Members.
- A mechanism to follow-up on the “self-assessments” (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)].

Current status up to December 2022

Aspects regarding Council charter are already implemented. [Decision B97/2 Annex 2](#) (Aug 2021) established the evaluation mechanism . Council Handbook updated. See 6.1.2.c for the remaining action to be taken on the performance mechanism.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	.

Recommendation 6.1.3.b

Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.

Council Decision January 2020 (C/VII)

- Recommendation accepted and implemented as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (Bureau decision B/XVI of 1 July 2019)

Current status up to December 2022

Implemented from July 2019.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.1.3.c

Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures

Council Decision January 2020 (C/VII)

- Recommendation partly accepted as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee.
- Individual evaluation mechanism suitable for the voluntary position of Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.
- The evaluations are carried out by the President and Vice-Presidents taking into account self-evaluation and feedback. (*deferred by Council 2016-21 to Council 2021-2025*)
- Performance gaps in terms of missing skills should be addressed by the President and Vice-Presidents. Cf. also 6.1.2. a. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)

Current status up to December 2022

- Evaluation mechanism for individual member already established [Decision B97/2 Annex 2](#) (Aug 2021); and follow up to be carried out.

Proposed action/follow up

Action/follow up	Who	When	Resources
Individual evaluation and gaps/missing skills assessment (as above under 6.1.2.a)	President and Vice President 2020-2024; discuss with HR for orientation on this matter .	2023 and 2025	Time – President and Vice President; HRMS support (2 months).
As per B97/2, establish performance standards/indicators (general, plus specific for chair positions).			

[Recommendation 6.1.3.d](#)

The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- The current Council’s Finance and Audit Committee should prepare a proposal for Bureau’s approval in order to include this in its ToR.

Current status up to December 2022

- Completed. Council [Decision C107/6 Annex 4](#) adopting the ToR of the FAC 2021-25 incorporated the recommendation of the External Review report.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.2.1.a

Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Council should take a decision requesting Secretariat and any Council committee, working group or task force, to provide the documents two weeks before the Council meeting, and that exceptions of documents made available later should be explained to Council. This rule should be included in the Council Handbook.

Current status up to December 2022

- Completed and included in §94 of Council Handbook.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.2.2.a

Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight

- Recommendation accepted.
- Empower the Bureau to support the Council in its strategic direction and oversight functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the Council Handbook.
- The Bureau meets regularly with the DG and Commission Chairs to define the level and format of information and analysis required for Council to exercise its strategic and oversight functions.
- The next Council should develop a mechanism for the provision of the relevant information and analysis in time to be implemented in 2021. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)

Current status up to December 2022

-

Proposed action/follow up

Action/follow up	Who	When	Resources
Council/GCC to define the information the Council needs to make informed decisions for oversight role;	Council/President-Vice Presidents	2023	Time of the Council/President-Vice Presidents
Develop a mechanism for the provision of strategic questions	Council- President-Vice Presidents	2023	

Recommendation 6.2.3.a

Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk

- Recommendation accepted.
- The next Council defines which external sources of information and analysis are required for Council to exercise its strategic and oversight roles referred to in 6.2.2. a.

Current status up to December 2022

- Explicitly deferred by Council 2016-2021 to Council 2021- 2025

Proposed action/follow up

Action/follow up	Who	When	Resources
Organize annual panel discussion with external experts and council members to address strategic and emerging issues to feed into IUCN Program – virtual or face-to-face during regular Council meetings-	Secretariat – Bureau	2023 and following years	Annually: CHF 20,000 for external experts; Staff time from the Secretariat – 2 months /year for preparation, organization and implementation.

Recommendation 6.2.3.b

It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.

- Recommendation accepted.
- Councillors should have regular contacts with the Regional Committees and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN.
- The President informs the National and Regional Committees, and the Global Group for National and Regional Committee Development, requesting their cooperation for implementing this aspect of Council members' functions.
- Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the Council Handbook.
- Membership Strategy should encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.
- Identify the categories of information Councillors need to fulfil their roles, in the respective committees including best practice, industry standards

Current status up to December 2022

- Aspect already reflected in the Council Handbook but not implemented.

Proposed action/follow up

Action/follow up	Who	When	Resources
Regional /National Committees and Council articulate their insights in changes in the external environment	Council members and President	2023 and following years	Time- Council
Findings from annual expert – Council panels (see 6.2.3.a) shared with Regional/National Committees.	Council with the support of the Secretariat		Time Council-Secretariat (HQ and Regional Constituency Coordinators) 2 months.

Recommendation 6.3.1.a

Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.

- Recommendation partly accepted because already implemented in practice.
- The existing practice of distributing to Council for comments a preliminary agenda two months before the meeting, and of distributing a draft agenda incorporating the comments from Council members one month prior to the meeting should be formally approved by Council and codified in the Council Handbook with the requirement that exceptions be explained in the same way as for Council documents that are submitted late (cf. 6.2.1.a.).

Current status up to December 2022

- Completed and implemented.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.3.1.b

Maximum of 30% of meeting time allocated to management presentations, to allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).

- Recommendation accepted.
- The Council Handbook should contain guidance for presentations in Council and its standing committees in order to ensure that sufficient time is available for discussion.
- In advance of each meeting, the President and chairs of the standing committees provide specific guidance on the length of various presentations in function of the objectives and priorities they set for each meeting, in consultation with the Director General and the Secretariat’s focal point for the relevant committee.

Current status up to December 2022

- Already practised
- Council Handbook includes specific guidance (§85bis)

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.3.2.a

Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings

- Recommendation accepted.
- Bureau and each standing committee should decide the frequency and modus of their meetings in function of the business to be carried out. But they should establish a schedule of meetings for the coming periods (October 2019 to February 2020 and February 2020 to Congress 2020) in order to allow everyone to organize their calendars.

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
			-

Recommendation 6.3.2.b

Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.

- Recommendation accepted.
- All reporting and updates should be done in writing (document or PowerPoint, or other tools, and IT system updated accordingly) and distributed two weeks in advance of the meeting, with exceptions to be explained to Council in the same way as for documents (cf. 6.2.1.a).
- This rule should be incorporated in the Council Handbook.

Current status up to December 2022

- Already practiced. Included in the updated Council Handbook (§85)

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.3.3.a

Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.

Council Decision January 2020 (C/VII)

- Recommendation partly accepted as only the part of the evaluation concerning the 360° feedback should be anonymous.
- Institutionalise and professionalise the process following the core areas of performance identified in §62 of the Council Handbook and determining SMART indicators at the time Council approves the objectives for the DG.
- Add HR Management as 6th area of performance in §62 of the Council Handbook. Council may add other core areas of performance as required.
- The 360° feedback should be carried out by an independent third party selected. Adequate precautions are taken to avoid conflict of interest in the selection of the third party.

Current status up to December 2022

- The Director General's Strategic Objectives 2022 approved by Bureau in June 2022 (B6/2) contains overall performance indicators that are measurable.
- The DG's evaluation committee has developed and launched a 360° feedback carried out by an external firm in November 2022.
- Council Handbook has been updated.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.3.4.a.

Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.

- Recommendation accepted.
- Establish a succession plan for the DG and establish a succession planning committee (or other mechanism) to ensure the plan is always up to date.
- FAC to ensure that the DG establish a succession plan for key senior leadership positions in the Secretariat.
- Clarify whether the Succession Planning Committee established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019)

Current status up to December 2022

- Completed. Adopted by [Decision B97/3 Annex 4](#) (Aug 2021)

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.3.5.a

Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.

- Recommendation partly accepted as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions.
- Strengthen the system of annual evaluations of the Chairs of the Commissions including by revising the performance requirements incl. internal governance aspects, leadership and ethics.
- The Chairs of the Commissions should ensure that an appropriate evaluation is available for each level of leadership in the Commissions.
- In order to allow benchmarking across the Commissions, provide broad guidance for the leadership of the Commissions on the governance structure of the Commissions, the qualifications required, regional balance in the membership of the Steering Committees, whether individuals can sit on the Steering Committee of more than one Commission, whether Council members can sit on the Steering Committee of a Commission, etc.
- Strengthen the annual reporting obligation of the Commissions to Council on the basis of Regulation 78bis.

(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
GCC organizes a session with all (7) Commission Chairs or the Chairs who wish to designate to discuss this recommendation	Council/ Governance Committee- Chairs of the Commissions	2023	-
Bi-annual performance appraisals of Commission Chairs, under the President and DG's leadership, must be reinstated using agreed parameters. This must include governance aspects, leadership and ethics.	President with Commission Chairs and support from the DG	2023	-

Recommendation 6.3.6.a

Professionalize monitoring and evaluation of IUCN’s strategic process.

Council Decision January 2020 (C/VII)

- Recommendation accepted (based on “strategic process” as described in **section 5.6 “Strategy”** in *External review of aspects of IUCN’s governance – Report – 10 July 2019*)
- Members must be involved in the process through **mechanisms such as the Union Portal**

Current status up to December 2022

- IUCN has undertaken an external Analysis of IUCN’s Monitoring, Evaluation Learning (completed in 2021 and published on its website). A MEL Strategy and Roadmap that lays out a plan of action has been designed and is organised around four goals: Improve strategic management and steering capacity; Enhance programme delivery performance; Achieve operational efficiency; Develop and strengthen the function.

Proposed action/follow up

Action/follow up	Who	When	Resources
Based on the implementation of the MEL Strategy, use the IUCN Results Framework to provide information on IUCN results/impacts	PPMER- Council	2023- 2024	
Build and roll-out of the Programme & project portal (master data management, modules for standardized results/indicator) for consolidated reporting on the IUCN Results framework; including updated project management and approval guidelines.	PPMER	2023-2025	CHF 2M including investment, maintenance, staff time.

Recommendation 6.4.1.a

Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.

- Recommendation accepted.
 - Success is largely dependent on the person of the President. The qualifications and requirements for the position already contain this skill. So, prospective candidates should have this skill. However, the next Council could consider the following actions to emphasize the importance of this requirement:
 - Offer training opportunities to the President elect as part of a standard induction package.
 - Include chairing skills as part of the individual evaluation mechanism referred to in 6.1.3.a, and as part of Councillors’ feedback, followed-up with an offer of training to improve capacities.
- (explicitly deferred by Council 2016-21 to Council 2021-2025)*

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Regular feedback by Council members to the President after each Council meeting. In addition, feedback should be part of the individual evaluation mechanism to be designed as described in 6.1.3.a and 6.1.3.c, and should be presented by the Bureau. The evaluation mechanism should provide guidelines for this.	Council	2023 and on	Council time.
To be defined training to improve capacities, as necessary			

Recommendation 6.4.1.b

Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC).
- Feedback to the President should be part of the individual evaluation mechanism to be designed as described in 6.1.3.a and 6.1.3.c and implemented during the next quadrennium, and should be presented by the Bureau. The evaluation mechanism should provide guidelines for this.
- The evaluation mechanism should also foresee feedback to the standing committee chairs.
- Depending on the proposed mechanism to follow-up on the “self-assessments” (cf. 6.1.3.a.), Regulation 48(c)(iii) may have to be amended by the next Council 2020-24. (*explicitly deferred by Council 2016-21 to Council 2021-2025*)

Current status up to December 2022

-

Proposed action/follow up

Action/follow up	Who	When	Resources
The evaluation mechanism should also foresee feedback to the standing committee chairs and the President.	Council- President	2023-2024	Time- Council/ President Time Secretariat: 4 months
Design a proper way to present to, and discuss the feedback with the President.	Council- President	2023-2024	Time- Council/ President

Recommendation 6.4.1.c

Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately

- Recommendation rejected because Article 52 of the Statutes assigns the role of chair exclusively to the President except when s/he is absent.
- Council should promote an organisational culture that will include the practice in Council of sharing responsibility and preparing Vice-Presidents for the eventuality that they might have to chair. This will need to be spelt out in the Council Handbook.

Current status up to December 2022

- Spelt out in the Council Handbook (§84): promotion of organisational culture.

Proposed action/follow up

Action/follow up	Who	When	Resources

Recommendation 6.4.2.a

While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.

- Recommendation accepted and is already implemented because included in §38 of the Council Handbook and the Code of Conduct for Council members.
- Where appropriate, the importance of this rule should be highlighted such as in the Council retreat when the newly elected Council holds its first ordinary meeting.

Current status up to December 2022

- Already exists as part of Council members' duties, and explained during the Council Retreat.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.4.3.a

Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Refresh IUCN's stated purpose and values and clearly set out the desired culture and behaviours. As appropriate develop systems to support the integration of defined aspects of organization in IUCN. For e.g. in relation to information decision making chains.
- Define organization culture indicators and data sources to operationalize agreed cultural values.
- Include this in induction program for Council.

(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Council 2021-2025 to decide on a mechanism (e.g. a Council working group or other) to implement 6.4.3.a, b, and c.	Council	2023	Time- Council

Recommendation 6.4.3.b

Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- To be implemented as part of the mechanism required in 6.4.3. a.

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Council 2021-2025 to decide on a mechanism (e.g. a Council working group or other) to implement 6.4.3.a, b, and c.	Council	2023	Time- Council

Recommendation 6.4.3.c

The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- To be implemented as part of the mechanism required in 6.4.3. a.

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Council 2021-2025 to decide on a mechanism (e.g. a Council working group or other) to implement 6.4.3.a, b, and c.	Council	2023	Time- Council

Recommendation 6.5.1.a

Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Build relevant risk and strategic skills and capacity at the Bureau level and allocate sufficient time on the agenda for meaningful discussion in the Bureau. The FAC representative on the Bureau will take a leading role in building risk awareness in the Bureau and embedding risk in its deliberations. (*deferred by Council 2016-21 to Council 2021-2025*)
- The Bureau will be responsible for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the Council Handbook as part of the extended role of the Bureau described in 6.2.2.a.
- The FAC is responsible for oversight of the enterprise risk management framework as well as oversight of financial risks.

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Review the risk appetite and risk tolerance, and oversights the enterprise management framework as part of the Financial strategy planned to be developed for the IUCN 20-year Strategic Vision	Council with FAC recommendation	2023-2024	Time- Bureau /FAC With the support of Financial consultant engaged in the 20-Y Strategic Vision Project.
Guidelines to be established for risks analysis, planning and assessment.	Bureau with FAC representative	2023- 2024	Time – Bureau/FAC

Recommendation 6.5.1.b

Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- The Head of Oversight will have a dual reporting line to the DG and to the Chair of FAC on behalf of, and after consultation with the FAC. IUCN is committed to periodic review of how the governance changes are working in practice.
- Include this in ToR for Head of Oversight and of FAC.

Current status up to December 2022

- Completed. [Council document C98/8.2](#). – FAC report to Council (Feb. 2020, p.17) [Decision C107/6 Annex 4](#) adopting the ToR of the FAC incorporated the recommendation of the External Review report.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

[Recommendation 6.6.1.a](#)

A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.

Council Decision January 2020 (C/VII)

- Recommendation accepted
- Establish a process that focuses on strategic outlook, taking the next 20 years into consideration, leading to new strategy for Union which is tied to its financial strategy.
- Review the functions of the Treasurer described in the Statutes and Regulations which should mainly be advisory.
- Propose a motion for Congress which tasks the next Council with developing a new global strategy for IUCN post-2030.
- FAC (through task force) also exercises delegated responsibility from Council for strategic direction in terms of its financial plan for the next quadrennium and its long-term financial planning.

Current status up to December 2022

- The 2021 Congress adopted [WCC-2021-Dec-147](#) about the 20-year Strategy process. Council 2021-25 approved the Strategy process, timeline and budget. [B6/3](#)
- Congress also redefined the functions of the Treasurer: [WCC 2020 Dec 146](#).
- The FAC 2021-25 initiated the development of a financial strategy.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

[Recommendation 6.6.1.b](#)

Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Current Council to develop education program so that it may be executed by the next one.
- Study strengthening capacity in FAC and Council to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors.

Current status up to December 2022

- [Decision B97/2 Annex 3](#) (Aug 2021), which was partly implemented by holding the Council Retreat / induction in three parts (11 September in person; 8 February 2022 virtual; and 16-17 May 2022 again in person)

Proposed action/follow up

Action/follow up	Who	When	Resources
Continue implementing coaching / and deepening Councillor's shared understanding	Council- President	2023 and following years	Time - Council
Learning/training online on demand of Council & training session posted in the Union Portal	Council, with the support of the Secretariat/Governance Committee	2023 and following years.	Budget to be defined based on Council specific training demand, to develop a written guide ("Living document" for 1 st term Council members; and for the Secretariat to support training session/ regular Retreat.
Induction for prospective candidates to be prepared for opening of nominations for election candidates in 2024	Governance Committee/Council	2023	Time- Council, Secretariat (2 months) and external services (2 months) Estimated resources: CHF70,000

Recommendation 6.6.2.a

Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Membership models should be considered as part of the process that focuses on strategic outlook (cf. 6.6.1.a), taking the next 20 years into consideration, leading to new strategy for Union and tied to its financial strategy.
- Council to bring the strategic plan to Congress for support and mandate to the next Council to develop the strategic plan.
- Based on the above, study which membership models are most appropriate for fulfilling strategic plan.

(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- [WCC-2021-Dec-147](#) – Ongoing process/planned activities.

Proposed action/follow up

Action/follow up	Who	When	Resources
Development of the Strategic Plan including membership model options.	Project Manager /Lead at the Secretariat- Intersessional Council & Working Group	2023	Budget already approved in 2022

Recommendation 6.6.2.b

Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Action to be taken after 6.6.2.a is concluded, as part of ongoing implementation and improvement of the Membership Strategy.
(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- [WCC-2021-Dec-147](#) – Ongoing process/planned activities for 2023-2024. Part of 6.6.2.a.

Proposed action/follow up

Action/follow up	Who	When	Resources
Development of the Strategic Plan including membership model options.	Project Manager /Lead at the Secretariat- Intersessional Council & Working Group	2023- 2024	Budget already approved in 2022

Recommendation 6.6.3.a

Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Council needs to build a strategic plan. (cf. 6.6.1.a)
- Empower the Bureau to carry out these functions as part of the Bureau's support to Council in its strategic and oversight functions (cf. 6.6.2.a).

(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- [WCC-2021-Dec-147](#) – Ongoing process/planned activities for 2023-2024. Part of 6.6.2.a. and b. Intersessional Council Working Group (IC&WG) including IUCN Members to lead and work with the Director General.

Proposed action/follow up

Action/follow up	Who	When	Resources
Follow up on the development of the strategic plan, including on-line and in person consultation	DG- ICC&WG	2023	Budget already approved in 2022

Recommendation 6.6.3.b
Detailed description of strategic function in Councillor’s job descriptions should be developed and part of an education process.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as the strategic function is already adequately mentioned in the qualifications and requirements of the position.
- It should become part of Council members’ induction as well as of the governance training / assessment tool for candidate Council members referred to in 6.1.1.

(explicitly deferred by Council 2016-21 to Council 2021-2025)

Current status up to December 2022

- Strategic function of Councillors included in qualification and requirements of the position and part of the continuous education program approved by [Decision B97/2 Annex 3](#) (Aug 2021).

Proposed action/follow up

Action/follow up	Who	When	Resources
Define if more emphasis should be put to the member’s induction /and continuous education program.	Council	2023-2024	Time – Council.

Recommendation 6.6.3.c

Further education strengthening the emphasis on Council’s strategic role and building strategic capabilities during the on-boarding process.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Covered in the Council members’ induction and to be completed through the continuous education program described on 6.6.1. b.

Current status up to December 2022

- Completed

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.7.1.a

Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Clearly define responsibilities for Council and those of the Secretariat, enabling clarity of what is a technical decision, a management or a strategic decision.
- Establish a calendar of governance and management decisions to be adopted and required interactions between all bodies concerned including Council and its standing committees and Bureau.
- Establish principle of access to all information and agree exceptions where required.
- Establish mechanism to address issues of trust immediately and effectively, when they arise.
- Professionalise oversight functions.
- Establish industry-level mechanisms by which Council can hold Secretariat to account.
- Change Regulations and Statutes, particularly with regard to role of the Treasurer. (cf. 6.6.1.a)
- Define in the ToR of the standing committees the authority of the chair of standing committee, in particular between Council meetings.
- Study and recommend appropriate mechanisms for Council to participate in the evaluation of the Legal Advisor who is appointed by Council (Article 46(o) of the Statutes and Secretary to Council who is approved by Council and appointed in consultation with the IUCN President (Article 56bis).
- Study and recommend appropriate mechanisms to enable relevant members of governance structure such as standing committee chairs, to contribute their feedback/perspective in the evaluation of specific positions such as the Head – Planning, Monitoring, Evaluation and Risk, and the Secretariat focal points of the standing committees and the Commissions.
- IUCN is committed to periodically review implementation in practice.

Current status up to December 2022

- [Decision B97/4](#) (Aug. 2021) related to “*Mechanisms by which Council can hold Secretariat to account for*”.
- On- going: “*Mechanisms for Council participation in the evaluation of the Legal Advisor*”
- and [Decision B97/2](#) Annex 2 (Aug.2021) related to “*of the authority of the chairs of the standing Committees*”; and “*Role of Treasurer*” [WCC 2020 Dec 146](#)

Proposed action/follow up

Action/follow up	Who	When	Resources
Council defines additional actions based on the EE recommendation & the 2016-2021 Council response and Annex 2. Task part of 6.7.3.a. and linked to 6.1.2.c.	Council	2023	TBD based on action definition of the Council

Recommendation 6.7.1.b

IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Clearly establish information flow processes between membership and Secretariat currently.

Current status up to December 2022

- Already covered by membership strategy approved by [Decision C98/ 24](#) (Feb 2020), including Annex 26.

Proposed action/follow up

Action/follow up	Who	When	Resources
-	-	-	-

Recommendation 6.7.2.a

Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.

Council Decision January 2020 (C/VII)

- Recommendation accepted
- Must be carried out in tandem with and linked to wider discussions on Membership models as part of the process that focuses on strategic outlook (cf. 6.6.1.a).

Current status up to December 2022

- Partly considered in the planned consultation of the IUCN Strategic Vision- See 6.6.1., 6.6.2.a., 6.6.2.b, and 6.6.3.a.; included in the IUCN Membership Strategy.

Proposed action/follow up

Action/follow up	Who	When	Resources
Implement the consultation on IUCN Strategic Options	DG with the Intersessional Council & Working Group/Council	Second half of 2023	Budget already approved during 2022

Recommendation 6.7.2.b

Develop more proactive communication plan to improve transparency and coordination between regional and national offices with members in their regions or countries, for more proactive engagement.

Council Decision January 2020 (C/VII)

- Recommendation accepted and partly implemented through the membership strategy.
- Consider investing in a platform (physical, digital and other opportunities) that allows for regular interaction between Members and Secretariat; Members and Council; Members and Commissions.
- Proposal to be developed and presented for discussion at Congress.

Current status up to December 2022

- Regular interaction between members and Secretariat already practised through Secretariat meeting with Members in several regions. [Council decision C107/10](#) approved 0.2M investment for digital Member zone as part of the 2022 budget.
- Digital member zone under development as part of the Membership Strategy.

Proposed action/follow up

Action/follow up	Who	When	Resources
Complete the design, testing and integration of the Digital Platform with CRM	Secretariat (IT/ Membership & Commission support Unit)	January-April 2023	Investment, maintenance: for Year 1: CHF80,000; Year 2 and subsequent years: CHF20,000/year Staff time: full time digital community manager;
Organize the dissemination and promotion of the digital member zone, and its use.	Council/Members; and Secretariat	2023-2024	Time from Council, Regional/ National Committees, Commissions Time from Regional Coordinator of Constituencies/regional staff (3 months/year for follow up, organization of events...).

Recommendation 6.7.3.a

Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of.
- Introduce performance standards for Councillors in ToR of the standing committees that are specific to the committee they belong to.
- Differentiate the expectations of performance of each Councillor based on the Council bodies they are part of.

Current status up to December 2022

- [Decision B97/2 Annex 2](#) Aug. 2021

Proposed action/follow up

Action/follow up	Who	When	Resources
Introduce the approved "Outline of a Councillor performance mechanism, including the authority on the chairs of the standing committees" into the Council Handbook	Secretariat/ Governance Unit	2022	-
Once performance indicators defined/ approved, (Ref 6-1-2-c) to be included in the ToR.			

Recommendation 6.7.4.a

**Introduce stronger accountability in commission performance requirements
– at both body and individual levels.**

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as a different type of evaluation should be available for each level of leadership in the Commissions.
- Strengthen the accountability of the Chair and provide different types evaluations for the Steering Committee and other levels of leadership of the Commissions as described in 6.3.5. a.

(explicitly deferred by Council 2016-21 to Council 2021-25)

Current status up to December 2022

- -

Proposed action/follow up (same as of 6.3.5.a)

Action/follow up	Who	When	Resources
GCC organizes a session with all (7) Commission Chairs or the Chairs who wish to designate to discuss this recommendation	Council/ Governance Committee- Chairs of the Commissions	2023	Council- Commission Chairs time
Bi-annual performance appraisals of Commission Chairs, under the President and DG's leadership, must be reinstated using agreed parameters. This must include governance aspects, leadership and ethics.	President with Commission Chairs and support from the DG	2023	Council time. DG time (two months)

[Recommendation 6.7.5.a](#)

Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as evaluations should be independent but not necessarily carried out by an external party.
- Accountability mechanisms should be implemented as described in 6.7.3.a.

Current status up to December 2022

- [Decision B97/2](#) Annex 2, Aug. 2021

Proposed action/follow up

Action/follow up	Who	When	Resources
To be developed by the Council 2021-25 following Decision B97/2.	Council	2023-2024	Time- Council.

Recommendation 6.7.5.b

Greater transparency of bureau’s own processes and discussions and reporting back to council for decision-making.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as a clear communications protocol should apply not only to the Bureau’s own processes but to the Council and its subsidiary bodies.
- Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.
- Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and external communications, facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
Develop and adopt a Council Communication Protocol to manage intra-Council communications, Council-Staff communications and external communications.	Council	2023	Time Council
Facilitate communication exercise to build trust and establish the foundation for a healthy relationship between Council and Secretariat.	Council	2023 and following years	Time Council- DG.
the DG ensure that the lines of communication, as well as roles and responsibilities are clear and that staff members responsible for specific duties are identified and empowered	DG	2023 and following years.	Time - DG

[Recommendation 6.7.5.c](#)

Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Establish nominations process as per the recommendation. Cf. also 6.1.1.

Current status up to December 2022

- Covered for Regional Councillor candidates (nomination process). See 6.1.1.

Proposed action/follow up

Action/follow up	Who	When	Resources
Establish nomination process addressing the scope of work of the Committee	GCC with Secretariat support	2024	Time – GCC

Recommendation 6.7.5.d

Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.

Council Decision January 2020 (C/VII)

- Recommendation partially accepted as it applies not only to the Bureau’s own processes but to the Council and its subsidiary bodies as in 6.7.5.b.
- Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.
- Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and, external communications,
- Facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.

Current status up to December 2022

- -

Proposed action/follow up

same as 6.7.5.b.

Action/follow up	Who	When	Resources
Develop and adopt a Council Communication protocol to manage intra-Council communications, Council-Staff communications and external communications.	Council	2023	Time Council
Facilitate communication exercise to build trust and establish the foundation for a healthy relationship between Council and Secretariat.	Council	2023 and following years	Time Council- DG.

Recommendation 6.7.6.a

Require a minimum of a 2-year “cooling-off period” for secretariat employees who wish to become Councillors.

Council Decision January 2020 (C/VII)

- Recommendation accepted
- Two-year “cooling-off period” should be established in the Staff Rules to be approved by Council
- The same rule should also be incorporated in the profiles for the elected positions for the next nominations and elections in 2023-24 (For procedural fairness this was not introduced into the profiles for nominations process for the 2020 elections, as staff wishing to stand would not be able to comply).

(Explicitly deferred by Council 2016-21 to Council 2021-25)

Current status up to December 2022

- -

Proposed action/follow up

Action/follow up	Who	When	Resources
To be implemented in the staff rules and approved by the council- to be introduced for the next Council election	Council- DG	2024	Time – Council/DG

Recommendation 6.8.1.a

An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.

Council Decision January 2020 (C/VII)

- Recommendation accepted
- The conduct and ethics system should be reviewed to ensure it is comprehensive and applies to all components of IUCN, allows independence to be improved, duty of care to all involved including appropriate confidentiality and accessibility; and avoid reprisals.

Current status up to December 2022

- Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council's Ethics Committee handles ethical issues involving Council members; the Secretariat's Ethics Committee all ethical issues involving the staff; the Commission Chairs ensure implementation of the Code of conduct for members of their Commission.

Proposed action/follow up

Action/follow up	Who	When	Resources
Actions to be defined including the inclusion of independent, non-voting members	Council	2023	Council time; Secretariat time (2 months)

Recommendation 6.8.1.b

Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Comprehensive education on conflicts of interest norms and standards across IUCN, including Council, and with all partners should be developed and implemented through direct training and online training and resources, inclusion of appropriate standards and requirements in employment and consultancy contracts and in partnership agreements, and within communities where IUCN implements projects as part of our conservation and outreach activities.
- Review and improve observation and monitoring systems including through an interest registry that is publicly available.

Current status up to December 2022

- Protocols and standards covered for Secretariat staff, consultancies and agreements with partners (implementing partners)

Proposed action/follow up

Action/follow up	Who	When	Resources
Ensure availability of existing protocols and training material to councillors and commissions, members	Council with the support of the Secretariat/Head of Oversight- HR	2023-2024	Time- Council/Secretariat- HR

Recommendation 6.8.1.c

A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Establish external independent hotline that is available 24 hours, 7 days a week and that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; members of communities where projects are implemented.
- Ensure that anonymity is guaranteed
- Update the Council Code of Conduct to reflect this.

Current status up to December 2022

- Hotline is available for IUCN Secretariat and code of conduct implemented at the Secretariat level.

Proposed action/follow up

Action/follow up	Who	When	Resources
Define the ToR and establish/nominate and external independent Ethics Hotline system	Council with the support of the Secretariat for the design and maintenance of the system	2023	Year 1: CHF461,000 including initial investment, maintenance and fees for external expert Annual cost from Year 2 on: CHF 416,000
Update Council Code of conduct to include the Ethics Hotline system and procedures	GCC- Council	2024: after the system is in place	Time GCC- Council

Recommendation 6.8.1.d

A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind

Council Decision January 2020 (C/VII)

- Recommendation accepted.
- Establish a whistleblowing policy that promotes a culture of “speaking up” without fear of reprisals, that embodies duty of care to all involved parties respecting their rights and confidentiality, and ensuring that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; communities / members of communities where projects are implemented.

Current status up to December 2022

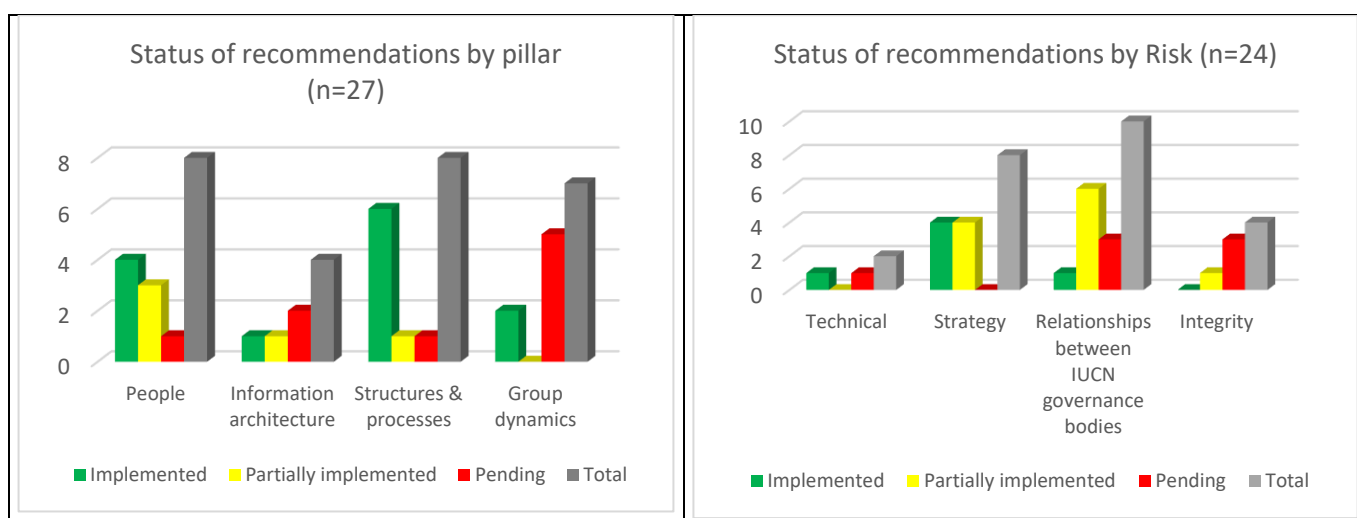
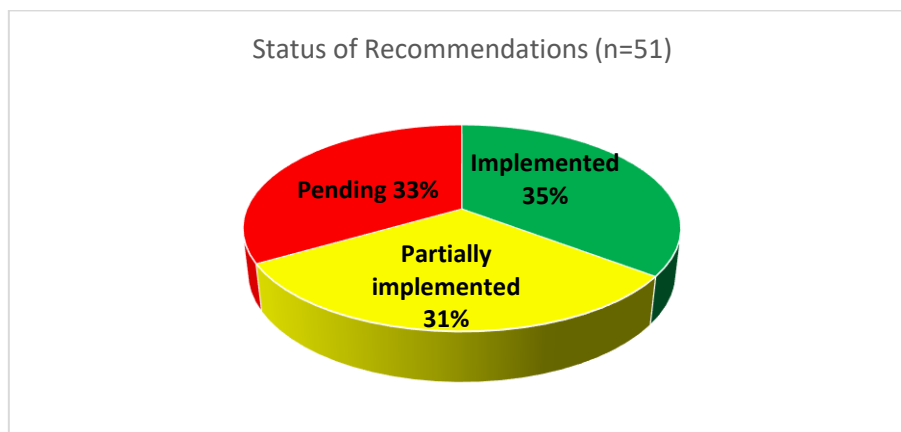
- Existing hotline (

Proposed action/follow up

Action/follow up	Who	When	Resources
Establish a whistleblowing policy	Council and DG	2023 to provide guidelines for 6.8.1.c.	Part of the design of the system 6.8.1.c.

4. Summary: inputs for scoping & for the Council 'strategic discussion/action

Based on the information described in Chapter 3, the consolidated status of the 51 recommendations and the breakdown by each “pillar” and “risk” as defined in the 2019 Governance External Evaluation is as follows:



Based on the status of recommendations, and to the best of our ability, in the following Table, **some eleven (11) relevant aspects and associated action points** could be prioritized by the Council for further strategic discussion/actions – including resource availability to implement actions. These aspects relate to 8 Pillar/Risk as defined in the Governance ER report:

- the Council composition and performance (“People”),
- Information (“Information architecture”),
- Commissions (“Structures and processes);
- Organizational Culture (“Group Dynamics”),
- Risk thinking (“Technical Risk”),
- Strategic thinking (“Strategy- Risk”);
- Trust, member engagement, transparency, and cooling-off-period” (“Relationship between governance bodies”; and
- Conduct and ethics system (“Integrity”)

- **Out of the eleven (11) aspects, three could be relevant for consideration in developing the 20-year Strategic Vision.** These aspects and action points are **highlighted in grey**. These aspects are related to: i) council composition; ii) strategic capacity/thinking; and iii) Comprehensive conduct and ethics system.

	Aspects	Action points
6.1 People		
1	Council composition	Find ways to ensure that elected Council members meet qualifications and requirements (incl. are awareness of and commitment to the work load) and represent a good mix of the critical skills sets needed in the Council
2		Find ways to compensate for the lack of required skills
3	Councillors' performance	Define performance standards and implement the individual evaluation mechanism already approved in 2021, incl. for the Chair of Council and Chairs of standing committees
6.2 Information architecture		
4	Information required to take informed decisions	Find ways to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis (incl. external information and analysis; and input from Members and Member structures), allowing for an effective discussion centred on strategic support and oversight
6.3 Structures and processes		
5	Commissions	Effectively implement the Commission Chairs' individual evaluation and undertake an appropriate individual evaluation of Commission leadership based on standards/criteria applicable across all Commissions
6		Provide guidance for the establishment of Commission governance/leadership applicable across all Commissions
6.4 Group dynamics		
7	Organizational culture	Strengthen Council's role in setting out the desired culture and behaviours
6.5 Risk thinking		
8	Risk	Professionalize and strengthen capacity for risk thinking
6.6 Strategy		
9	Strengthen strategic capacity/thinking	Professionalize the strategic process by addressing lack of strategic capability / clarity and ownership of strategic thinking, fragmentation / lack of alignment on strategic priorities and on the responsibilities of the Union toward the Members, rethinking the principles and structure of IUCN's membership for the future, incl. impact of changes on the structure of Council, mapping the external context, etc.
6.7 Relationships between governance bodies		
10	Trust	Process to ensure respectful, professional and non-personal interactions, and clarity, respect and professionalism of sensitive processes such as nomination and performance review
11	Member engagement	Through new membership models and more proactive communication, transparency and coordination
12	Greater transparency of Council/Bureau processes	Communications Protocol to manage intra-Council communications, Council-employee communications and external communications
13	"Cooling-off period"	Staff Rules and Councillor qualifications and requirements should contain a minimum of a 2-year "cooling-off period" for secretariat employees who wish to become Councillors
8. Integrity		
14	Comprehensive conduct and ethics system	Establish comprehensive conduct and ethics system incl. an (independent) ethics and conduct body, education on conflicts of interest norms and standards, a third-party (or external / independent) Ethics Hotline and a Whistleblowing Policy that apply to all components of IUCN, possibly also partners and communities where IUCN implements projects



108th Part I Meeting of the IUCN Council

29 November 2022

2023 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget was submitted on 28 October 2022 and was discussed by the Programme and Policy Committee / PPC (with emphasis on the Work Plan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on 7 November and 11 November 2022 respectively.

The 2023 Work Plan and Budget has subsequently been revised to address the recommendations of the PPC and FAC (revised version dated 15 November 2022). See also C108/3/2 Outcomes of PPC8 (7 November 2022) and C108/3/3 Outcomes of FAC8 (11 November 2022).

A decision will be taken under Item 3 of the plenary meeting of Part I of the 108th Council on 29 November 2022.

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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

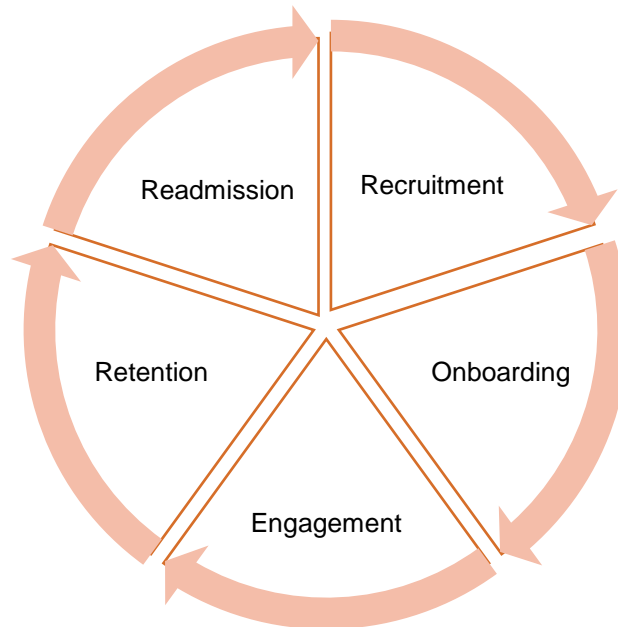
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with 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.
- **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.
- **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
 - 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.

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.

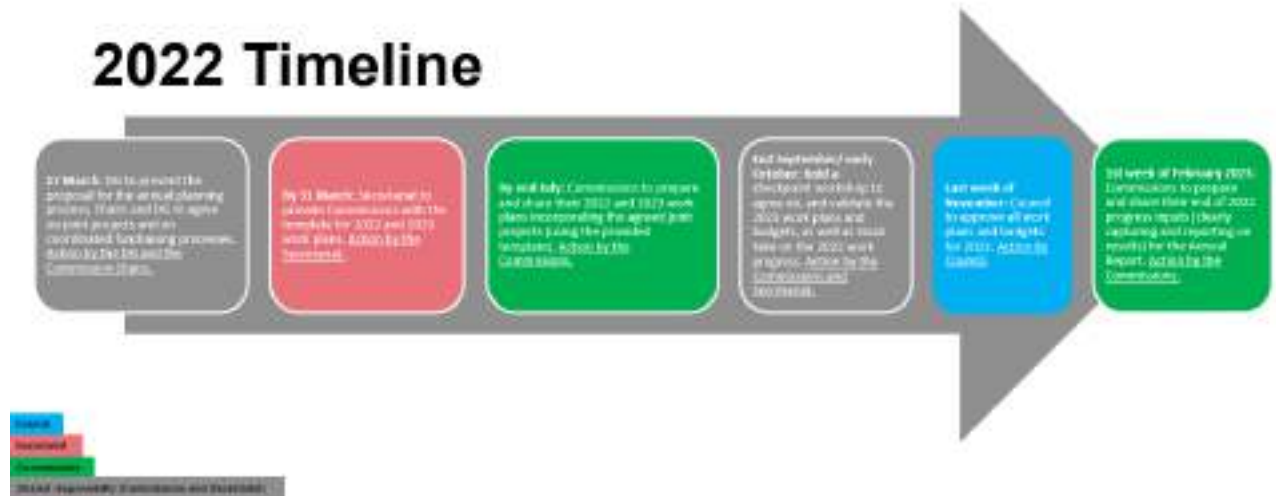
Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
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 work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue their strong collaboration. The joint work in 2023 will focus on the implementation of the Green List Development plan. As a start, an independent external review of the plan and the governance arrangements is underway and the 2023 ambition is to implement the recommendations and fulfil commitments.

On a more general note, the Secretariat participated in WCPA's planning through the WCPA Steering Committee meeting in May 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified, and principles for coordination were defined. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two regional Parks Congresses that took place in 2022 and IMPAC5 (Marine Protected Areas Congress) that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an evaluative piece to be conducted in 2023

An additional area of strong collaboration is the new global target '30x30' for effective area-based conservation (pending adoption). Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- To support the implementation of Draft Target 3 by State members and non-State members by developing capacity to utilize and implement the technical guidance developed by IUCN;
- To develop new technical IUCN guidance as needed with an emphasis on effectiveness of protected and conserved areas for sites and systems including by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas;
- To continue to support the identification, recognition and reporting of OECMs using IUCN guidance.
- To 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 in close collaboration and equal partnership on all stages of project inception, design and implementation.

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 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.

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. The Members of IUCN are the final decision-makers. 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.

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 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.

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

Figure 3: Project Portfolio Value

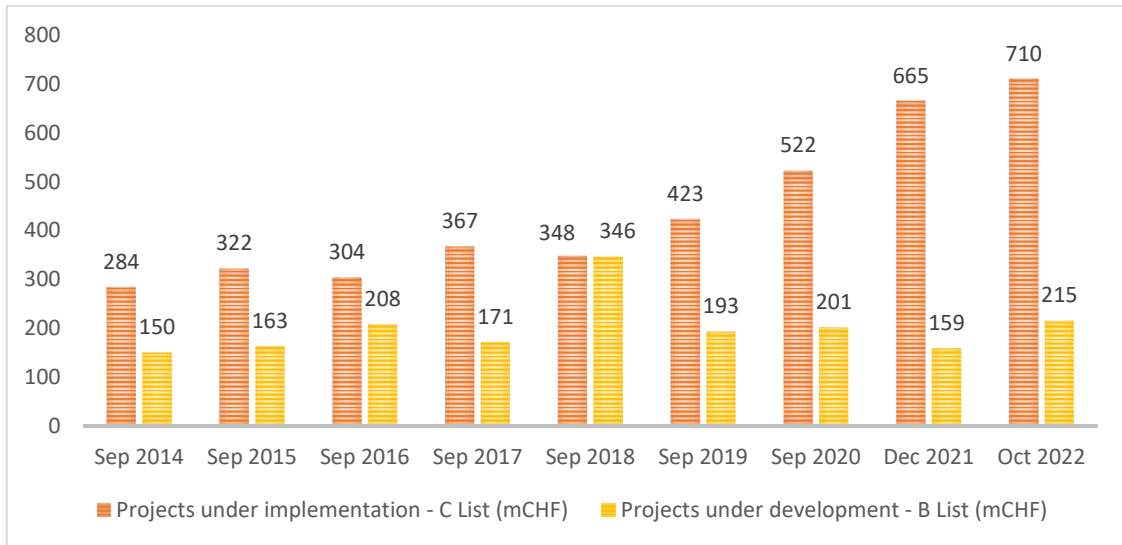
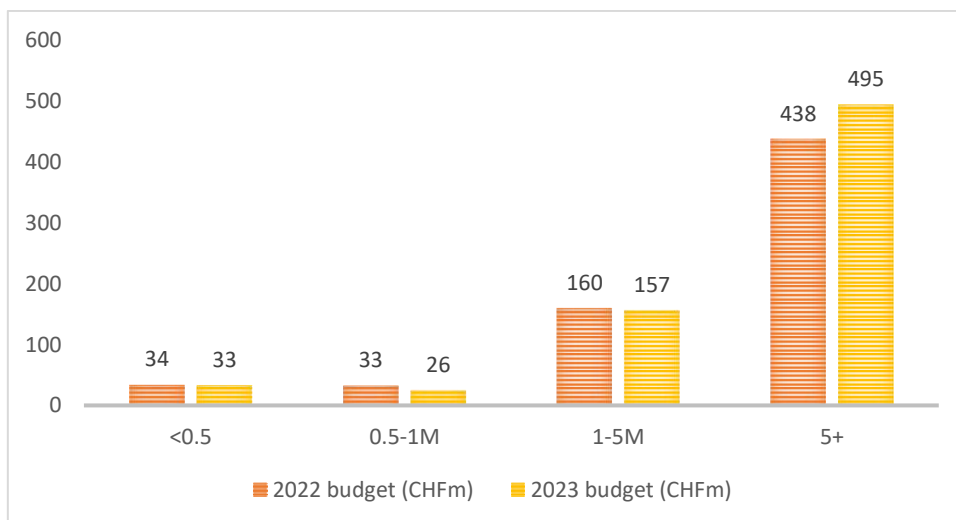


Table 1: Basic portfolio information for C and B List projects 2022-2023

	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.

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

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.

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

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).

United Nation Development Programme ⁷	UNDP	2.6
The Royal Commission for AIUIa	-	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 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).

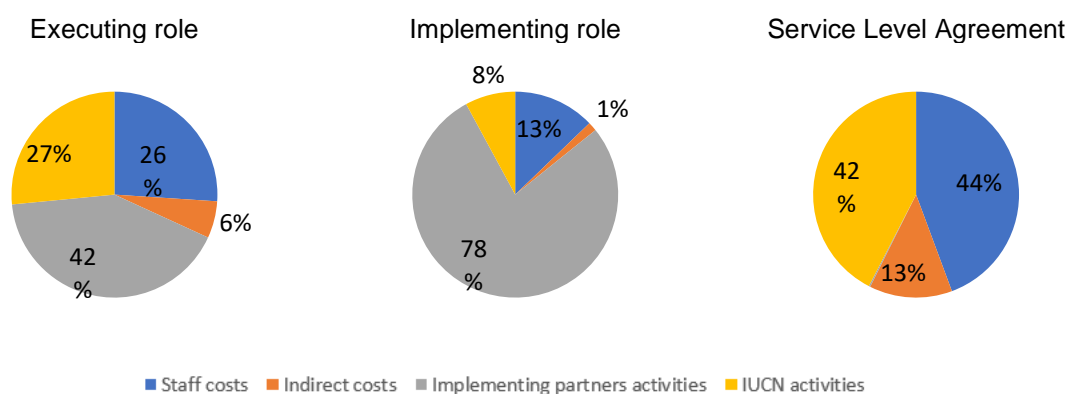
⁷ Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

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

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	1.43%
Indigenous people's organisations	3.94%
Non-governmental organisations	36.92%
State govt. agencies, political	57.71%

Table 7: Member distribution by region

Member type	Distribution
Africa	16.49%
Meso and South America	20.43%
North America and the Caribbean	6.45%
Oceania	1.79%
South and East Asia	48.03%
West Asia	0.36%
West Europe	6.09%

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.

The 2023 budget continues to contribute to 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)

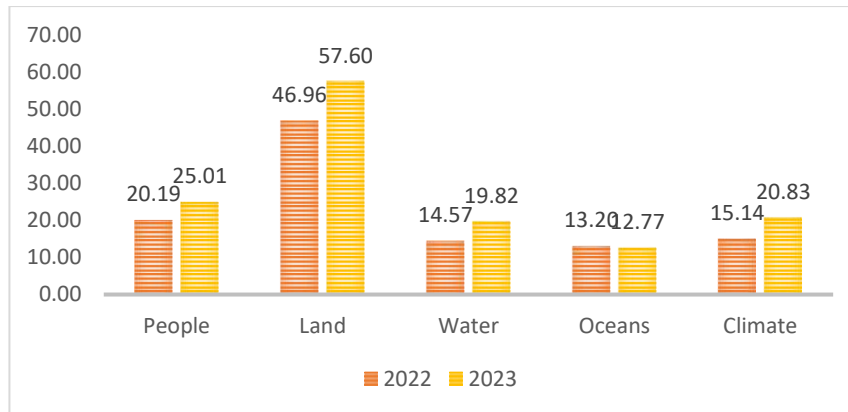


Table 8: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

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%

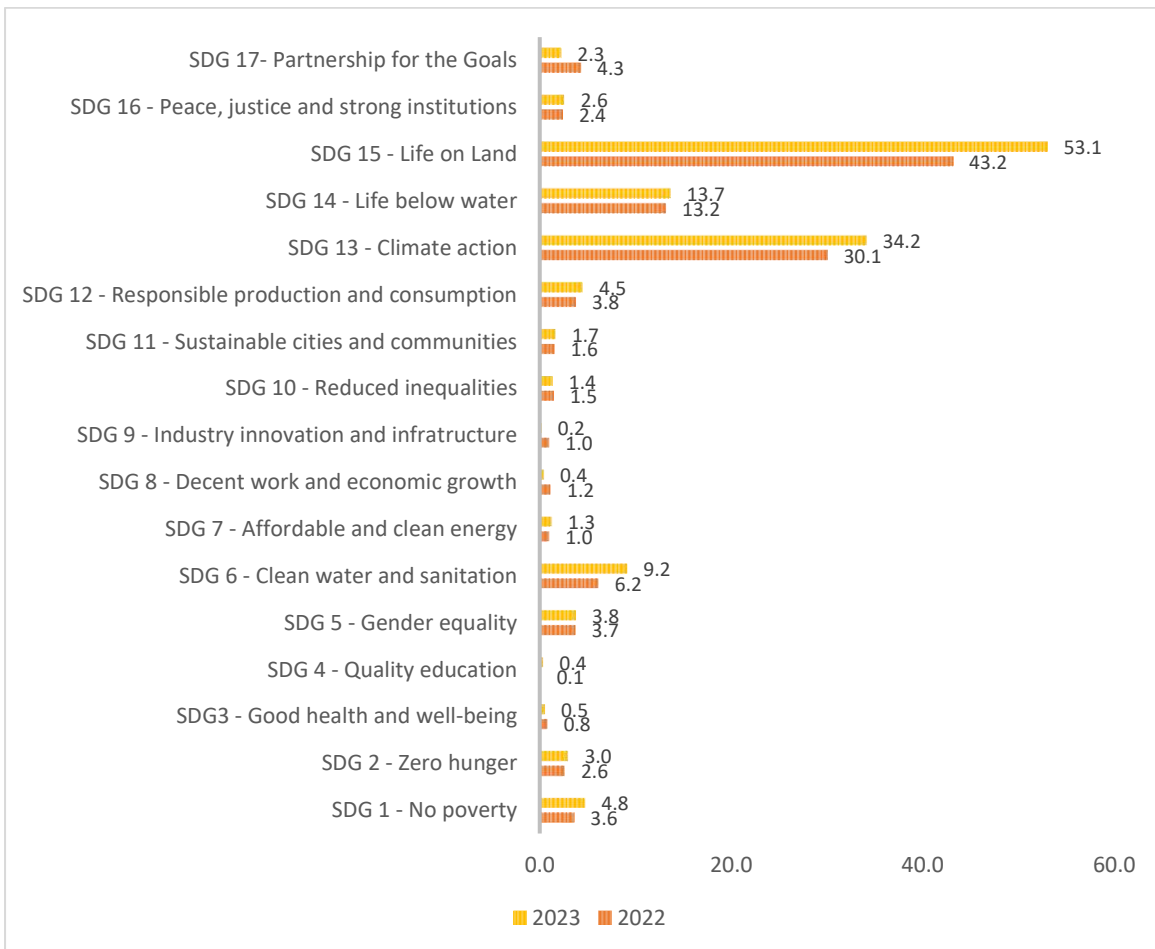
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	4.77	3%
Sub-total Climate		20.83	15%
Programme Support		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
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	<ul style="list-style-type: none"> 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.
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	<ul style="list-style-type: none"> 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.

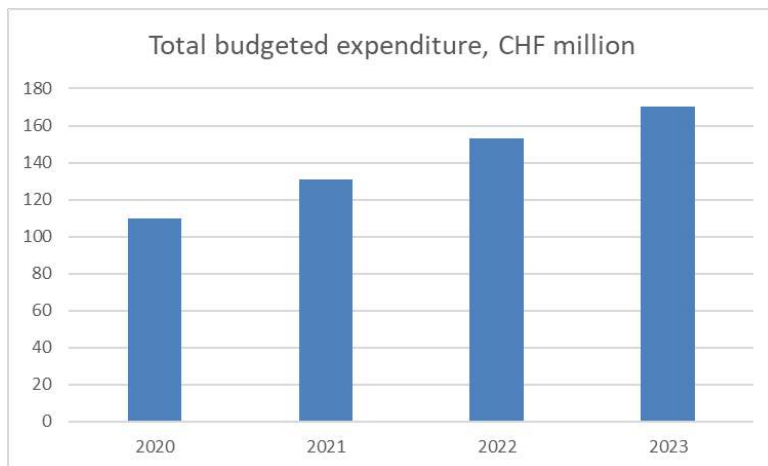
Budget summary

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, 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 can only currently 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

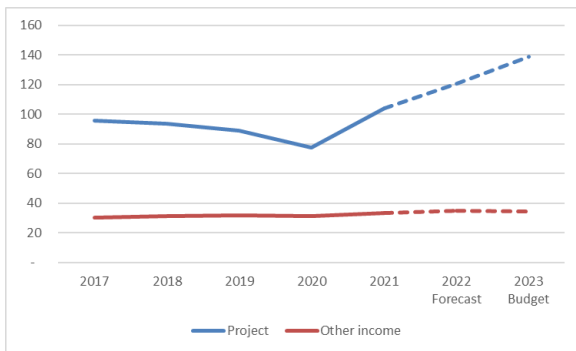
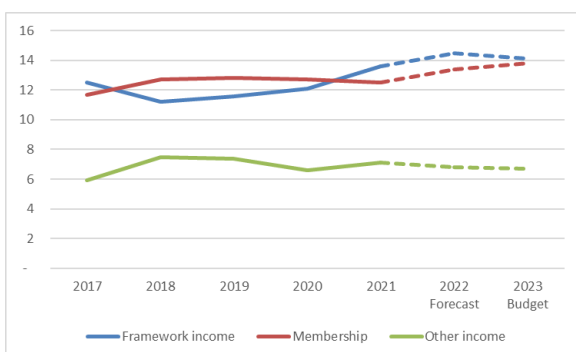


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



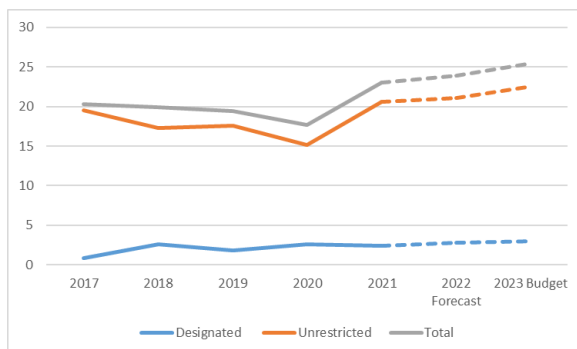
Membership dues are showing a modest increase year-on-year from 2021 onwards.

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 component.

Table 9: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Statutory objectives	Programme	Total	Plan
Income						
Union income						
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
Expenditure						
Staff costs						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.7	9.3	13.0	14.9
Total operating costs	66.9	68.7	16.5	54.7	71.2	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						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
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

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 Membership dues, 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	0.1	0.3
Finance	0.5	-	0.5
Human resources	0.2	0.1	0.3
Information systems	0.4	0.1	0.5
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
	12.8	3.7	16.5
Implementation of IUCN resolutions			0.5
Total	12.8	3.7	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 (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

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.

c) Expenditure

The expenditure of the Statutory objectives budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

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).

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 11.

Table 11: 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.

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

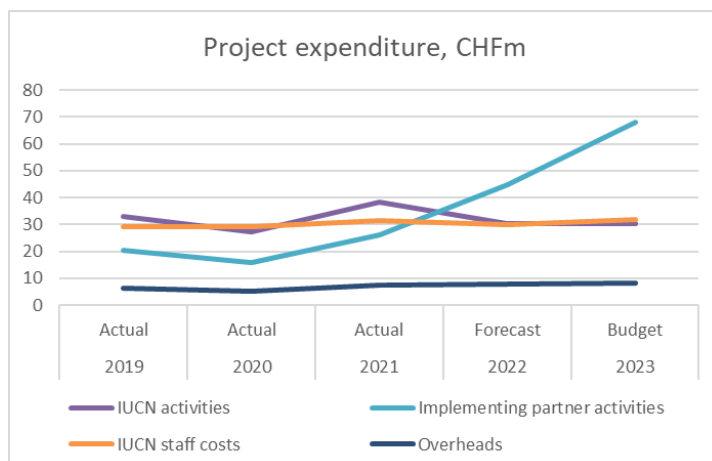


Table 12 provides the value of the project expenditure components for the years 2021 to 2023

Table 12: 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 totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

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 13 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 13: 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)

Target	Target value	Period	2023 progress
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 14 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.

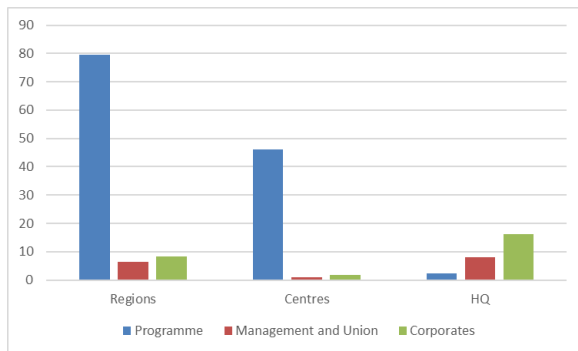
Table 14: Analysis of the 2023 budget by organisational group, CHF million

	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.

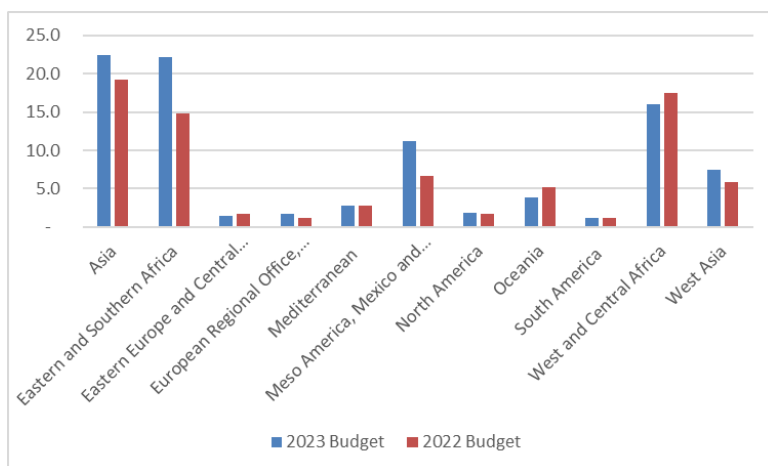
Figure 12: Analysis of 2022 budget by organisational group and function



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.

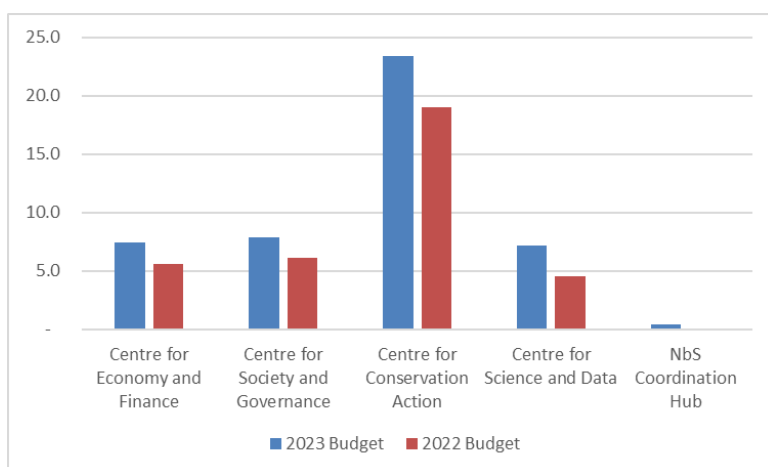
Figure 13 provides a breakdown of the budget for the regions and Figure 14 a breakdown of the budget of the centres.

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.

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 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

Risk/Opportunity	Risk drivers	Consequences/Impact	Mitigations actions
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

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
		<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><i>Risk/Opportunity:</i> <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 structure and by funding source

	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	%
	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	CHFm	%
Regional programmes														
Programme	0.3	2.6	-0.3	13.0	15.6	13.5	0.7	14.2	1.2	0.2	20.6	44.6	79.4	84%
Management and Union	2.1	0.0	-0.3	3.1	4.9	3.9	0.8	4.7	0.1	0.1	0.8	1.0	6.5	7%
Corporates	0.5	0.0	2.1	4.7	7.3	5.3	2.6	7.8	0.0	-0.6	0.4	0.0	8.2	9%
Total	2.8	2.6	1.5	20.8	27.8	22.6	4.1	26.7	1.3	-0.3	21.8	45.7	94.1	100%
Centres														
Programme	0.0	2.9	-0.1	12.7	15.5	15.0	0.9	16.0	0.3	-0.8	7.7	22.5	46.2	94%
Management and Union	0.0	0.0	0.0	1.7	1.7	1.0	0.0	1.0	0.0	0.7	0.1	0.0	1.1	2%
Corporates	0.1	0.0	0.3	1.4	1.8	1.6	0.1	1.7	0.0	0.1	0.0	0.0	1.7	3%
Total	0.1	2.9	0.2	15.9	19.1	17.6	1.1	18.7	0.3	0.1	7.8	22.5	49.0	100%
Headquarters														
Programme	0.8	2.3	0.6	0.3	3.9	2.1	0.1	2.2	0.0	1.7	0.1	0.0	2.3	9%
Management and Union	6.4	0.3	0.2	0.5	7.3	4.9	2.8	7.7	0.0	-0.4	0.2	0.0	8.0	30%
Corporates	2.7	4.0	4.8	4.6	16.1	11.0	5.1	16.1	0.0	0.0	0.2	0.0	16.3	61%
Total	9.9	6.5	5.6	5.4	27.3	18.0	8.1	26.1	0.0	1.3	0.5	0.0	26.6	100%
Provisions														
Programme	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0%
Management and Union	0.3	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0.0	0.3	0.0	0.0	0.0	0%
Corporates	0.8	0.1	0.0	0.0	0.8	0.0	0.5	0.5	0.0	0.3	0.0	0.0	0.5	100%
Total	1.0	0.1	0.0	0.0	1.1	0.0	0.5	0.5	0.0	0.6	0.0	0.0	0.5	100%
Total														
Programme	1.1	7.8	0.1	26.0	35.0	30.6	1.8	32.4	1.5	1.1	28.5	67.2	128.0	75%
Management and Union	8.7	0.3	-0.1	5.3	14.2	9.8	3.7	13.5	0.1	0.6	1.1	1.0	15.5	9%
Corporates	4.0	4.0	7.2	10.8	26.0	17.8	8.3	26.1	0.0	0.1	0.5	0.0	26.7	16%
Total	13.9	12.0	7.3	42.0	75.2	58.2	13.8	72.0	1.6	1.6	30.1	68.2	170.3	100%



108th Part I Meeting of the IUCN Council

29 November 2022

2023 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget was submitted on 28 October 2022 and was discussed by the Programme and Policy Committee / PPC (with emphasis on the Work Plan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on 7 November and 11 November 2022 respectively.

The 2023 Work Plan and Budget has subsequently been revised to address the recommendations of the PPC and FAC. (revised version dated 15 November 2022). See also C108/3/2 Outcomes of PPC8 (7 November 2022) and C108/3/3 Outcomes of FAC8 (11 November 2022). The present version C108/3/1 rev2 presents the 2023 Work plan and Budget as revised in response to the feedback from the Chairs of PPC, FAC and GCC as required by Council decision C108/4 adopted on 29 November 2022.

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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

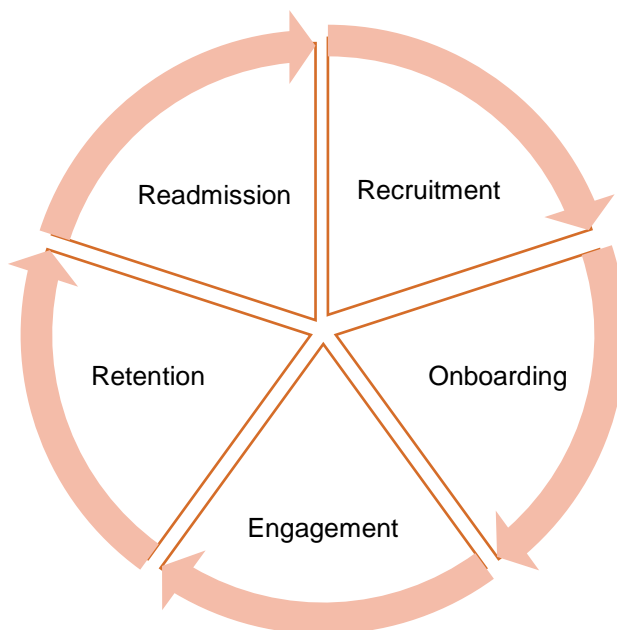
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with 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.

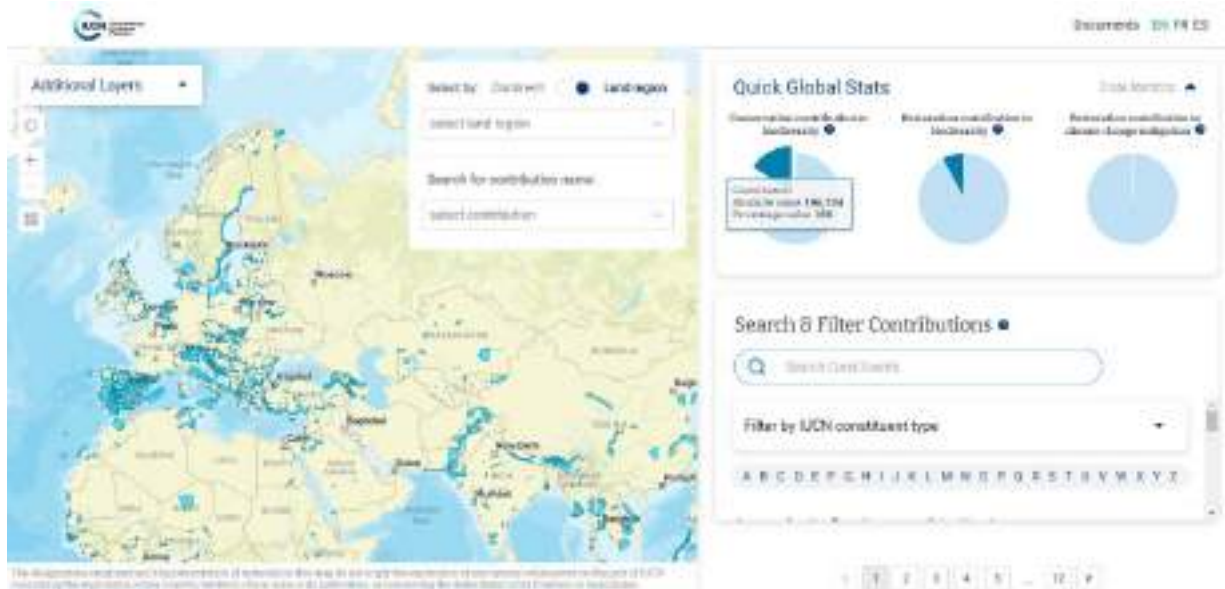
Finally, in 2023, IUCN will celebrate its 75th year anniversary since its establishment in 1948. The Secretariat will engage with interested National and Regional Committees to support various regional efforts in celebrating this milestone. To date, the French National Committee has expressed such interest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

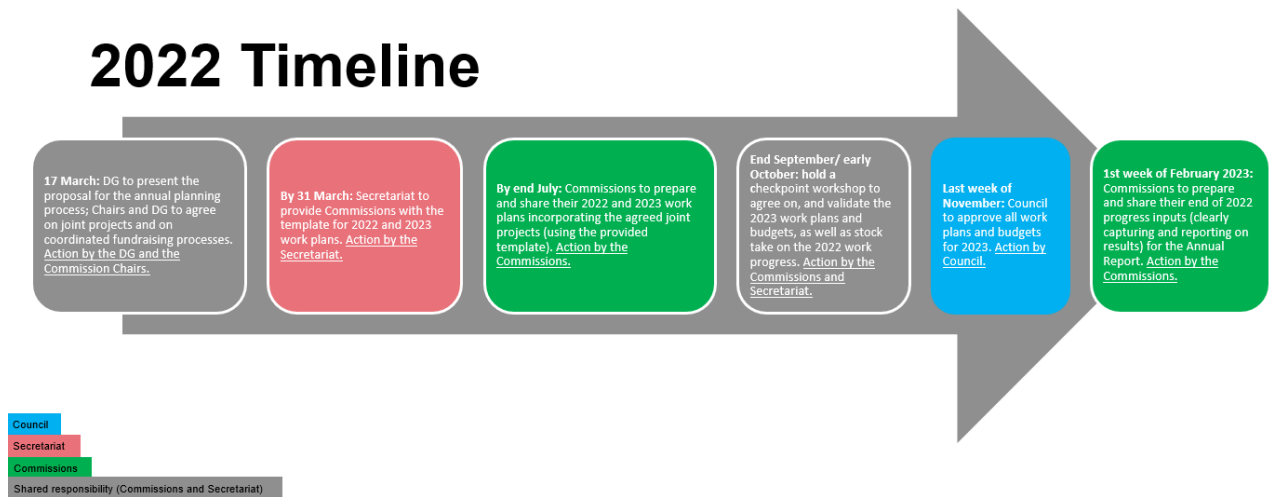
Commission	Topic of Joint Initiative
Species Survival Commission	Red List of Threatened Species fundraising (In line with WCC Resolution 131)
Commission on Education and Communication	IUCN Branding: strengthening Union's brand through stronger digital engagement (e.g. through the Digital member zone)
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 continue 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. The Members of IUCN are the final decision-makers. 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.

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

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 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

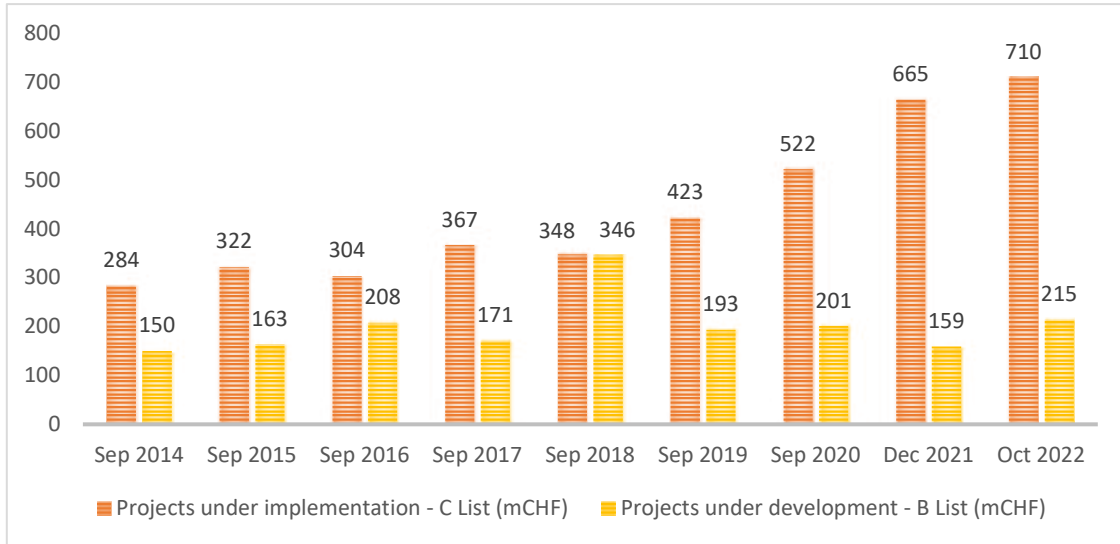


Table 1: Basic portfolio information for C and B List projects 2022-2023

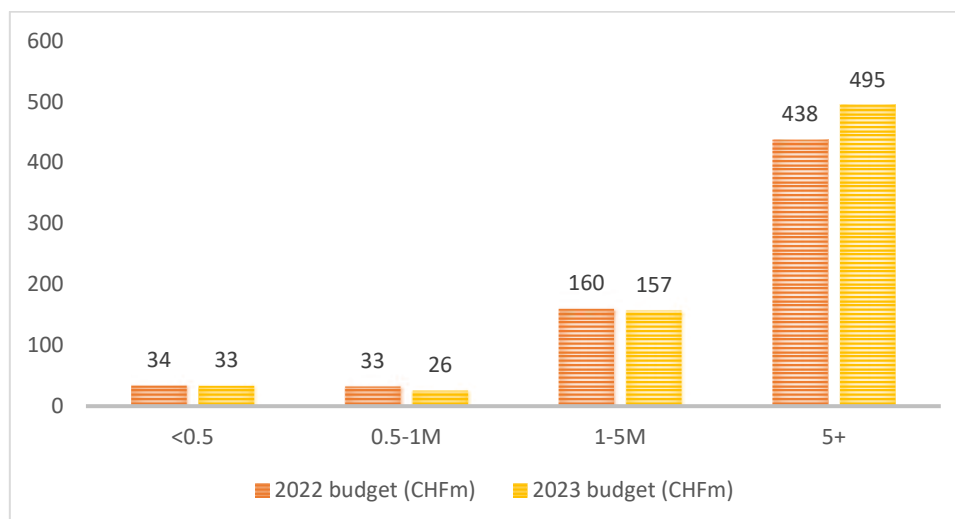
	C List ²		B List ³	
	2022	2023	2022	2023
Number of projects	394	275	113	122
Average duration (yrs)	4.01	4.37	3.24	3.60
Median duration (yrs)	3.83	3.92	3.83	3.92
Average project value (mCHF)	1.69	1.82	1.41	0.55
Median project value (mCHF)	0.25	0.30	0.25	0.30
Portfolio value (mCHF)	665	710	159	215

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

- o 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.

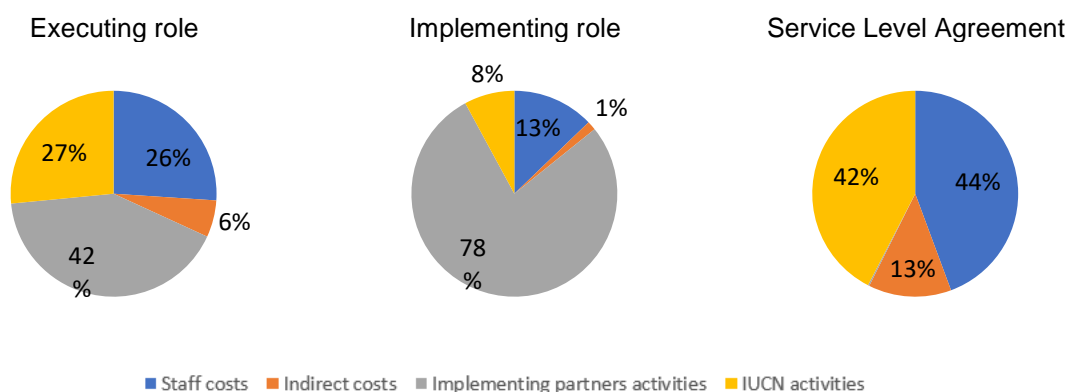
Portfolio distribution by project type

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	1.43%
Indigenous people's organisations	3.94%
Non-governmental organisations	36.92%
State govt. agencies, political	57.71%

Table 7: Member distribution by region

Member type	Distribution
Africa	16.49%
Meso and South America	20.43%
North America and the Caribbean	6.45%
Oceania	1.79%
South and East Asia	48.03%
West Asia	0.36%
West Europe	6.09%

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 contribute to 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)

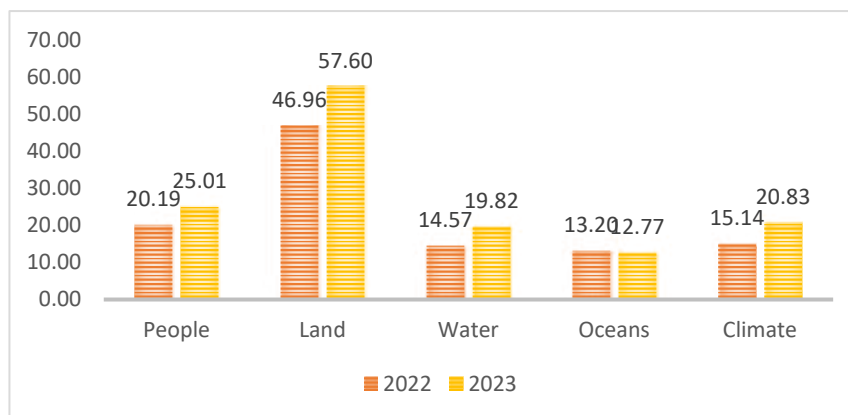


Table 8: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

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%

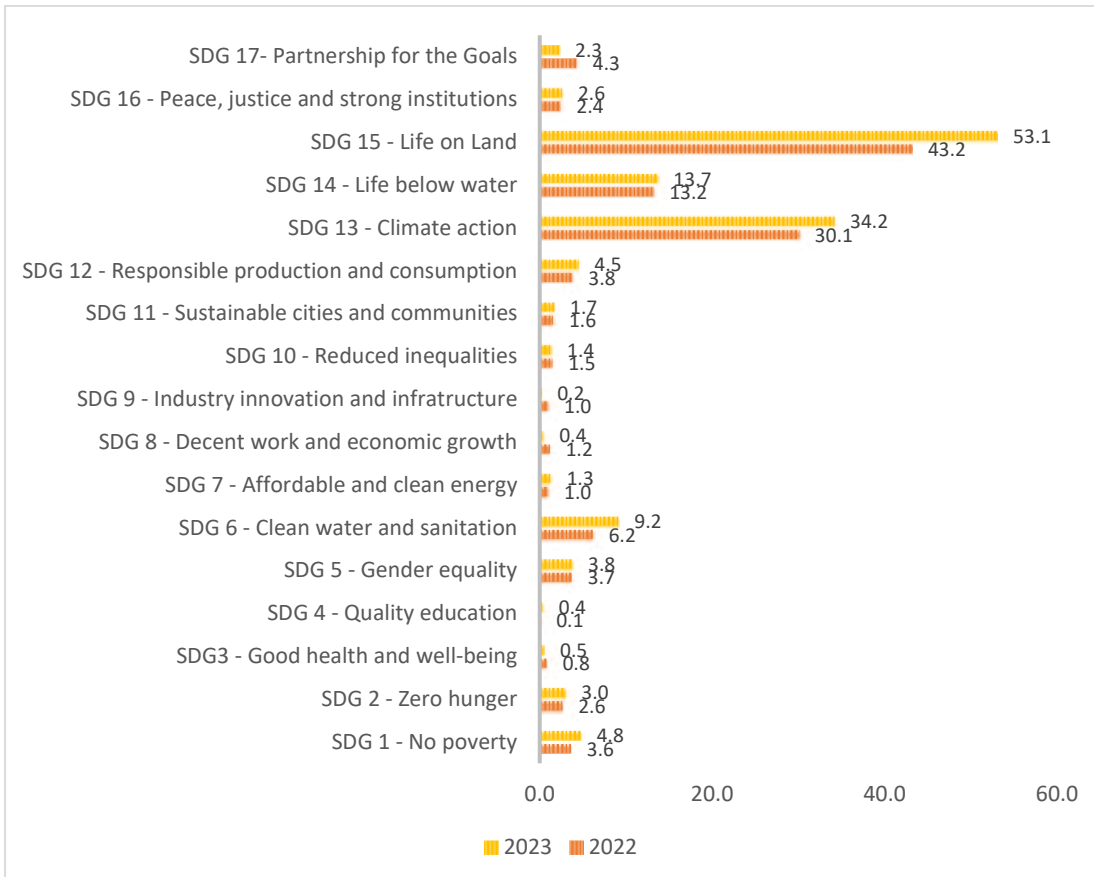
Sub-total Oceans		12.77	9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	13.92	10%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.14	2%
	IT5.3 - Responses 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
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	<ul style="list-style-type: none"> 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.
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <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 	<ul style="list-style-type: none"> 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
<p>Programme execution: Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	<ul style="list-style-type: none"> 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.

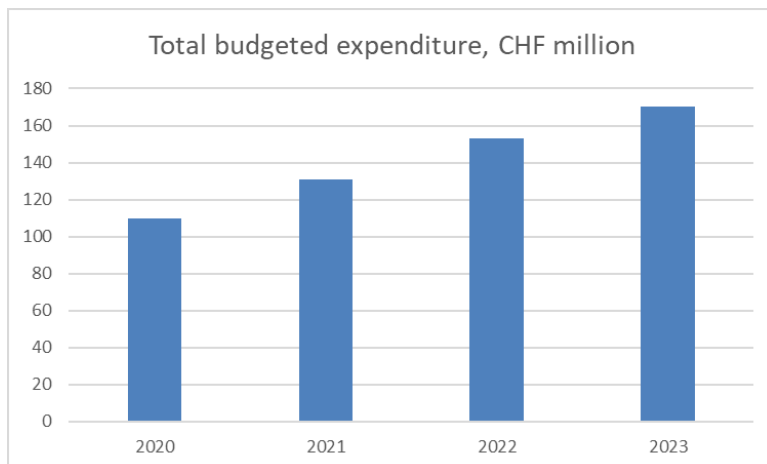
Budget summary

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

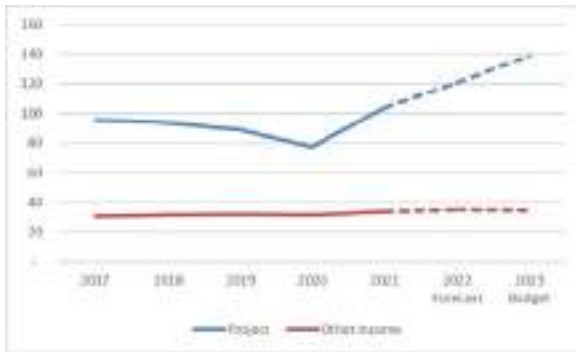
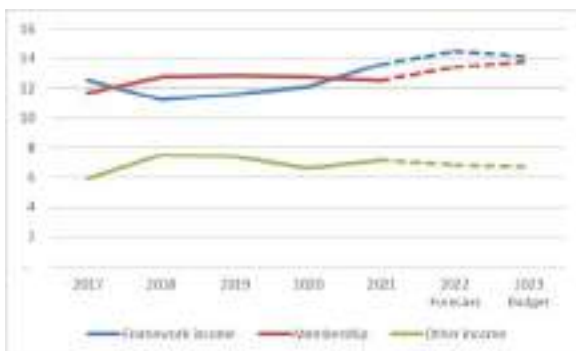


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



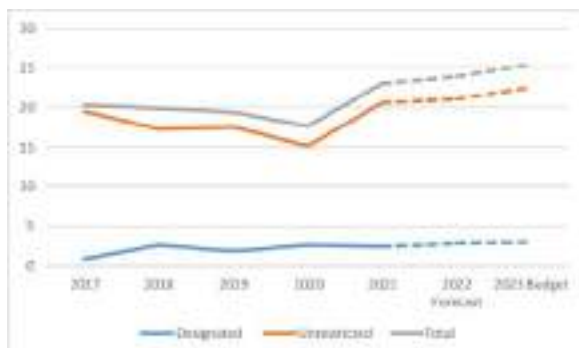
Membership dues are showing a modest increase year-on-year from 2021 onwards.

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.

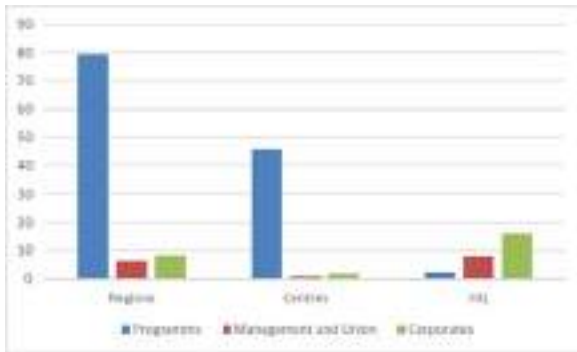
Table 6: Analysis of the 2023 budget by organisational group, CHF million

	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.

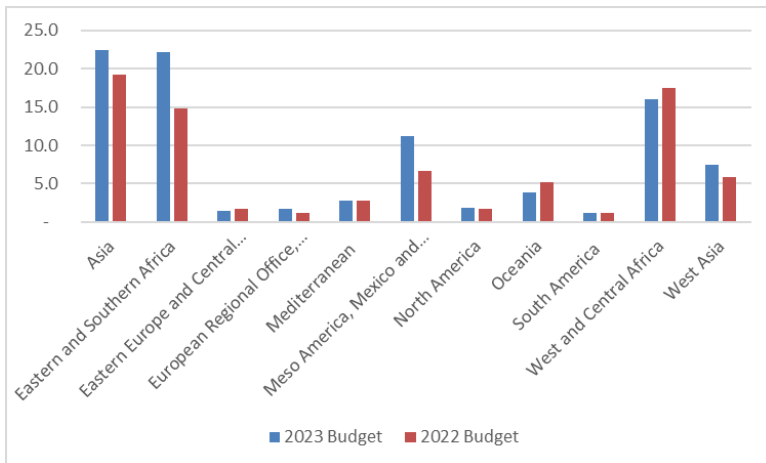
Figure 12: Analysis of 2022 budget by organisational group and function



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.

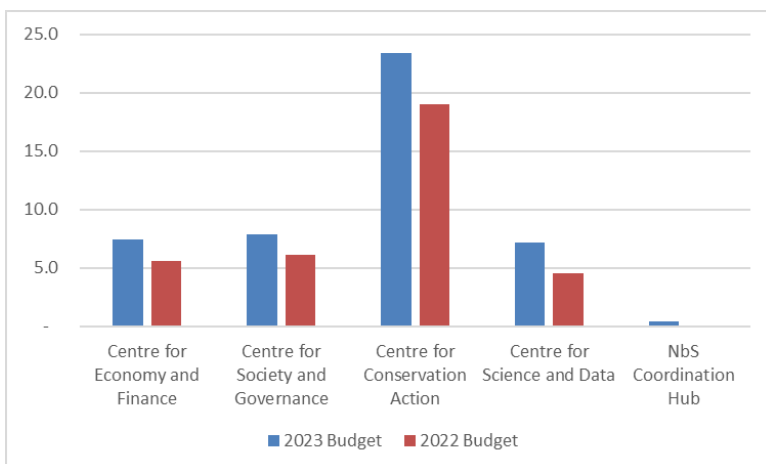
Figure 13 provides a breakdown of the budget for the regions and Figure 14 a breakdown of the budget of the centres.

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)	655	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



IUCN Council 2021-25

Programme and Policy Committee (PPC)

Virtual meeting, Monday 7 November 2022 from 12:00 to 13:30 UTC/GMT

PPC8 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee approved the agenda without modification or addition.
2	The Report from the Private Sector Task Force on the Extractive Sector Operational Framework and recommendations on TotalEnergies	The Chair of the PSTF reported that the ToR, approved by PPC6, have been circulated to the four PSTF members.
3	Update on Resolution 123 on synthetic biology	The IUCN Council Programme and Policy Committee: <ol style="list-style-type: none"> 1. <u>Recommends</u> to Council the approval of the Terms of Reference and Process for implementation of Resolution 123 "Towards development of an IUCN policy on synthetic biology in relation to nature conservation". 2. <u>Recommends</u> to Council to take note of 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.
4	Review and make recommendations on the IUCN 2023 work-plan	Secretariat presented the 2023 Workplan to PPC. PPC members received the draft work plan and budget in advance of the meeting, and had a good discussion. PPC was invited to submit comments via the Chair by 10 November with observations and comments shared during the PPC meeting being noted and incorporated (annex 1). PPC rather agreed that the Chair would set up a shared online Google document, with PPC comments. It would start with the Chair's comments, and then other PPC members were invited to submit further comments and suggested edits online or directly to her by COB 10 November, to enable her to submit consolidated comments.
5	(Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces	There are no additional updates on the implementation of Congress Resolutions and from the Committee Task Forces.
6	Any other business pending for the next PPC meetings	The next PPC meeting is to take place after 108 Council meeting Part I, which is on 29 November. To be included in next agenda meeting: <ol style="list-style-type: none"> 1. Dates and time for the next PPC meetings 2. Updates on the situation in the Virunga National Park and the progress on the statement from IUCN 3. Introduction by the Interim Chair of the Climate Crisis Commission 4. A brief touch-base on the IUCN outcomes of the forthcoming COPs 5. Updates to the IUCN engagements in the World Heritage Conventions 6. Introduction to the IUCN Programme Monitoring and Planning Process 7. Report on evaluation as per the Strategic Planning and Reporting Framework 8. Annual report of the implementation of all Resolutions prepared by International Policy Centre 9. (Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces

PPC participants:

- Sue Lieberman (Chair)
- Bibiana Sucre
- Brian Child
- Hasna Moudud
- Hilde Eggermont
- Kazuaki Hoshino
- Kristen Walker Painemilla
- Lolita Gibbons-Decherong
- Madhu Rao
- Peter Michael Cochrane
- Sean Southey
- Vilmos Kiszal

Regrets & Proxies:

- Angela Andrade (proxy to Sue)

Secretariat:

- Stewart Maginnis, Deputy Director General
- Antoine Ouellet-Drouin, Head, Programme Performance, Monitoring and Evaluation
- Antonia Mihaylova, Special Advisor to the Director General
- Sabrina Nick, Governance Unit
- Qiulin Liu, Junior Professional Officer, support Stewart
- David Goodman, Multilateral Policy Officer, International Policy Centre



108th Part I Meeting of the IUCN Council

29 November 2022

2023 Work Plan and Budget

Note: this document includes the comments of PPC members. Please see the end of this document for general comments.

Origin: Director General

REQUIRED ACTION

Council is invited to approve the 2023 Work Plan and Budget on the proposal of the Director General, taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The 2023 Work Plan and Budget will be discussed by the Programme and Policy Committee/ PPC (with emphasis on the Work Plan) and the Finance and Audit Committee/ FAC (with emphasis on the Budget). The Director General will present the highlights of the 2023 Work Plan and Budget to Council under Agenda Item 3 on 29 November 2022.

The 2023 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 3 of the plenary meeting of the Council on 29 November 2022.

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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

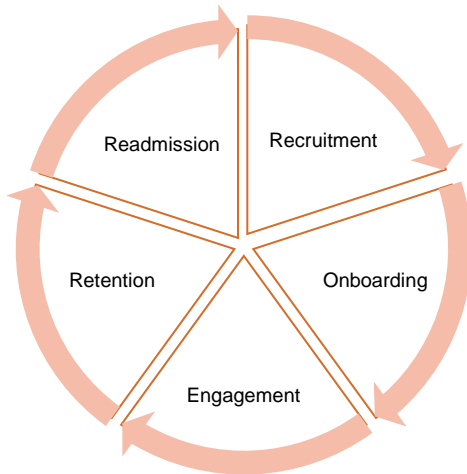
To improve and foster engagement in 2023, the Secretariat has developed a set of implementation priorities for 2022-2024 in order to deliver on the Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)). These priorities are supported by a roadmap with 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 SEQ Figure * ARABIC 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 admission process.
- **ONBOARDING:** The Secretariat will implement a new onboarding programme every quarter starting in 2023. 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.
- **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 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 campaigns to mobilise Members on an IUCN-led position papers
 - Consultations with Members (e.g. as part of the 20-year strategic vision effort)
 - Updates on World Conservation Congress Resolutions

Commented [1]: I recommend adding something on updating/modernising the application form for prospective new members. I suggest that the questions asked on sustainable use, for example, be changed to be more inclusive of other IUCN policies (and the sustainable use policy is outdated). IUCN is about far more than sustainable use, for example. The GCC can work on that with the Secretariat.

Commented [2]: This should also be available to existing members, whose focal point may be new, or who may value the opportunity to provide more information within their organisation or agency on IUCN membership.

Commented [3]: It would be great to have more details on this. What are the objectives, what will be new? Is it just improving what we already have? how does it relate to already existing platforms?

Commented [4]: Is this to mobilise members in development of positions, or in their advocacy? And "campaigns" may be the wrong word here.

Commented [5R4]: Agree with Sue. Would be important to start to think how to increase participation of members on developing position papers, not at a wordsmithing level, but e.g. could we have surveys to explore positions on broad matters? what are the priorities for our Members?

- Capacity building courses for Members (free and discounted)
 - Member briefings on funding opportunities and space for Members to build consortium via the digital Member zone
 - Matchmaking: Helping Members to connect to each other with common interests via the digital member zone
 - 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.
- **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
 - 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.

Commented [6]: Is this part of the Academy or something else? What capacity building courses are planned that will not be free, and can we have details?

Commented [7]: Should be a role for Councillors and Commission Chairs here as well

Commented [8]: should also include outreach to and networking via National and Regional Committees.

Commented [9]: Should work with Council on that, to design the questions to optimize utility of information (disaggregate based on Member type, region, etc.)

Commented [10]: This should be done in coordination with Council, particularly to fully understand the motivation behind Members that leave (or become Affiliates)

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.

Commented [11]: It would be key to have an estimate of when will the Platform include measures for other components of the IUCN Programme (oceans, freshwater, people)

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.

Commented [12]: a joint and periodic review of the CSU's support to the Commissions (financial, membership, communications, administration) is suggested.

Commented [13]: It is useful to indicate whether there is an increase in budget allocated towards the CSU given the addition of the new Commission and if not, a justification on how the 'continuation' of support is expected. There is need to indicate if the CSU will continue to support the Commission at the same level, reduced level or increased level in 2023; In 2022, Commissions have used COF to hire external support for financing and communications to complement the support that is available from the Secretariat.

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 and 26 October 2022, 13,368 scientific experts have joined or re-joined the Commissions. 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. In 2023, the unit will 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.

Commented [14]: Would be useful to include the reference of how many Commission members were registered before Marseille. Have we managed to register all of them again, have we grown?

Commented [15]: Are Commission Chairs supportive of this focus?

Commented [16]: What is meant by aligning processes.

Commented [17]: Perhaps add updating the websites?

Commented [18]: It is important to indicate here some of the lessons learned on the new website launch in 2022 and what's going to change in 2023; Website support to Commissions is a fundamental aspect of Commission support by the Secretariat; 4 months into the new website launch, we are still grappling with incomplete, erroneous information on the website.

Commented [19]: Is this the role of the Secretariat?

Commented [20]: I have become aware that the Secretariat/DG is launching an "audit" of the Commissions. I would like to discuss what this is, see the plan, etc. What sort of audit is this? It seems to be something not within the purview of the Secretariat, but I would like further understanding, from the DG/Secretariat and Commission Chairs. What is the budget?

Commented [21]: By whom?

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), it was agreed 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. 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

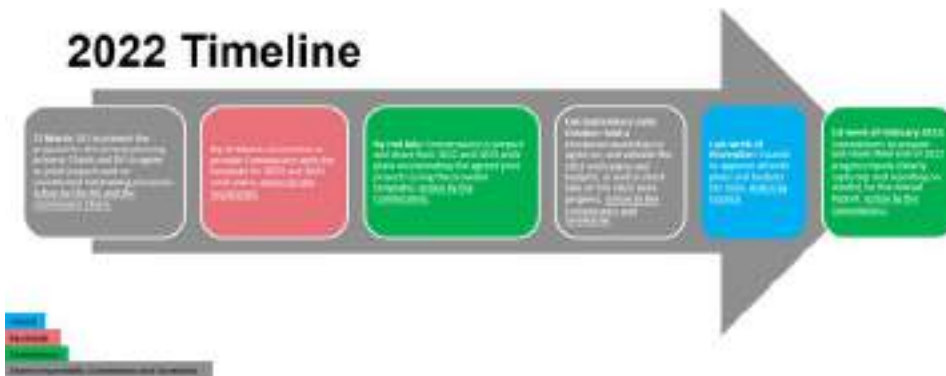
Commented [22]: Is this agreed by Commission Chairs?

Commented [23]: on the joint scalable initiatives, it would be useful to more clearly define the 'joint' nature of these initiatives; for example, are Commissions seen as equal partners for fund raising for these initiatives?

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 constituencies/components. Figure 2 below provides a high-level summary of the agreed process.

Figure 2: Commissions-Secretariat alignment process in 2022



Commented [24]: I'm not sure what is meant by alignment of the planning and reporting processes. Please clarify this new concept of 'alignment'

Commented [25]: Need a different word. Commission Chairs or Commissions are not constituencies, nor is the Secretariat. I prefer 'components', since that's in the statutes I believe.

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.

Commented [26]: Same as above; is this administrative or financial, or ?

All of these needs to be done with the full input and engagement of Council.

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. ~~All three are in alignment with IUCN's impact targets.~~

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 work on the **Green List** is one of the key areas of work where the Commission and the Secretariat will continue ~~its~~ ~~their~~ strong collaboration. The joint work in 2023 will focus on the Green List Development plan. As a start, an external review of the governance/ plan is underway and the 2023 ambition is, based on the review and the improvement of the development plan, many commitments to be implemented.

On a more general note, the Secretariat participated in WCPA's planning through the Steering Committee meeting in 2022 and the exercise was felt to be very collaborative where a number of potential areas for strategic collaboration were identified. This joint effort will continue in 2023 to create more synergies in key priority areas.

Following the two ~~regional P~~arks ~~e~~Congresses that took place in 2022 and ~~the~~ IMPAC5 (Marine Protected Areas Congress) that will take place in February 2023, it was agreed that IUCN should capitalise on the lessons learned on the thematic and topical side, as well as, on the overall governance, financial model and the management of such events. This process will be supported by an ~~evaluative piece to be conducted in 2023.~~

An additional area of ~~strong collaboration~~ is the new global target '30x30' for effective area-based conservation. Joint WCPA- Secretariat activities in this space will be further refined following CBD COP15 in December 2022. A high-level summary of the planned activities is presented below:

- ~~To support the implementation of Draft Target 3 by State members and non-State members by building capacity to utilize and implement the technical guidance developed by WCPA. Interpret the anticipated new Global Biodiversity Framework (GBF) and begin to advise State Members on its implementation, sharing lessons and progress globally and locally;~~
- ~~To develop new technical IUCN guidance as needed Further hone and develop IUCN guidance with an emphasis on effectiveness of protected and conserved areas for sites and systems including~~

Commented [27]: Are these in the mandate of the CEM as adopted by the World Conservation Congress? If so, cite that. I don't see much mention of Congress here.

Commented [28]: Are you referring to the IUCN programme? Perhaps refer or cite the sections. As for all the Commissions, as CEM signed off on this?

Commented [29]: Isn't this within the purview of CEM? Input from the Secretariat is of course valuable.

Commented [30]: Has the WCPA Chair signed off on this?

Commented [31R30]: no- we were not consulted on this text hence please see my comments below.

Commented [32R30]: Thanks Madhu. Sign-off by all Chairs should be a clear requirement.

Commented [33]: I do not see anything here on polar regions, which is included in the WCPA Mandate; Southern Ocean MPAs remain a key issue, and work is now commencing on Southern Ocean KBAs. I think the Secretariat should include collaboration on Antarctic issues, including CCAMLR.

I assume WCPA will remain active on UN BBNJ; it is missing here.

Rangers are also not mentioned which are also addressed in the WCPA Mandate and there will the International Ranger Awards again next year.

Commented [34]: with a request for secretariat to kindly consult with Commissions on the text prior to inclusion in the workplan moving forward.

Commented [35]: from Peter Cochrane: 2022 doesn't seem to have been a year of strong collaboration at all - it's been a year of complete hiatus. The GL Development was drafted in 2021 and has moved nowhere since

Commented [36]: need to recognize the general lack of progress on the GL implementation since september 2021 till date- and referring to the paused processes and disruption in field implementation- (linking to Peter's comment on reputational risk)

Commented [37]: This evaluative piece needs to engage the respective commission chairs including WCPA - with common agreement on the ToRs

Commented [38]: Who is evaluating what?

Commented [39]: collaboration that recognizes WCPA as equal partners in all aspects of the work related to supporting implementation of Target 3

Commented [40]: You can't assume it will be adopted, although we hope so.

Commented [41]: Are these joint Secretariat activities or WCPA activities with Secretariat input? The key technical expertise is in the Commission, of course.

Commented [42]: this section as it relates to WCPA needs to be focused on Target 3 and other related targets not the entire GBF; building on the technical ...

Commented [43]: Just for Target 3/30x30 or ? Say something about building on the large body of work already done by WCPA.

by promoting the IUCN Green List Standard as the global benchmark for good performance and effectiveness in protected and conserved areas;

- To continue to support the identification, recognition and reporting of OECMs using IUCN WCPA guidance.
- To ensure that all new and ongoing projects developed by the Secretariat on each of the above (30x30, OECMs, Green List Standard) are in close collaboration and equal partnership with the Commission on all stages of project inception, design and implementation, and by supporting the interpretation of effective area-based conservation beyond formal protected areas, to understand which other effective measures OECM can be recognised and reported, using IUCN WCPA guidance and lessons learned through IUCN portfolio of projects and other engagements.

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, organised around species conservation cycle: Assess, Plan, Act. 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.

The Commission will also continue its communications and outreach efforts, supported by the Global Communication Unit in Gland and the IUCN Cambridge office. 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) national NBSAPs reports, 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 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.

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).

Commented [44]: What about work to influence policy? CITES, CBD, CMS, etc. This is also something that Secretariat works very closely with SSC in.

Commented [45]: Has the SSC Chair signed off on this?

Commented [46]: This is sort of written as if the SSC reports to the Secretariat, but of course that's not the case. It's a bit confusing.

Commented [47]: As above, has this been signed off by the CEC Chair?

Commented [48]: Resolution 115 requests CEC, WCEL and CEESP to initiate a campaign to promote and support environmental defenders and whistleblowers. That is completely missing here in the IUCN draft programme. There is also nothing there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.

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**, 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).

Commented [49]: As above, has this been signed off by the WCEL Chair?

Commented [50]: See discussions under CEC on WCEL Resolution 115.

Also, the WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g. global wildlife trafficking and on cross-cutting issues such as Arctic and Antarctic polar governance and protection of whistleblowers and environmental defenders but none of this is addressed in the draft workplan.

Commented [51]: I assume that's in the mandate of WCEL, as adopted by the WCC; if so, cite that.

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.

Commented [52]: As above, has this been signed off by the CEESP Chair?

Commented [53]: See above on Resolution 115.

The CEESP Mandate priorities includes research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and corruption, but these issues are absent in the draft programme.

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.

Commented [54]: As above, has this been signed off by the CCC Chair?

Commented [55]: Mention that the CCC ISC is developing a draft mandate for the CCC as well, which will be presented to Council.

As the work progresses, and following the upcoming millstone 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.

Commented [56]: Meaning? Do you mean millstone?

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 constituency component. It is important to note that some Resolutions call for action from multiple constituencies 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, to the Union's DNA. The Members of IUCN are the final decision-makers. 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 to all 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 MarseilleMarielle 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.

Commented [57]: There are resolutions that may not be relevant to all Members (e.g., a landlocked country and NGOs in that country will not find marine resolutions as relevant). Nor are they relevant to all stakeholders. That's a bit much.

Commented [58]: Where is that at?

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. 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.

Commented [59]: Cost to the Secretariat?

Some Resolutions can and are being subsidised 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 holistic programmatic approach, responding to the IUCN Programme 2021-2024: Nature 2030.

Commented [60]: I disagree with the term 'subsidised' here. The Resolutions directing the work of the Secretariat are core; I appreciate the Secretariat obtaining funding externally, but that work implements but does not subsidise. The Secretariat should not engage in projects that are not part of the Programme, Resolutions, or other decisions of the Congress.

This is not, however, the case for the majority of the Resolutions. The estimated level of effort for some of the central-Union 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.

Commented [61]: Resolutions need much more targeted attention than they currently receive; Commissions need additional support by the Secretariat through this portfolio of projects to achieve resolution objectives..and hence a strategic dialogue on resolutions between commissions and secretariat could be useful; specifically looking at gaps and priorities for funding support

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.

Commented [62]: What do you mean by 'central Union'?

Commented [63]: But it also demonstrates that much of the work on resolutions is delivered by Commissions. Fundraising needn't just be by the Secretariat.

The cost for the Secretariat of implementing Resolutions (including fundraising efforts) must be covered by the Union part of the budget, i.e. the membership dues. As it has been made clear on a number of occasions, the CHF12m IUCN budget is insufficient to enable effective implementation of Resolutions, whilst subsidising all necessary functions that serve Members (e.g. Membership and Commission Support Unit, Governance Unit, Regional Directors and Membership Focal Points, HR, Legal, Director General's Office, Communications, Commissions Operating Funds, Finance and IT amongst other).

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

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 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

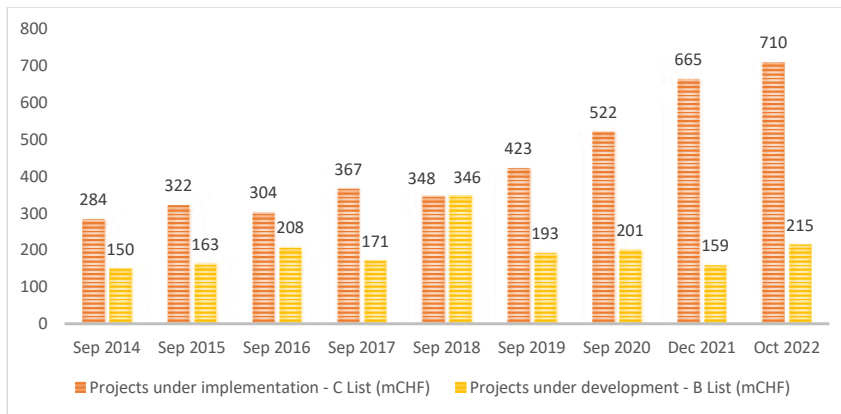


Table 1: Basic portfolio information for C and B List projects 2022-2023

	C List ¹		B List ²	
	2022	2023	2022	2023

¹ Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

² Based on annual budget data for B List projects, only restricted funding.

Commented [64]: What do you mean by the "Union part of the budget"?

Commented [65]: I agree with Peter. Also, some of the "cost for the Secretariat" of implementing dues should come out of staff salary allocations, since resolutions are a priority from the Members.

Commented [66]: Not necessarily.

Commented [67]: from Peter Cochrane: Some resolutions receive external funding,

Commented [68]: I don't like the wording that the Secretariat is "subsidising" functions that serve Members: that is a key role of the Secretariat, and not a subsidy.

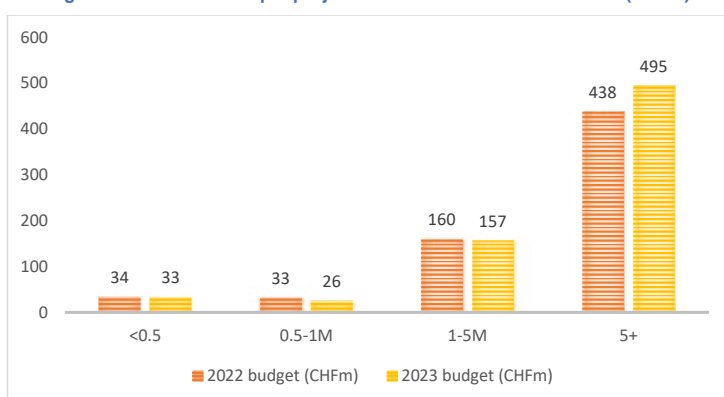
Commented [69]: It would be hugely important to include some breakdown of how many Members engage in projects? How many projects engage Members and Commissions? In broad categories, who are those organizations IUCN implements projects with or gives grants to? Distribution per region and per Programme Area.

Commented [70]: This is probably not only a project issue, as is key for all of what IUCN does, including value proposition to Members, Commission members, influencing policy, communicating about the Union, etc.

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.

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 (Error! Reference source not found.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.

Commented [71]: Reference error

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.

Commented [72]: There must always be good performance on the Programme.

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 ³	-	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 ⁴	USAID	4.9
United Nations Environment Programme ⁵	UN Env.	4.0
Deutsche Gesellschaft für Internationale Zusammena	GIZ	3.0
United Nation Development Programme ⁶	UNDP	2.6
The Royal Commission for AIUIa	-	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.⁷

³ 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).

⁴ Includes contributions from USAID (CHF 4.0m), USAID Kenya (CHF 0.9m), USAID Sri Lanka (CHF 0.03m).

⁵ Includes contributions from UNEP (CHF 3.6m) and GEF funds channelled through UNEP (CHF 0.4m).

⁶ Includes contributions from UNDP (CHF 2.6m) and UNDP Sri Lanka (CHF 0.7m).

⁷ Grant-making is one of the key delivery mechanisms as an executing role.

o 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 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.

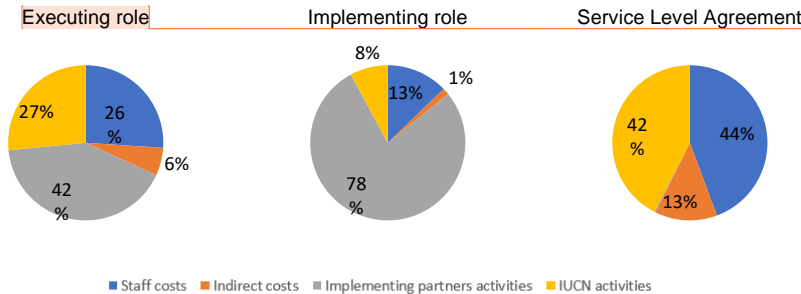
Portfolio distribution by project type

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:



Commented [73]: Important to have a breakdown of grant-making vs other execution

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). Note that this estimate does not necessarily include projects where Commission members are hired to work as consultants/experts on donor-funded projects.

5.4. Programme Areas

Key institutional thematic priorities will remain in place (see also section 2. Secretariat work with Commissions), namely: NbS, strengthening climate change work in collaboration with the Interim Climate Crisis Commission, 30x30, the Global Ecosystem Typology, continued work with Indigenous Peoples on the [Task Force on Nature-Related Financial Disclosures](#) (TNFD) and social discourse amongst other. In 2023, we will build on the outcomes of the upcoming Conference of Parties. With regard to UNFCCC, the Government of Egypt intends to take advantage of its global efforts to launch the "Sharm el Sheikh Partnership for Nature-based Solutions" with IUCN. 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 around the Water and Ocean impact targets – the UN 2023 World Water Forum and 5th International Marine Protected Areas Congress (IMPAC5) respectively.

The 2023 budget continues to contribute to 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.

Commented [74]: I would like to see which parts of the Programme and which Resolutions are addressed through the project portfolio, and where there are gaps.

Commented [75]: There are elements missing here, particularly in terms of implementation of key resolutions, that go beyond the programme areas as defined. This is focused on the programme areas of the approved programme, but leaves out key resolutions/issues.

Commented [76]: Which one? CBD? UNFCCC?

Commented [77]: Don't forget the Members here

Commented [78]: Antarctic and Arctic meetings? BBNJ?

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

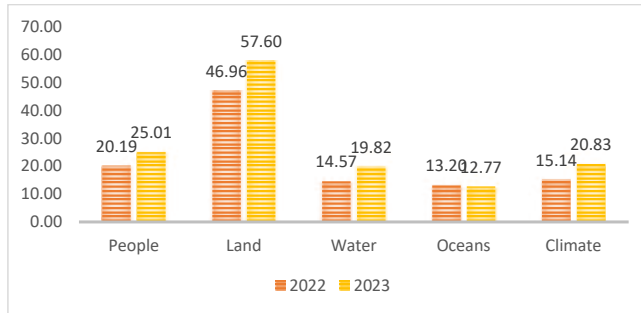


Table 6 provides 2023 budget allocations for each programme area and its respective impact targets. xxxx

Table 6: 2023 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

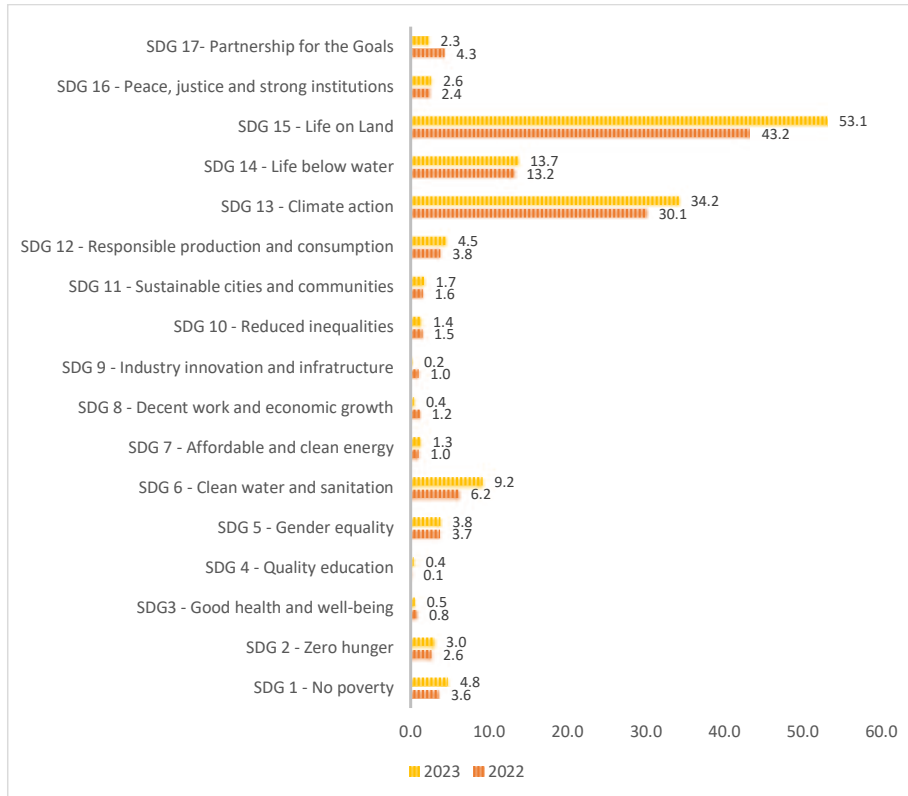
Programme Area	Impact Target (IT)	2023 Budget Allocation (mCHF)	% of 2023 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	7.86	6%
	IT1.2 - Equitable and effective governance of natural resources 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%

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 budget⁸. 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)



⁸ 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
<p>Shift in funding: Donor may redefine their funding strategy towards IUCN due to:</p> <ul style="list-style-type: none"> - Geopolitical events in Eastern Europe - Global economic trends 	<ul style="list-style-type: none"> 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.
<p>Portfolio pipeline: Misalignment of pipeline with programme due to:</p> <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 	<ul style="list-style-type: none"> i) Pipeline structure review ii) Measuring performance to ensure that projects are collectively meeting the portfolio strategy iii) Analysis to rebalance portfolio growth iv) Stronger accountability in performance and financial results
<p>Portfolio and project management: Weaknesses in portfolio management, monitoring and performance due to:</p> <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 	<ul style="list-style-type: none"> 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

Commented [79]: Projects, even in the development phase, must clearly deliver on the IUCN Programme, and/or Resolutions of the Congress.

<ul style="list-style-type: none"> - Weak capacity of some executing partners (e.g., smaller IUCN Member NGOs) - Poor portfolio design 	<ul style="list-style-type: none"> iii) Strengthen quality assurance (project costing framework, performance and risk management quality assurance) iv) Rigorous due diligence process for partners
<p>Programme execution:</p> <p>Delays in programme execution and delivery due to:</p> <ul style="list-style-type: none"> - Selection of downstream partners and capacity assessment gaps - Current economic trends - Unsustainable portfolio growth 	<ul style="list-style-type: none"> 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.

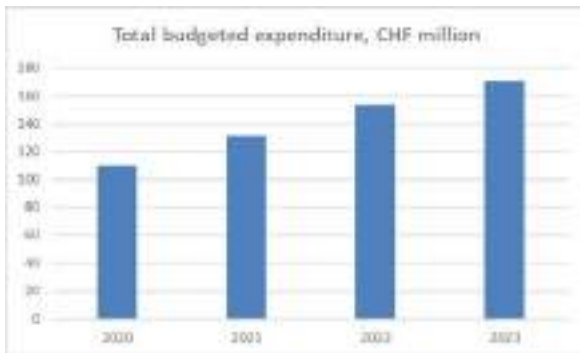
Budget summary

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, 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 Union part of IUCN's budget is challenging and can only currently 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

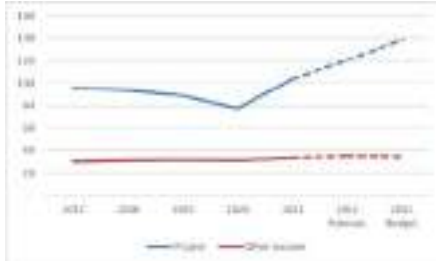
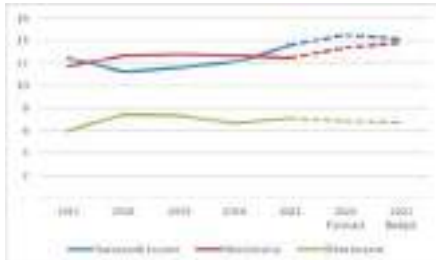


Figure 9 provides an analysis of the other income trend, broken down into its three main components: membership dues, framework income and other sources.

Figure 9: Other income trends, CHF million



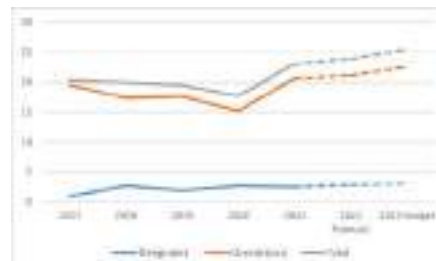
Membership dues are showing a modest increase year-on-year from 2021 onwards.

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 7 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 Union component and a Programme component.

Table 7: Budget summary

	2021	2022	2023	2023	2023	2023
	Actual	Forecast	Union	Programme	Total	Plan
Income						
Union income						
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
Expenditure						
Staff costs	57.3	57.6	12.8	45.4	58.2	59.2
Other operating costs	9.6	11.1	3.4	9.6	13.0	14.9
Total operating costs	66.9	68.7	16.2	55.0	71.2	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						
Implementation of IUCN resolutions	-	-	0.5	-	0.5	-
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. Union budget

a) Summary

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

The total cost of the Union budget is CHF 17.0m. This is funded by Membership dues, 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 and Commission support (HQ and regional levels)
- 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)

The costs included in the Union budget are the costs that can be directly attributable to the Union components. 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 core activity of the Union 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 2023 Union budget includes the costs of developing the 20-year strategy (governance motion J) and the cost of developing a hybrid Congress (governance motion N).

The cost for developing and maintaining the knowledge products are also not included in the Union 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 Union budget, the balance is allocated to the programme budget.

c) Expenditure

The expenditure of the Union budget comprises staff costs of CHF 12.8m, other operating costs of CHF 3.4m, implementation of Resolutions (CHF 0.5m to cover the cost of developing the 20-year strategy and the tools for a hybrid Congress), and a provision for foreign exchange losses of CHF 0.3m.

Commented [80]: This needs to be modified in the context of the Decision of the Council on knowledge products.

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).

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 8.

Table 8: Reserve transfers

CHF m	2021	2022	2023	2023	2023
	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.

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

Table 9: Components of project expenditure, CHF million

	2021	2022	2023	2023
CHF m	Actual	Forecast	Total	Plan
IUCN activities	36.3	30.2	30.2	30.2
Implementing partner activities	25.2	44.8	68.2	69.7
IUCN staff costs	31.6	29.9	31.9	31.9
Overheads	7.6	7.7	8.2	8.2
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 totalling CHF 400k will be made in IUCN's IT infrastructure and applications. A new version of the Project Portal will be developed. The future version of our ERP will be studied and defined as well as work to strengthen our Data Governance approach. The end-user cyber security will be strengthened and existing applications will be leveraged through a continuous improvement process.

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 10 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2023 budget.

Table 10: Progress against Financial Plan targets

Target	Target value	Period	2023 progress
Increase membership dues	10%	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:		Year-on-year	Increase of 7% in aggregate compared to 2022 budget
<ul style="list-style-type: none"> • GEF/GCF • Other 	15% 5%		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.

Commented [81]: This needs to be done in conjunction with efforts to address problems in the computation of Members' budgets. I'm not certain Members will agree to a 10% increase, nor am I certain it should be agreed.

4. Analysis of the 2023 budget by organisational structure

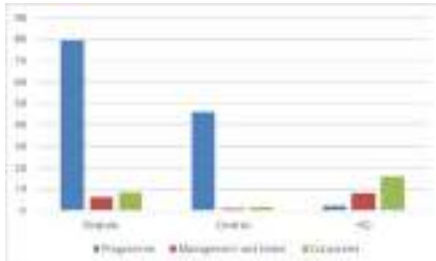
Table 11 below presents the 2023 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are partially centralised, e.g. global leadership; 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 11: 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.

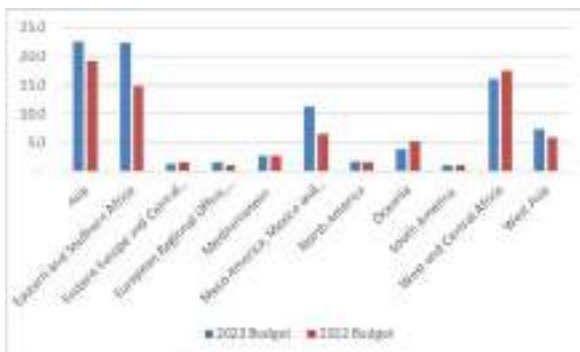
Figure 12: Analysis of 2022 budget by organisational group and function



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.

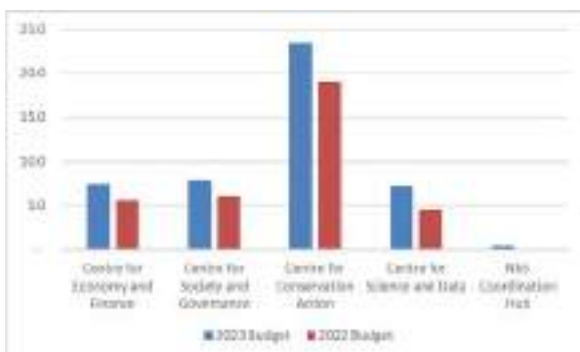
Figure 13 provides a breakdown of the budget for the regions and figure 14 a breakdown of the budget of the centres.

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.

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 could have lead to delays in payment or withdrawal of Members. [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

e) 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

<i>Risk/Opportunity</i>	<i>Risk drivers</i>	<i>Consequences/Impact</i>	<i>Mitigations actions</i>
		<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><i>Risk/Opportunity:</i> <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

General comments from PPC members

Vilmos Kizsel: I am missing one important thing - what I wished -, from the program; this is empowering cooperation, the partnership element between national and regional committees and the HQ and its offices. Increasing co-operation in programs; i.e. developing, implementing and reporting together. And additionally, something more, equally important: Few percent of the membership fees of the members of the country or the region of the specific committee, allocated in the budget as core funding in order to facilitate, ease cooperation, between members themselves and HQ offices.

Secretariat responses to PPC questions on the Draft 2023 Workplan

1. I suggest that the questions asked on sustainable use, for example, be changed to be more inclusive of other IUCN policies (and the sustainable use policy is outdated). IUCN is about far more than sustainable use, for example. The GCC can work on that with the Secretariat.

Response: This has been discussed at the GCC in November 2022. No decision was taken and it was agreed to continue the discussions by email.

2. Is this part of the Academy or something else? What capacity building courses are planned that will not be free, and can we have details?

Response: Yes, both the free and discounted capacity building courses are part of the Academy. Further details will be provided in the document under Agenda Item 6 of C108 Part II, namely *'Proposals from the Director General in response to the decision of the Extraordinary Council meeting'*. This document, as per the Council Decision, will be made available 'by end of 2022'.

3. A joint and periodic review of the CSU's support to the Commissions (financial, membership, communications, administration) is suggested.

Response: The Secretariat supports this suggestion. It is proposed that the Director General discusses the scope and approach to such a review with the Commission Chairs in one of the recurring monthly meetings.

4. It is useful to indicate whether there is an increase in budget allocated towards the CSU given the addition of the new Commission and if not, a justification on how the 'continuation' of support is expected. There is need to indicate if the CSU will continue to support the Commission at the same level, reduced level or increased level in 2023; In 2022, Commissions have used COF to hire external support for financing and communications to complement the support that is available from the Secretariat.

Response: The income of IUCN in 2022, compared to 2021, has not increased. The 2021 financial surplus that the Secretariat achieved was allocated to the Union's reserves, in line with the 2021-2024 Financial Plan approved by Congress, with several exceptions (see Council Decision C107/4).

Having said that, as part of its restructuring process in 2021, the Secretariat put significant efforts into clarifying roles and responsibilities of staff to achieve efficiency gains. In the past, the former "Union Development Group (UDG)" lacked clarity of roles among the sub teams and individual staff members. As such, the former UDG was not efficient in how it dealt with Members, Commission and Council requests. Each respective Unit – Membership and Commission Support, and Governance Unit – now have distinct and clear mandates and responsibilities, which ultimately supports effective delivery of tasks and services to Commissions, as well as Council and Members.

In addition, the digital member zone, currently in the development phase, should support efficiency of communications efforts if used well as a tool by the Commissions and Members (including Regional and National Committees). The Membership and Commission Support unit is also in the process of revising the communications support role to improve this function.

5. Are Commission Chairs supportive of this focus "[...] on further increasing the number of Commission members across the 7 Commissions [...]?"

Response: Yes. This is a direct request from the Commissions. The request has been raised via multiple channels, including but not limited to: 1) in the recurring DG-Commission Chairs meetings; 2) in the quarterly meeting of the Commission Chairs' Executive Officers and the Commissions

Support Unit. The Secretariat conducted a comprehensive review on this matter, together with the Commissions' Executive Officers, and the outcome was presented to the Commission Chairs and DG at one of their recurring monthly meetings.

6. What is meant by aligning processes.

Response: Alignment in this context refers to enhancing the cooperation between Commissions and the Secretariat within framework of the 2021-2024 Programme.

Both Commissions and Secretariat have their own planning cycles. Both IUCN components report to Council at the same time. Both the Commissions and the Secretariat would like to increase cooperation. The intention is that both components are aware of each other's' workplans, capitalise on synergies and ensure there is no duplication of effort or competition in line with the One Programme Charter, i.e. to align. In this sense, the alignment is on process (i.e. "administrative") and content.

7. I have become aware that the Secretariat/DG is launching an "audit" of the Commissions. I would like to discuss what this is, see the plan, etc. What sort of audit is this? It seems to be something not within the purview of the Secretariat, but I would like further understanding, from the DG/Secretariat and Commission Chairs. What is the budget?

Response: The proposed internal audit of Commissions finances is part of the Oversight Unit's 2023 workplan, which has been approved by the Finance and Audit Committee (FAC) of Council. The Head of Oversight has a dotted reporting line to the FAC.

The internal audit is intended to provide objective oversight over the Commissions and thereby assist the Council in discharging its statutory oversight responsibilities.

8. Is this [joint scalable initiatives] agreed by Commission Chairs?

Response: Yes. The topics of the Joint Initiatives have been selected together with the Commission Chairs; in fact, the final decision of these topics was that of the Commission Chairs. Each Commission Chair has appointed a project co-lead, to work alongside a co-lead from the Secretariat (appointed by the DG or Deputy DGs, as relevant).

9. On the joint scalable initiatives, it would be useful to more clearly define the 'joint' nature of these initiatives; for example, are Commissions seen as equal partners for fund raising for these initiatives?

Response: Yes. The project co-leads (see response to Q7 above) are equal partners for all activities necessary to implement these joint projects, including but not limited to fundraising. Roles and responsibilities have also been discussed and agreed during the recurring DG-Commission Chairs meetings. Commission Chairs are invited to revisit the minutes of these meetings, as necessary.

10. Are these in the mandate of the CEM as adopted by the World Conservation Congress? If so, cite that. I don't see much mention of Congress here.

Response: This is a question to the Chair of CEM.

The Secretariat takes this opportunity to reiterate that this Draft 2023 Workplan is that of the Secretariat only. Commission Chairs are required to submit their own workplans to Council, for approval. It is proposed that these questions are addressed in those documents.

11. Have the Commission Chairs approved the paragraphs?

Response: The paragraphs describing the planned joint work and priorities in 2023 (Sections 3.3-3.9) are a summary of the outcome of the joint Commissions-Secretariat planning workshop that took

place on 24 October 2022. Commission Chairs are welcomed to edit or comment on the Workplan text as part of this Council review process, and in their capacity as Council members.

12. I do not see anything here on polar regions, which is included in the WCPA Mandate; Southern Ocean MPAs remain a key issue, and work is now commencing on Southern Ocean KBAs. I think the Secretariat should include collaboration on Antarctic issues, including CCAMLR.

Response: This is a question for the Chair of WCPA. It is assumed that this will be covered in WCPA's annual workplan, for approval of Council.

With regard to CCAMLR – there are ongoing geopolitical issues beyond IUCN's remit and control, whereby a number of States have been blocking the three MPA proposals for years.

13. I assume WCPA will remain active on UN BBNJ; it is missing here. Rangers are also not mentioned which are also addressed in the WCPA Mandate and there will be the International Ranger Awards again next year.

Response: This is a question for the Chair of WCPA.

14. From Peter Cochrane: 2022 doesn't seem to have been a year of strong collaboration at all - it's been a year of complete hiatus. The GL Development was drafted in 2021 and has moved nowhere since; AND

15. Need to recognize the general lack of progress on the GL implementation since September 2021 till date- and referring to the paused processes and disruption in field implementation- (linking to Peter's comment on reputational risk)

Response: The GL Development Plan included recommendations for enhancing governance and management arrangements. There were difficulties in reaching agreement on these, prompting a decision to conduct an independent external review to ensure that governance arrangements are in line with statutory requirements and to remove structural conflicts of interest. In the meantime, the Green List programme has continued to expand, with new commitments for jurisdictions and sites. The only process that has been slowed down is the actual listing of sites that meet the Green List Standard.

It is anticipated that a decision will be reached once the issue is discussed at Council 108 Part II, Agenda item 6.

16. Antarctic and Arctic meetings?

Response: The Arctic Council has been suspended since the war in Ukraine.

The Ocean team is monitoring this space and will re-engage in these intergovernmental processes as soon as work on the Treaties resumes. It is important to note that additional funding will be required to enable meaningful engagement in these multilateral processes.

17. IMPAC evaluation – who is evaluating what? This evaluative piece needs to engage the respective commission chairs including WCPA - with common agreement on the ToRs.

Response: Please refer to the Report on Evaluations, which will be discussed at the next PPC meeting. This evaluation would be commissioned by the DG, in collaboration with WCPA. All Commission Chairs have already been informed; and Council Members present at the Africa Protected Areas Congress likewise expressed support for such an evaluation. The evaluation is intended to derive lessons learned to help IUCN improve in the future and should engage relevant Commission Chairs in the process. This is considered standard good practice.

Resolution 115 requests CEC, WCEL and CEESP to initiative a campaign to promote and support environmental defenders and whistleblowers. That is completely missing here in the IUCN draft programme. There is also nothing there anything on creating specific thematic strategies and programs including on critical issues on nature resource crime and illegal trade in wildlife and supporting environmental defenders which are specifically addressed as program priorities in the CEC Mandate.; AND See discussions under CEC on WCEL Resolution 115.; AND Also, the WCEL Mandate includes under its priorities that WCEL will enhance the effectiveness of specialist groups with particular emphasis on e.g. global wildlife trafficking and on cross-cutting issues such as Arctic and Antarctic polar governance and protection of whistleblowers and environmental defenders but none of this is addressed in the draft workplan.; AND The CEESP Mandate priorities includes research and understanding around issues of illegal wildlife trade, crime and illicit financial flows and corruption, but these issues are absent in the draft programme.

Response: These questions should be addressed to the respective Commission Chairs. It is assumed that the responses will be contained in the annual Commissions' workplans, for submission to and approval by Council.

18. Cost evaluation of resolutions - where is that at?

Response: Please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued).

For ease of reference, a high level estimate is also provided in the draft 2023 Budget (see Section 2.1. Statutory Objectives).

19. Resolutions need much more targeted attention than they currently receive; Commissions need additional support by the Secretariat through this portfolio of projects to achieve resolution objectives... and hence a strategic dialogue on resolutions between commissions and secretariat could be useful; specifically looking at gaps and priorities for funding support

Response: Agreed. This is in line with efforts and additional attention placed on Resolutions by the Director General. For more information at this stage, please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued)

20. This is probably not only a project issue, as is key for all of what IUCN does, including value proposition to Members, Commission members, influencing policy, communicating about the Union, etc.

Response: Agreed, valid point – hence the importance to maintain and enhance the capacity of the portfolio to deliver on the IUCN Programme.

21. I would like to see which parts of the Programme and which Resolutions are addressed through the project portfolio, and where there are gaps. AND

22. There are elements missing here, particularly in terms of implementation of key resolutions, that go beyond the programme areas as defined. This is focused on the programme areas of the approved programme, but leaves out key resolutions/issues.

Response: Please refer to the Report on Implementation of Resolutions, to be submitted to Council on 15 November in line with the Council-set deadline; C108 Part II, Agenda item 2.3 (continued). An analysis has been conducted with the limited available resources.

23. Important to have a breakdown of grant-making vs other execution

Response: This is a work in progress. The data is currently not available. The Secretariat is in the process of aligning master data management behind grant solutions.

24. On Section "Implementation of the Financial Plan 2021-2024" in the draft 2023 Budget, PPC comment reads: This needs to be done in conjunction with efforts to address problems in the computation of Members' budgets. I'm not certain Members will agree to a 10% increase, nor am I certain it should be agreed.

Response: This target was set by FAC, approved by the Council in the Financial Plan 2021-2024 (which, in turn, has been approved by Congress). This report is simply taking the agreed targets and reporting where we are. 10% increase means that the overall income from the membership dues increases 10% by 2024. This could include for example, having more new members joining. This does not mean each membership due would increase 10%. If we do not wish to see the growth from the membership due income or do not want to include that in the Financial Plan, this should be discussed at FAC for the next Financial Plan (2025-2028).

25. General Comment: I am missing one important thing - what I wished -, from the program; this is empowering cooperation, the partnership element between national and regional committees and the HQ and its offices. Increasing co-operation in programs; i.e. developing, implementing and reporting together. And additionally, something more, equally important: Few percent of the membership fees of the members of the country or the region of the specific committee, allocated in the budget as core funding in order to facilitate, ease cooperation, between members themselves and HQ offices.

Response: Please refer to Section 1. Membership Engagement as well as Section 4. State of the project portfolio.

With regard to the last point, as per the Statutes (Art 71), Members can decide at any point in time to fund their respective National Committees appropriately.



IUCN Council 2021-25

Finance and Audit Committee (FAC)

Virtual meeting, 11 November 2022 from 12:00 to 14:30 UTC (14:00 to 16:30 CEST)

Present:

Rick Bates Chair
Nihal Welikala, Treasurer
Sonia Castañeda Rial
Ayman Rabi
Ali Kaka
Jon Paul Rodriguez

Apologies:

Catherine Iorns – proxy to Rick Bates
Marco Cerezo
Said Damhoureyeh – proxy to Ayman Rabi
Jong Soo Yoon
Norbert Baerlocher

Secretariat

Bruno Oberle, Director General (DG)
Mike Davis, Chief Financial Officer (CFO)

FACT7 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
	Approval of the Agenda	The Committee approved the agenda
1	2023 Budget	<p>1. Presentation 2. content of what we want to report to Council 3. Recommendation on approval</p> <p>The CFO presented the 2023 budget, noting the following key points:</p> <ul style="list-style-type: none"> • A surplus of CHF 1.4m was budget compared to a Financial Plan surplus of CHF 1.0m • Membership dues, framework income and other unrestricted income were broadly in line with 2022 • Project income and expenditure was 18% higher than the forecast for 2022, reflecting growth in the project portfolio • The total expenditure budget for 2023 was CHF 170m compared to a forecast of CHF 149m for 2022 <p>The DG explained that the presentation of the budget had been changed compared to 2022 to show Union components (i.e. the income and expenditure related to implementing the statutory requirements) separate from the programme part of the budget. The Union component of the budget had different risks and deserved specific attention to ensure that the main requirements mandated by the statutes were funded and fulfilled. Key challenges were funding the implementation of the resolutions and maintaining the knowledge products.</p>

No	Agenda Item	For information / discussion / decision
		<p>FAC Comments:</p> <ul style="list-style-type: none"> • The term “Union” should be revisited and revised as it was considered too broad. • Further information on the use of membership dues and allocations to the regions was requested. <p>Following discussion, the FAC agreed as follows:</p> <p>The FAC requested the following changes to the budget document:</p> <ul style="list-style-type: none"> • That an alternative heading be used for the “Union” component of the budget as this term was considered too broad. (Secretariat response: “union” component renamed to “Statutory objectives”) • That a cost breakdown of the “Union” part of the budget be provided. (Secretariat response: Table 8 added) • That details of allocations of framework income and membership dues to the regions is provided (Secretariat response: Annex 2 added) <p>FAC recommendation</p> <ul style="list-style-type: none"> • Subject to the above amendments, the FAC recommends that Council approves the 2023 budget. • The FAC further recommends that once the financial review in respect of the 20-year strategy has been completed, the 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. <p>Additional FAC comments:</p> <ul style="list-style-type: none"> • The FAC requested a report on the CHF 1m allocated for institutional strengthening, including an assessment of whether the change objectives had been met. • FAC noted its recommendations on the risks arising from projects discussed at the Nov 1 meeting were very relevant to the section in the budget on the project portfolio • FAC pointed out that the consultant reviewing IUCN finances will provide insight and recommendations on several strategic financial challenges facing the organization, including governance issues related to financial oversight, recommendations on the level of reserves, the costs and service strategy for HQ and the regions, and new revenue options. • The FAC agreed to a further review of the budget document with the objective of providing the Secretariat with guidance on the structure and content of future budgets with the objective of facilitating Council’s oversight role. This would include clarifying where the level of detail should be greater. While Council should not be focusing on individual line items, it requires details on initiatives of strategic importance, and irregular expenses in order for it to perform its oversight and advisory role. • The FAC recommends that the Secretariat be more proactive with project funding sources to help shape the project portfolio alignment with IUCN priorities • The FAC and the Secretariat should review the schedule for development of the budget to provide more time for FAC review. This should include input at the front end of budget development. • FAC asked the Secretariat to discuss with FAC and a couple of commission representatives to see if there is a viable way to represent the work of commissions in the budget.

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> • The FAC asked if the budget complied with Regulation 92. The CFO replied that it did. • The FAC agreed to provide the Secretariat with a fuller description of areas for which further detail and analysis is needed to support discussion at an upcoming FAC meeting. These include: analysis of trends over three years in the project portfolio, including by country of location; an illustrative analysis of recent large projects; an analysis on the profitability of projects where returns are capped by the donor and revenues shared with partners; income statement with comparatives to show separately a) recurrent or routine expenditure b) non-routine expenditure; more granular analysis to include cumulative investment and planned versus actual outcomes in areas such as investment in Traffic; revenue strengthening and diversification initiatives; IT investment and strategy versus recurrent expenses; investment trends and plans in regions and branches; staff expense trends by location, function, headcount and costs, with a summary of profitability by location.
8	AOB	There was no additional business



6th Meeting of the Governance and Constituency Committee, 1st November 2022

Agenda Item GCC6/2

Consideration of 14 membership applications

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to **MAKE A RECOMMENDATION** to the IUCN Council on the 14 following membership applications:

Fourteen (14) new membership applications, which have been filed by 30 June 2022, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations;

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council **APPROVES** or **DEFERS** or **REJECTS** the admission of xx Members.

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is governed by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 14 membership applications and to make a recommendation to IUCN Council. As per the admissions process, all applications were shared with IUCN Members (Regulation 14).

1. Fourteen (14) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to the IUCN Council on the 14 new membership applications which have received no objections from IUCN Members. See **Annex I** for the list of applications. *In the table of Annex I, click on the link in the right hand column to open the application form with the information provided by each applicant, the endorsement letters, feedback received from due diligence process and the assessment form completed by the Secretariat when reviewing membership applications.*

These 14 applications were submitted by the deadline of 30 June 2022 and circulated to IUCN Members on 24 August 2022. Members had until 21 September 2022 to submit an objection (Regulation 15). No objections were received.

*Following Council decision [C/94/13](#), Councillors and National/Regional¹ were requested to answer a set of questions on each new submitted application. The feedback received for some of the applications is available through the links provided for each application in **Annex I**. Additional questions to applicants, also endorsed by Council in May 2018, were answered directly by the applicants through the application form, also available through the links in **Annex I**.*

¹ The IUCN Interregional Committee for Europe, North and Central Asia must be requested also for future applications.

**Membership Applications
submitted by 30 June 2022**

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website (If the website does not open please copy-paste the link into a new browser)	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Ajemalebu Self Help	AJESH	Cameroon	https://www.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://www.birdlife.org/partners/senegal-nature-communautes-developpement/	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.commuja.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

**Membership Applications
submitted by 30 June 2022**

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website (If the website does not open please copy-paste the link into a new browser)	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	11	Odense ZOO	Odense ZOO	Denmark	https://www.odensezoo.dk/	National NGO	NG/772 Zoologisk Have København (Copenhagen Zoo), Denmark NG/25166 Stiftelsen Nordens Ark (Nordens Ark Foundation), 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 (Federation of Associations of Hunting and Conservation of Wildlife of the European Union)	EFFC
	13	Fundación para la investigación en etología y biodiversidad (Foundation for research on ethology and biodiversity)	FIEB	Spain	https://www.fiebfoundation.org/	National NGO	NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain (Centre for Continuing Education and the Dissemination of Environmental Information of Galicia) NG/25232 Fundación Oxígeno, Spain	FIEB
	14	The British Association for Shooting & Conservation	BASC	United Kingdom	https://basc.org.uk/	National NGO	IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l`UE, Belgium (Federation of Associations of Hunting and Conservation of Wildlife of the European Union) IN/1615 Nordic Hunters' Alliance, Denmark	BASC



Meeting of the Governance and Constituency Committee, 1st November 2022
Agenda Item GCC6/3

Change of category or name of IUCN Members and notification about State Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Make a recommendation to the IUCN Council regarding the request from three IUCN Members to change their membership category.
2. Take note of the change of name of five current Member organisations and inform the IUCN Council of these name changes.
3. Take note of the notification related to the membership of two States and inform the IUCN Council.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council

1. APPROVES the request from three IUCN Members to change their membership category (as per table below).
2. TAKES NOTE of the name changes of five current IUCN Members (as per table below).
3. TAKES NOTE of the notification related to the membership of two States (as per table below).

Background

1. Change of membership category of three current Member organisations

According to Regulation 21 of the IUCN Statutes:

On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.

The change of membership category of the following three Members need to be considered:

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

- a. The **Zoological Society of London, UK, (ZSL)** admitted in 1965, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021. This is a temporary solution until a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.
- b. The **Smithsonian Institution, USA**, admitted in 1966, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021. This is a temporary solution until a decision is made by the Membership Dues Task Force/Council on the issue of venue-based organisations.
They have highlighted that despite the need for the status change to be retroactive to 2022, they remain fully committed supporting the goals and programs of IUCN. These have never been more important, given the enormous challenges now facing the world's biodiversity and the key role that natural capital needs to play in achieving sustainable development and carbon reduction goals.
- a. The **Scottish Government (Environment and Forestry Directorate), United Kingdom**, admitted in May 2017, has requested to move from the **Government agency** category to the **Subnational government** category, following the approval of the new membership category at the 2020 World Conservation Congress. They submitted an official request, which confirms that they meet all the statutory requirements for the Subnational government category. Their annual dues will remain unchanged (group 9: CHF 11,890). They also requested a membership name change to "The Scottish Government", which is indicated in the next section.

In line with Article 5 of IUCN Statutes, the institution has confirmed that:

They are a devolved parliamentary democracy entity that **has been elected according to the rules in force in UK** and is **autonomous in any decision-making process** relating to domestic environmental issues insofar as they relate to the functions of the IUCN. Therefore, they have:

- (i) competences to adhere to the Statutes of IUCN;
- (ii) effective decision-making authority in the field of conservation of nature; and/or
- (iii) competences to provide for the equitable and ecologically sustainable use of natural resources; and
- (iv) confirmed that their decisions are not governed by the UK Government.

2. Change of name of five current IUCN Member organisations

The Governance and Constituency Committee is requested to take note of the change of name of the following five current IUCN Member organisations and to inform the IUCN Council accordingly:

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/25049	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

The Governance and Constituency Committee is requested to take note of the following information related to the membership of two State Members and to inform the IUCN Council accordingly:

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.



IUCN Council 2021-25
Governance and Constituency Committee (GCC)
 (6th Meeting)
 Virtual meeting, Tuesday 1 November 2022 from 15:00 to 17:00 UTC/GMT

GCC 6 OUTCOMES AND RECOMMENDATIONS TO BUREAU OF IUCN COUNCIL

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee approved the agenda without modification or addition.
2	Membership dues recommendations to Bureau	<p>GCC members reviewed 14 membership applications by e-mail correspondence (9 out of 13 GCC members submitted their reviews): all 14 applications were filed by 30 June, received no objections from IUCN Members and according to the Secretariat fulfil the requirements of the IUCN Statutes and Regulations.</p> <p>After considering concerns regarding the sustainability of falconry practises, the GCC reminded that membership applications that fall within a specific thematic/field (eg. falconry, zoo, etc) need to be treated with consistency.</p> <p>GCC requested Secretariat to send a note to the IUCN SSC to ask for advice on the topic of falconry and conservation, in order to have a reference for any future similar applications.</p> <p>GCC decided to defer decision on the application from The British Association for Shooting & Conservation, United Kingdom, given concerns that the applicant might not be complying fully with Article 7 of the Statutes (IUCN's objectives), especially with regards to the "shooting" aspect highlighted in their mission. Secretariat is asked to i) seek more clarity from the proponent on the shooting element (quality reference of activities including a baseline and a quantitative assessment of the organization's conservation efforts), and ii) ask SSC for input and iii) share other additional information received.</p> <p style="background-color: #ffffcc;">GCC recommends that the IUCN Council:</p> <p style="background-color: #ffffcc;">APPROVES the admission of 13 Members as per Annex; and</p> <p style="background-color: #ffffcc;">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.</p> <p style="background-color: #ffffcc;">(Annex 1 - List of organisations/institutions recommended for admission)</p>
3	Applications for change of membership category and notifications about Member States and name changes of IUCN Members	<p>The Committee reviewed the requests for change of membership category from three current IUCN Members, reviewed the change of name of five current IUCN Members and took note of information related to the membership of two State Members.</p> <p>The Smithsonian Institution and the Zoological Society of London requested that their dues are changed retroactively as of 1st of January 2022.</p> <p>The Legal Advisor explained the reasons for not recommending the approval of a retroactive change of membership category to be effective as of 1st of January 2022 to avoid payment of higher membership dues in a given category. As a way of principle, the change of Membership category, like the admission, is effective as from the moment it is decided by GCC/Council. A change from the NGO to the affiliate category implies different rights and obligations for the Member concerned and the payment of the membership dues cannot be dissociated from the relevant Members' category. Accepting the retroactivity would therefore set a delicate precedent, especially in case the Member concerned would already have exercised any right linked to its current membership category that it would not have had if it had been an affiliate.</p> <p style="background-color: #ffffcc;">The Committee reviewed the requests for change of membership category from three current IUCN Members and recommends that Council:</p> <p style="background-color: #ffffcc;">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.</p> <p style="background-color: #ffffcc;">APPROVES the request from three IUCN Members to change their membership category (Annex 2); and</p> <p style="background-color: #ffffcc;">TAKES NOTE of the name changes of five current IUCN Members (Annex 2)</p>

		<p>TAKES NOTE of the notification related to the membership of two States.</p> <p>GCC decided not to consider at this time the request for retroactivity of the membership category change and wait for the results of the Council Working Group on Membership Dues.</p> <p>GCC requested Secretariat to inform the two Member organisation on the ongoing work of the Council Working Group on Membership Dues.</p>
4	Report of Advisory Group on Decision 148	<p>The Chair of the group presented the Progress report of the Advisory Group (AG) for the Revision of the IUCN Statutes and the Group's vision on key elements of a hybrid Congress, that would require changes in the Statutes (Progress Report et timeline).</p> <p>The Committee welcomed the progress report and provided some feedback. GCC approved the AG Chair to present a short progress report to Council on 29 November 2022 and suggests discussion will be held during the second part of the 108th Council meeting from 17 to 19 January 2023 in Abu Dhabi.</p> <p>GCC recommends that the IUCN Council:</p> <p>Authorizes the Advisory Group to consult the IUCN membership on key aspects agreed by the Advisory Group presented in its Progress Report to GCC.</p>
5	Report of the Council Working Group on Membership Dues	<p>Secretariat presented to GCC the numbers and information requested at GCC5 (Membership Dues Report and presentation from WG meeting). The Chair of the Working Group presented her views on progress within the group and asked for more time to finalise the report</p> <p>GCC agreed, while the overall picture shows that the number of non-paying Members, has decreased, both work of the Working Group and communications with Members shall continue.</p> <p>GCC agreed on the importance of progressing the issue of the membership dues for the venue-based organisations and Zoos, and recommends it to be discussed at the 108th Council meeting Part II in January 2023</p>
6	Membership application form	<p>a) Updated revised questions on sustainable use for the Membership application form (task from GCC4)</p> <p>GCC discussed this and some members felt that consistency in terms of adherence to other policies were not shown by this question as well as that the questions were too detailed and thereby could affect membership. The Chair proposed that his agenda item shall be reviewed by e-mail correspondence before the 108th meeting of the Council (Part II).</p> <p>Document: GGC6/6a Membership application form_DRAFT Questions sustainable use policy</p> <p>b) Secretariat update on the online membership application platform</p> <p>Secretariat is digitizing the full application/review and due diligence process to make it more user-friendly and efficient for the applicant, GCC and Secretariat.</p> <p>GCC thanked Secretariat for the work and takes note of the process.</p>
7	A.O.B.	<p>a) Discussion on Council Decision 107/21 on the review of the Regulations concerning the appointment of the Legal Adviser</p> <p>The Chair of GCC reminded members on the discussions on the Legal Adviser during the 7th Bureau meeting. Based on Council Decision 107/21, the Chair proposed the formation of a TF which will focus on revising the Regulations concerning the appointment of the Legal Adviser and developing procedures for the appointment of the Legal Adviser. GCC agreed to form a Task Force chaired by Cristina Voigt and asked other members of GCC to flag interest to join the Task Force via e-mail.</p> <p>b) Commenting on the Program and Budget</p> <p>Two GCC members raised that it is within GCC responsibilities to (Annex 3, 3.c) "improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regional tasks". It was suggested the responsible GCC focal points provide feedback on the 2023 budget to FAC Chair who would then forward it to Council on behalf of GCC</p> <p>c) Next GCC meeting</p> <p>GCC agreed to confirm the next GCC meeting taking place in-person and for a full day scheduled on 17 January just prior to Part II the 108 Council meeting. If needed, GCC might meet at the end of Council meeting on 19 January. Meanwhile, important GCC matters are to be dealt with via e-mail correspondence.</p>
Council participants:		Regrets & Proxies
<ul style="list-style-type: none"> - Vivek Menon, Chair - Maud Lelièvre, Vice-Chair (left after 1h40, proxy to Imen) 		<ul style="list-style-type: none"> - Carl Amirgulashvili – proxy to John - Ramiro Batzin Chojoj – proxy to Imen

- Ana Di Pangracio
- Christina Voigt
- Gloria Ujor
- Imen Meliane
- John Smaranda
- Keping Ma
- Shaikha Salem Al Dhaheri
- Sixto Incháusteguí
- Ramon PerezGil (leaves after 2h, proxy to Vivek)

Secretariat:

- Grethel Aguilar, Deputy Director General
- Sabrina Nick, Governance Unit
- Sandrine Friedli-Cela (for items 1 to 6)
- Iain Stewart, Head of Membership and Commission Support
- Fleurange Bieri, Consultant, Membership and Commission Support

Annex 1: List of organisations/institutions recommended for admission

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

Annex 2: Applications for 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/25049	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.

Annex 3: GCC responsibilities

	Tasks/output	Description	Documents	GCC focal point	Collaboration	Milestones					
						C108 Dec 2022	C109 May 2023	C110 Nov 2023	C111 May 2024	C112 Nov 2024	C113 Feb 2025
1. External Governance Review											
1.a)	Complete the implementation of the Council Response to 2019 Governance External Review	The implementation of the remaining parts of the Council Response.	- External Governance Review - Council Response	Ramon	GCC advises Council	C108 discussion of proposals DG	C109 approval			C112 light external review	
2. Revision of Statutes											
2.a)	Consider new reforms (of Council procedures and/or Statutes) to increase the effectiveness of IUCN	Each component of the Union effectively performs its statutory functions (incl. revision of the norms on The Legal Adviser)		Tbd Christina is Focal point of the Task Force on Legal Advisor							
2.b)	Reform Statutes for increased Member involvement DEC-148	Council 107 requested GCC to work on the implementation of an effective attendance and participation of Members in future sessions of the IUCN World Conservation Congress in collaboration with the Advisory Group established in accordance with Decision 148.	WCC-2020-Dec-148	Imen, Ana and Ramon	Council members with Advisory Group 148	Discussion of AG 148 proposed amendments to IUCN Statutes, Rules and Regulations	Approval of amendments to IUCN Statutes, Rules and Regulations	e-vote IUCN Members			
2.c)	Improve Congress at the aid of Lessons learned from past editions ¹	Council C107 requested the standing committees to prepare for Council approval: a. broad guidance for the next motions process for both the Motions Working Group (when it will have been established) and the Secretariat; b. draft amendments to the Statutes, Rules of Procedure and/or Regulations to improve the motions process , aligning both the content and approval process of its proposals with those of the Advisory Group on the revision of the Statutes.	Lessons learned from the Motions process (link to be added)	tbd					Council approval of possible amendments		

¹ This task goes under category of Statutes revision and Resolutions.

3. Membership Value Proposition

3.a)	Strengthen role and support for Commissions	Each component of the Union effectively performs its statutory functions		Vivek, Sixto, John							
3.b)	Effectively deliver the One Programme-approach and a strategy of engagement of IUCN members, National & Regional Committees and Commissions in its implementation, in particular enhance cooperation and reduce competition between Secretariat and members on projects	Increased engagement and satisfaction of Members National & Regional Committees and Commissions in IUCN's work		Vivek, Sixto, John	In coordination with: - PPC/FAC Commission Chairs		Results of survey	approval revised membership value proposition (based on results of survey)			
3.c)	Improve geographic representation in terms of investment in country and Regional Offices and revenue sharing between HQ and regions	Greater equity in the distribution of IUCN resources		Vivek, Shaikha							
3.d)	Retain and grow State party membership	Number of State members is increased		Suggestion: Carl	-						
3.e)	Follow up on the implementation of the membership strategy			Ma							

3.f)	Resolve issues around new membership dues	WG to assess the situation further and based on that, present a report on the status of the dues computation and payment taking into account financial implications, and recommendations for potential solutions		Maud, Ma, Ana	In coordination with FAC And Secretariat	changes to the new Dues Guide that would require electronic voting of the membership					
3.g)	Revision of the Membership Application Form	In Council C107 and in GCC 2, it was stated that the Membership application form needs to be updated (incl. sustainable use policy)		Ramon							
4. Resolutions											
4.a)	Ensuring implementation of all Resolutions and Decisions requiring action by Council (e.g. Decision 145)	GCC to study the reflections, in consultation with representatives from Members, National/Regional/Interregional Committees and the Global Group for National and Regional Committee Development, taking into account the comments received from Members during the online discussion and at Congress, as summarised in the report of the Governance Committee of the Congress. GCC to develop proposals on establishment, operating rules and oversight of National, Regional and Interregional Committees for consultation with the Members and submission to an electronic vote by IUCN Members during the intersessional period.	WCC-2020-Dec-145	Imen, Shaikha							
4.b)	Increase effectiveness and transparency of the motions process	Improved levels of Member participation and confidence in, and management of, Congress and intersessional decision-processes. Proposals will need to be harmonized with those resulting from DEC 148 process and the lessons learnt from 2021 Congress.		Imen, Ana and Ramon			approval reform proposals	e-vote IUCN Members			
4.c)	Improve Congress at the aid of Lessons learned from past editions ²	Council C107 requested the standing committees to prepare for Council approval: a. broad guidance for the next motions process for both the Motions Working Group (when it will have been established) and the Secretariat;	Lessons learned from the Motions process (link to be added)	tbd					Council approval of possible amendments		

² This task goes under category of Statutes revision and Resolutions.



7th Meeting of the Governance and Constituency Committee, 17 January 2023

Agenda Item GCC7/..

Consideration of 12 membership applications

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to **MAKE A RECOMMENDATION** to the IUCN Council on the 12 following membership applications:

Eleven (11) new membership applications, which have been filed by 30 September 2022, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations;

One (1) membership application from the British Association for Shooting and Conservation, for which consideration of the application was deferred by the 108th Council meeting in November 2022, until additional information on the applicant's activities, is received.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council **APPROVES** or **DEFERS** or **REJECTS** the admission of xx Members.

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is governed by the [IUCN Statutes and Regulations](#) (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 12 membership applications and to make a recommendation to IUCN Council. As per the admissions process, all applications were shared with IUCN Members (Regulation 14).

1. Eleven (11) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to the IUCN Council on the 11 new membership applications which have received no objections from IUCN Members. See **Annex I** for the list of applications. *In the table of Annex I, click on the link in the right hand column to open the application form with the information provided by each applicant, the endorsement letters, feedback received from due diligence process and the assessment form completed by the Secretariat when reviewing membership applications.*

These 11 applications were submitted by the deadline of 30 September 2022 and circulated to IUCN Members on 11 November 2022. Members had until 9 December 2022 to submit an objection (Regulation 15). No objections were received.

2. One (1) membership application deferred for consideration by the 108th Council meeting in November 2022

The Governance and Constituency Committee is requested to make a recommendation to the IUCN Council on the membership application from the **British Association for Shooting and Conservation, UK**. The application was deferred for consideration, by the 108th Council meeting in November 2022, until additional information on the applicant's activities is received.

The Secretariat was asked to i) seek more clarity from the proponent on the shooting element (quality reference of activities including a baseline and a quantitative assessment of the organization's conservation efforts), and ii) ask SSC for input and iii) share other additional information received.

The applicant was contacted and provided the relevant information. In addition, the Chair of SSC, Jon Paul Rodriguez, was asked for feedback on this applicant. Unfortunately, no response has been received to-date.

The additional information received is available in **Annex I**.

*Following Council decision [C/94/13](#), Councillors and National/Regional/Interregional Committees are requested to answer a set of questions on each new submitted application. The feedback received for some of the applications is available through the links provided for each application in **Annex I**. Additional questions to applicants, also endorsed by Council in May 2018, are answered directly by the applicants through the application form, also available through the links in **Annex I**.*

**12 membership applications to be considered by GCC in January 2023
including 1 deferred membership application**

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 membership application deferred from 108th Council on 29 November 2022								
West Europe	12	The British Association for Shooting & Conservation	BASC	United Kingdom	https://basc.org.uk/	National NGO	IN/788 Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l'UE, Belgium (Federation of Associations of Hunting and Conservation of Wildlife of the European Union) IN/1615 Nordic Hunters' Alliance, Denmark	BASC



Meeting of the Governance and Constituency Committee, 17 January 2023

Agenda Item GCC7/..

Change of category or name of IUCN Members

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to:

1. Make a recommendation to the IUCN Council regarding the request from one IUCN Member to change their membership category.

DRAFT COUNCIL DECISION

On the recommendation from the GCC, the IUCN Council

1. APPROVES the request from one IUCN Member to change their membership category (as per table below).

Background

1. Change of membership category of one current Member organisation

According to Regulation 21 of the IUCN Statutes:

On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.

The change of membership category of the following Member need to be considered:

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

The **Environmental Defense Fund, USA**, admitted in 1984, has requested to move **from the National NGO category to the Affiliate category**, due to the increase of their membership dues, following the dues reassessment process in 2021.

Report of the WG on Membership dues

I. History of the Working Group meetings

- Membership Dues 1: 1 April 2022
 - Membership Dues 2: 12 April 2022
 - Membership Dues 3: 26 August 2022
 - Membership Dues 4: 5 December 2022
 - Membership Dues 5: 17 January 2023
 - The above was supplemented by a separate meeting between the Chair of the Working Group and Jon Paul Rodriguez
- The working period was not easy as the agenda was busy for the members and the secretariat, due to multiple international meetings (COPs).
- In addition, one member of the working group left during this time.
- There are several options discussed. The five proposals are detailed below.

II. Proposals for the January 2023 council

Prior remarks

The working group worked in an iterative way according to the supplements received on the payment. We have a financial report since the beginning of the year 2023.

WG members discussed 4 potential options to propose to the council on the issue related to COVID-19, membership dues increase as well as the venue-based organizations.

1. Venue-based organization (includes zoos, museums, universities, botanical garden and aquariums)

- Clearly define “Venue-based organization” and identify and use only part of the expenditure dedicated to conservation activities rather than the total expenditure of the organization. Jon Paul Rodriguez suggested using a similar methodology to that used by AZA (Association of Zoos and Aquariums). He will provide further information on the methodology. [More information on AZA](#).
- Explore, when appropriate, the possibility of venue-based organizations with affiliated non-profit organizations (NPO) seeking IUCN membership for the affiliated NPO.
- The WG noted that the NPO would need to take on the conservation activities of the organisation and would need to apply for membership as an independent legal

entity. The original organisation would cease to be a Member upon its voluntary withdrawal of IUCN membership.

- Of the 7 Members that have changed their membership category since 1 January 2022, all have changed from National NGO to affiliate and cited an increase in membership dues for the change. Three of these Members are venue-based organisations. See table below.

Table: Category changes: NGO → Affiliate since 1 January 2022

Member	Date of Change	Dues Change
Dutch Society for the Preservation of Nature Monuments	May 2022	Increase from group 5 (CHF 5,353) to group 10 (CHF 20,620)
Royal Zoological Society of Antwerp	May 2022	Increase from group 2 (CHF 713) to group 10 (CHF 20,620)
Society for the Protection of Nature in Israel	May 2022	Increase from group 3 (CHF 1,338) to group 10 (CHF 20,620)
Paul G. Allen Foundation, USA	May 2022	Increase from group 2 (CHF 713) to group 10 (CHF 20,620)
Zoological Society of London, UK	Nov 2022	Increase from group 4 (CHF 2,678) to group 10 (CHF 20,620)
Smithsonian Institution, USA	Nov 2022	Increase from group 5 (CHF 5,353) to group 10 (CHF 20,620)
Environmental Defense Fund, USA	Jan 2023	Increase from group 3 (CHF 1,338) to group 10 (CHF 20,620)

Legal implication:

In order to include a specific category of membership dues for venue-based organizations, it is necessary to amend the IUCN Membership Dues Guide adopted by Members by electronic vote in February 2021 and modified in September 2021 at Congress to include subnational governments (hereafter the Dues Guide). Pursuant to Members’ decision of February 2021, this amendment shall take place by electronic vote before the next Congress. Since the notion of venue-based organization does not specifically exist in IUCN’s Statutes and Regulations but only the NGO and INGO categories, there will be a need to clearly define what the term venue-based organization in the Dues’ Guide. The change to the Dues’ Guide would be effective as from its adoption by IUCN’s Members. Depending on the definition and the potential implications on membership applications there may also be a need to revise the Statutes and regulations to include this sub-category of membership.

2. Sports organization

- Understand the income stream and if there are organization's membership fees that are not used to fund the normal operating expenditure of the organisation, exclude those costs funded by the membership fees when calculating the IUCN membership fee. This would apply in particular for sports federations (hiking associations, underwater sports...)

After the discussion at GCC, it is recommended that this issue should be addressed when the WG works on the definition of the Venue-based organization and include the analysis and definition of the Sports organization in the above exercise.

Legal implication:

Same as above.

3. Provide an exceptional exemption for members who have had financial difficulties due to COVID-19 to remain as members without payment for 2020-2021.

As the mandate and the task of the WG includes recommending potential solution to address the financial difficulties encountered by Members due to COVID-19, the below proposal was discussed by the WG.

- Freeze the payment of 2020 and 2021 dues of the members who could not pay their dues due to COVID19 provided that they pay their 2022 dues by the end of 2023 and continue to pay their annual dues for subsequent years.

It is important to clarify that:

- a) this concerns the period 2020-2021 only. Members will still have to pay their membership fee for 2022. It is the payment of the 2022 and subsequent year's dues that demonstrates their interest in remaining a member of IUCN.
- b) to lighten the workload of the secretariat and the costs involved, but also because it is difficult to have the expertise to assess the difficulties encountered in each country and the rules in force during the COVID, this will NOT involve any particular request to the members regarding their financial difficulties.
- c) it should be noted that if Members have expressed the wish in 2020 - 2021 or later to leave IUCN, this decision does not apply.
- d) Please note a similar option was granted in 2021 for Members that had financial difficulties in paying their 2020 dues: Members were offered the option to delay the payment of their 2020 dues until the end of 2021 by making self-declaration that they

were under financial hardship. Ten Members made such a declaration and none have subsequently paid their 2020 dues.

- The proposal made here is intended to purge the issue of covid-related difficulties

Analysis and implications:

- Members who have not paid their fees in 2020 or 2021 represent a total of CHF 648,070 in fees. But the members of the working group made five points about this factual situation
 - a) the outstanding dues of 648,070 CHF for 2020 and 2021 is not necessarily recoverable in full for IUCN.
 - b) for the record: 54 Members have not paid their 2020 dues and 209 Members have not paid their 2021 dues
 - c) the WG recalls its commitment not to lose members
 - d) the WG recalls its concern to show solidarity for this period, in particular with members in the global South
 - e) this would provide an incentive for members to pay 2022 dues and the subsequent years.
- This would change the Council decision of 2017 (decision C/93/13). Namely, the rescission process that takes place every two years, i.e. in 2023, as decided by Council in 2017 (decision C/93/13), which means that all Members with unpaid dues up to and including 2021 will have their rights terminated by Members in 2023 on the condition that payment of all unpaid dues up to and including termination (i.e. 2023) is not made within one year, these Members will be removed (in 2024). If we adopt this proposal, we would have to adapt the rescission process.
- There is no provision in the IUCN Statutes to waive a member's dues. This is an exceptional decision based on internal Council jurisprudence. (jurisprudence to be interpreted for the year 2021 and 2020 which is subject to discussion)
- If members have paid during the period, it is because they were able to do so. The WG recognise the effort of each member to have participated in financing the union and this has been a collective effort for each member, which is why the WG propose there should be no refund of dues already paid.

Kindly note that GCC in their discussion recommended not to pursue this option.

4. Incremental phased approach of the increased membership dues payment (Members in Categories B & C only)

- Members who are facing over [100% or 300% or 500% or 1000%] increase of membership dues to implement the increase in a phased approach.
- Members in these high-increase category, will for example, pay 25% of the increase in 2022, 50% in 2023, 75% in 2024 and 100% in 2025.
- This would not change the new dues guide which was voted by Members already, but will change how IUCN will implement the new dues guide (in an incremental manner).

Analysis and implications

- Financial: The table below shows the projected income loss to IUCN:

	Members with increases 100-299%	Members with increases 300-499%	Members with increases 500-999%	Members with increases ≥ 1000%	Total
Income loss from invoicing 25% of the increase in dues in 2022	136,367	79,309	208,658	182,987	607,322
Income loss from invoicing 50% of the increase in dues in 2023	90,912	52,873	139,106	121,992	404,881
Income loss from invoicing 75% of the increase in dues in 2024	45,456	26,436	69,553	60,996	202,441

- The above losses would need to be recognised in the relevant financial years. IUCN's budget for 2023 and 2024 would need to be adjusted accordingly.
- Administrative costs: This option would lead to increased administration costs to adapt the IUCN invoicing system. Both to inform the members how much of their membership dues would be for 2022 as well as the two coming years and to take account of those Members that have already paid 100% of the increase in 2022. Based on the experience of the membership dues reassessment process, this would require 2 full time staff for 6 months to implement, adding more than additional CHF 100,000 to the cost.
- The most important principle of the new IUCN membership dues and the reassessment process was to improve the equity of membership payments across the Union. Dues for non-governmental organisation and indigenous peoples' organisations are based on their total annual expenditure. Therefore, larger organisations pay higher dues than smaller organisations as the former has a greater

capacity to pay. Altering this approach will affect the very principle of promoting equity in IUCN.

- Kindly note that 344 Members saw reduction in their membership dues after the new membership dues was introduced and the reassessment took place. The incremental increase could also lead to members arguing incremental reduction in dues for those that had reduced dues. This would create even more complication and added administrative cost.
- The IUCN statutes do not include any provision for a phased increase. Kindly see below for legal implication.

Legal implication: If I understand the proposal correctly that this would mean accepting that part of the Dues due by certain Members pursuant to the Dues' Guide are not paid by IUCN Members in a given year, this proposal would be contrary to the IUCN's Statutes and Regulations as well as to the Dues Guide itself that came into force immediately after its adoption in 2021. Any decision in the sense of reducing the amount normally due or of extending the grace period before a rescission would need to be decided preferably at the time of the rescissions to be decided by IUCN Members with a two third majority for the reasons mentioned above and would need to be justified in comparison of the other cases submitted for rescission.

Based on the above analysis and recommendation of GCC and FAC, the Working Group proposes the introduction of a payment plan over a period (without an exemption of any membership dues) for Members facing over 100% increase in membership dues that have not paid the 2022 dues.

5. Taking into account the consequences of the different points, it is requested to make an evaluation report with qualitative and quantitative indicators (region - category of members by annual budget) presented at the end of 2023 and including the balance between 2020 and 2023 and recalling the effects of each decision

Current Dues Payment Status

As of 16 January 2023, 70% of all Members have paid their membership dues for 2022. While 67% have paid from those Members facing a change in dues because of an updated assessment of their expenditure, as per the new Member dues guide. Of those Members facing significant increases in dues:

- 74% of the 141 Members with a dues increase of 100-999% have paid, this means 36 members did not pay.
- 41% of the 22 Members with a dues increase of 1000+% have paid. This means 13 members did not pay.

III. Final recommendation of the Working Group and the GCC

After discussing the report of the Working Group on Membership Dues and taking account of the points of view of GCC members, the legal advisor, members of the FAC and Secretariat; the GCC recommends:

1. The Working Group with the support of the Secretariat develops a proposal to operationalize Membership dues for the special case of venue-based organisations which includes:
 - a. A definition of what is a venue-based organisation ensuring it includes zoos, museums, universities, botanical garden, aquariums, and sports organisations.
 - b. A methodology for calculating the dues, possibly based on that used by Association of Zoos and Aquariums. (consultation with the organisations concerned on these proposals will be organised)
 - c. A consideration of applying any dues change retroactively to 1 January 2022.
 - d. A consultation with Members.

With the intention that the analysis is completed by May 2023 and a timeline set for remaining steps.

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. IUCN introduces a payment plan for Members that have not paid their 2022 dues and faced a membership dues increase of over 100%.
4. 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. Encourages members who would like to see changes to the membership fees guide to propose a motion for the next Congress 2025.



Director General Update to Council

C108 Part II

From May 2022 onwards

INTERNATIONAL UNION FOR CONSERVATION OF NATURE





Overview

1. Union work
2. International Positioning
3. Programme work
4. Resource mobilisation and partnerships
5. Secretariat Management



Chapter 1: Union Work





Highlights

Members

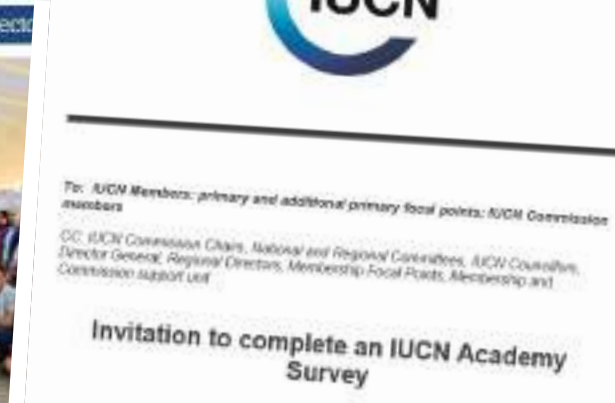
- IUCN welcomed two new State Members: Republic of Maldives (May 2022), and Portugal (October 2022)
- 12 x DG messages in IUCN Digest since May 2022.
 - Engagement and response rates from Members is very positive; there's an appreciation for the DG keeping Members up to date on fortnightly basis.
- DG held 50+ face-to-face meetings with Member organisations since May 2022
- Welcome Pack for new Members updated, translated and in process of being socialised via Membership Focal Points.
- Members invited to engage with IUCN at COPs, to participate in IUCN initiatives (e.g. IUCN Academy), and to attend Member-specific events at international gatherings
- Launched the Contributions for Nature Platform (7 July) to IUCN constituents and implemented a communication campaign to engage IUCN constituents to enter information into the platform.
- Working with the IUCN Commission on Education and Communication (CEC) on the development of a pilot version of the Digital Member Zone; target launch early Q2 2023.



Dear Members,

It is a time to come together to say before we go to work: Building a more-positive economy and such leaders and change-makers will gather to build a new world which will then allow the measurement of progress. It is generally much easier, which was a notion what participated in the IUCN Developing World (IUCN) Forum: the new positive approach was just released, and I'm thoughts – all members IUCN is the essential step!

It is one of the many IUCN events that show our 2022-2023 members' commitment. We will conduct the 2023 IUCN WGS, Our International Exchanges...



To: IUCN Members: primary and additional primary focal points; IUCN Commission members

CC: IUCN Commission Chair, National and Regional Committees, IUCN Councilors, Director General, Regional Directors, Membership Focal Points, Membership and Commission Support Unit

Invitation to complete an IUCN Academy Survey

Dear IUCN Members and Commission members,

The IUCN Commission of the Director General

Its aim is to transition professional their central



To: IUCN Members: Heads of organization; primary and additional focal points

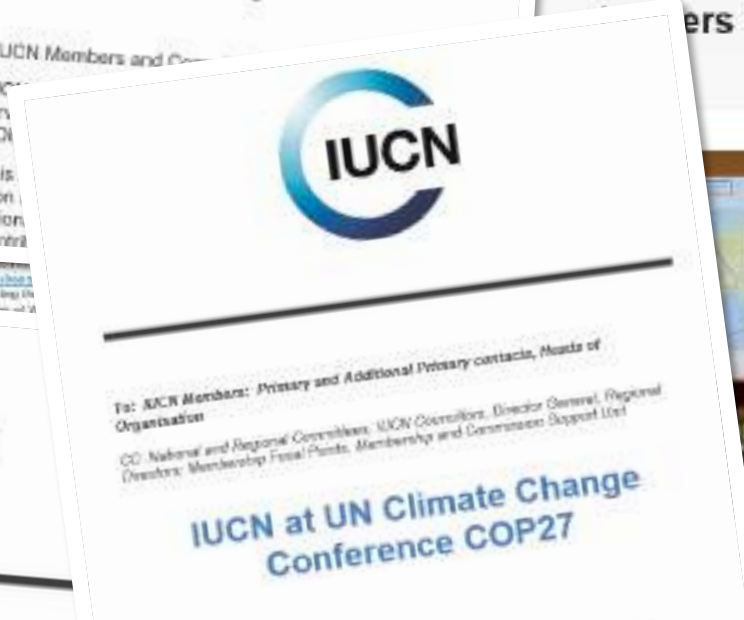
CC: National and Regional Committees in Africa; IUCN Councilors for Africa; Director General; Regional Directors in Africa; Membership Focal Points; Membership and Commission Support Unit

African Protected Areas Congress

Invitation to an IUCN African Members Cocktail event

Dear IUCN Members in Africa,

Africa's biodiversity is immensely rich - it comprises a quarter of the planet's biodiversity...



To: IUCN Members: Primary and Additional Primary contacts, Heads of Organisation

CC: National and Regional Committees; IUCN Councilors; Director General; Regional Directors; Membership Focal Points; Membership and Commission Support Unit

IUCN at UN Climate Change Conference COP27

Dear IUCN Members,

From 6 to 18 November 2022, the 27th session of the Framework Convention on Climate Change (UNFCCC) will be held in Sharm El Sheikh, Egypt.

IUCN will be participating in the event, and we invite you to join us in building a strong UNFCCC partnership.



To: IUCN Members: Primary and Additional Primary contacts, Heads of Organisation

CC: National and Regional Committees; IUCN Councilors; Director General; Regional Directors; Membership Focal Points; Membership and Commission Support Unit

IUCN at the Convention on Biological Diversity



Spotlight on the new membership category



Mr Young Hun Oh and Dr Bruno Oberle formally establish the Partnership

Photo: Jeju Province / Ministry of Environment, ROK / IUCN

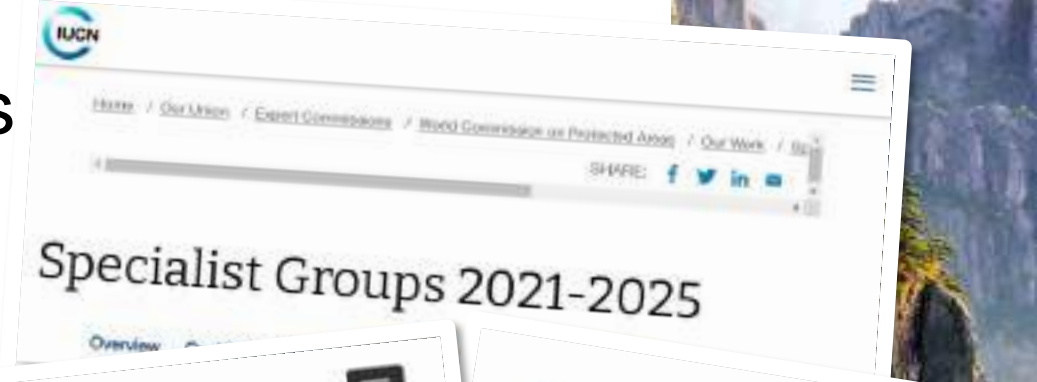
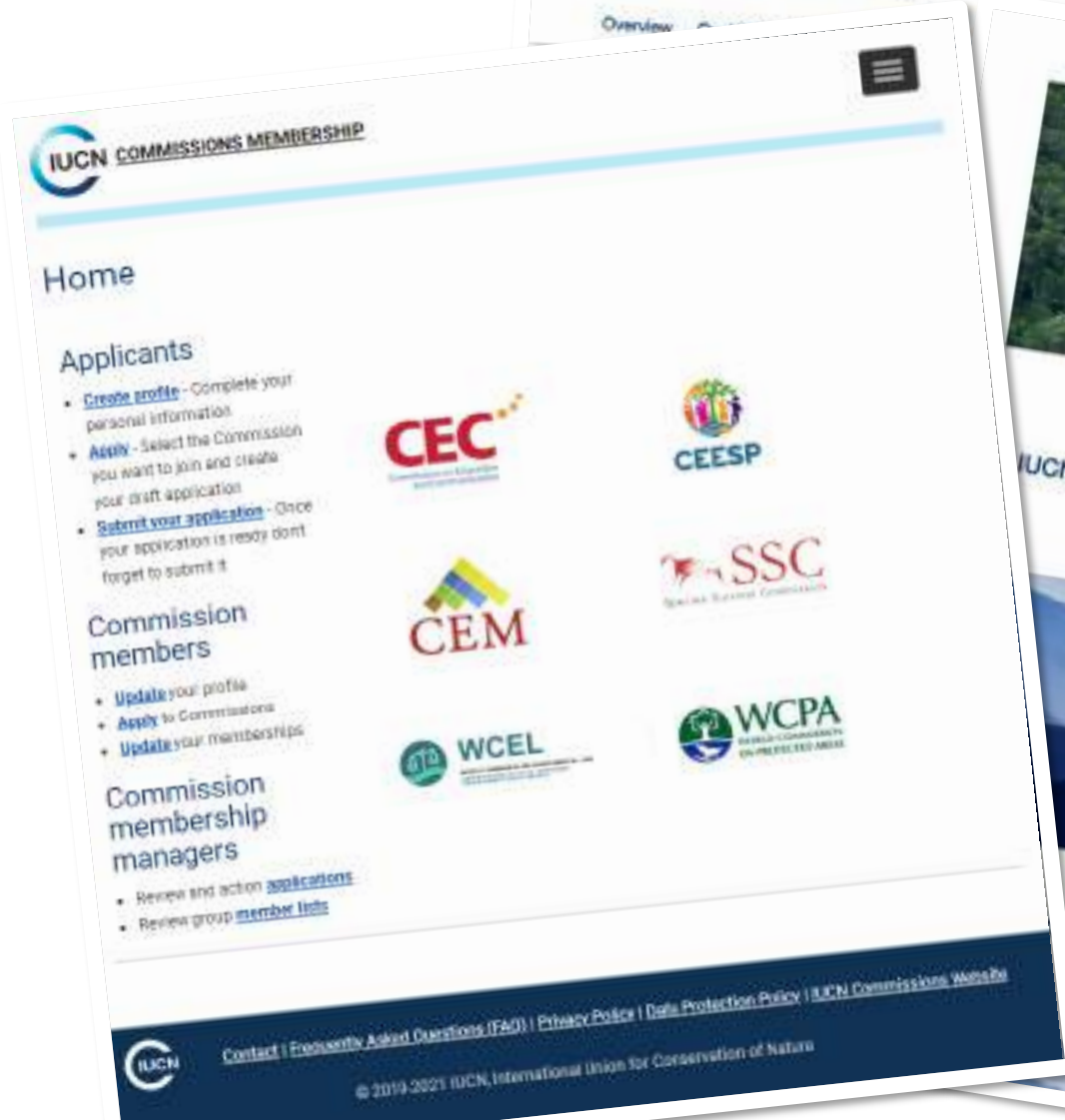
- 12 subnational government members to date; ongoing discussions with many more (e.g. Cape Town)
- IUCN [launched a Nature Province Partnership](#) of regional government members during the Leaders Forum in Jeju, Republic of Korea.
 - Including roundtable discussions with Mayors and subnational governments in Jeju.
 - High interest in the network – with the aim to exchange lessons learned
- Under the Subnational Climate Fund Initiative (SCF), a regional workshop jointly with SUR and ORMACC Regional Offices and the Centre for Economy and Finance was carried out in Quito, bringing together National Designated Authorities (NDAs), subnational governments and climate and sustainable finance institutions.
- 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) – with tailored engagements for our different membership categories. For more info, please see 2023 Draft Workplan





Highlights – support to Commissions

- Implemented additional features to the Commission Membership System and Union Portal functions (e.g. establishing a two-way communication within the commissions, etc)
- Simplified amonisation process for recruiting new Commission Members
- Supported the Interim Chair on appointment of the Commission on Climate Crisis Interim Steering Committee members and the development of the Commission's terms of references.
- All specialist group web pages (in English) for all Commissions were published (Q4)
- A new onboarding guide for new Commission Chairs, Deputy Chairs and Executive Officers was developed (Q4)
- Additional resource for Commissions – in the process of recruiting a Commissions Communications Assistant



IUCN Parks Congresses

- The second **Asia Parks Congress**, held from 24-29 May 2022 in Sabah, Malaysia represented a true “One Programme” effort and took place with close collaboration among the Secretariat (ARO and Conservation Action Centre, Commissions – WCPA and CEC, and Members – Sabah Parks).
 - Over 1,200 participants from 49 countries participated. The Congress led to the adoption of the Kota Kinabalu Declaration.
 - A partnership agreement between IUCN Asia and Esri was also signed at the APC

- IUCN co-convened the inaugural **Africa Protected Areas Congress (APAC)** in partnership with State member Government of Rwanda and NGO member African Wildlife Foundation (AWF)
 - APAC was attended by over 2,400 participants from 84 countries – 51 which were African.
 - APAC culminated with the Kigali Call to Action
 - APAC helped shape the continent’s conservation agenda. APAC arguably influenced the recent positive endorsements of the 30x30 concept from a number of African states.
 - At the Congress, indigenous voices demanded an end to colonial conservation; pathways and actions were provided on promoting equity and rights through protected and conserved areas; and rangers from all over the world received international ranger awards.
 - The DG had 28 bilateral meetings at APAC – mostly with State and government agency members from across the continent



From left to right: Madhu Rao, IUCN WCPA Chair; Datta Jobby Arora, Minister of Tourism, Culture and Environment, Odisha; Datta Santhoshina Dk Jeffrey Klingens, Deputy Chief Minister, Minister of Agriculture and Fisheries, Sabah; Dr Gerardo Aguilar, IUCN Deputy Director General

Oslo International Environmental Law Conference

- WCEL successfully hosted its 3rd International Environmental Law Conference at the University of Oslo. The conference focused on the Transformative Power of Law: Addressing Global Environmental Challenges.
- The conference brought together innovative thinking and practice on how legal tools can be improved, advanced, amended or changed



Leaders Forum

- The first edition of the IUCN Leaders Forum high level event series focused on 'Building nature-positive economies and societies'.
- Content partners included One Youth World, GCF & the Task Force on Nature related Financial Disclosures (TNFD)
- The Forum (400 participants) brought IUCN members from government, civil society, Indigenous people's organisations together with leaders from business and finance industry. This effort – of going beyond the conservation community to bring about transformational change – was recognised and appreciated by members present in Jeju.
- IUCN released a working paper on defining nature positive. Members of the Commission on Ecosystem Management (CEM) were consulted on the draft paper, as well as a number of Members who champion the 'nature-positive' slogan, including WWF International.
- A number of [recommendations](#) and partnerships came out of the Forum;



IUCN Missions – highlights

Jordan and Royal Commission of AlUla

- The DG, DDG Regions, and Regional Director for West Asia conducted a field visit to one of ROWA's project locations in Al Ramtha, Jordan. Project is in cooperation with the Jordanian Ministry of Agriculture and the Italian Ministry for Foreign Affairs and International Cooperation (note: IUCN State member in Jordan is the Ministry of Environment).
- IUCN Regional Directors met in the Kingdom of Saudi Arabia. Their visit was part of a larger mission for IUCN to develop a strategic and cross-sectoral partnership with The Royal Commission of AlUla – a government agency Member since February 2022.



Canada and the United States

- DDG Programme, Thematic Centres colleagues and the Regional Director for North America visited members and partners in Ottawa, Canada and in the US.
- Nature has increased in prominence in Canada's domestic and international agenda, with NbS promoted both domestically and as part of Canada's Official Development Assistance, particularly as a tool to help deliver on climate mitigation and adaptation objectives.
- Follow-up is underway with Global Affairs Canada, Environment and Climate Change Canada, Agriculture and Agri-Foods Canada, Oxfam Canada, City of Ottawa, Parks Canada and other IUCN Members.

- In the US, priorities identified included strengthening IUCN's advisory role with USAID by building on new areas of work (such as climate change adaptation) using the AGENT model, working with IUCN members on operationalising 30X30, as well as positioning IUCN's technical assistance on NbS across government agencies and CSO members.





Contributions for Nature Platform

- Contributions for Nature Platform was mandated by IUCN Members at 2021 IUCN World Conservation Congress in Marseille
- The Platform draws upon key IUCN knowledge and data products, such as the Red List, the Species Threat Abatement and Restoration (STAR) Metric derived from it and the Restoration Barometer.
- As of Jan 2023, already documents 4,132 contributions from 126 IUCN Members, and has been accessed so far by approximately 2,200 users.



"Credit to IUCN, as we see the pieces joining to feed into reporting contributions on implementation of the global biodiversity framework by different stakeholders. Together, we will be able to monitor progress, so that we are able to take stock and adjust as we go."

- Elizabeth Mrema, Executive Secretary of the UN's Convention on Biological Diversity



"The Platform is a way for Members to contribute their voices for nature through their conservation actions and aspirations on the ground, and provides a mechanism to see what others are doing and make connections."

- Chris Mahon, Chair of the IUCN Global Group of National and Regional Committees



Documents

Add Contributions

View Contributions

EN FR ES

Welcome to the IUCN

Contributions for Nature Platform



- Resolutions implementation stock take
 - In November 2022, the Secretariat conducted an extensive Resolutions implementation stock take, that goes beyond the statutory reporting requirements (for the latter, see Report on Resolutions, Agenda item 2.3 of C108 Part II)
 - Currently, Resolutions' implementation relies on the efforts of the focal point in charge. In the past, not all Resolutions were implemented; and
 - The ambition is to elevate the importance of Resolutions
 - Picking up Resolutions from the past (re the WCEL one on Rights of Nature)
- Overall, there has been significant progress. Implementation has started on 84% of Resolutions, with a substantial portion more advanced.

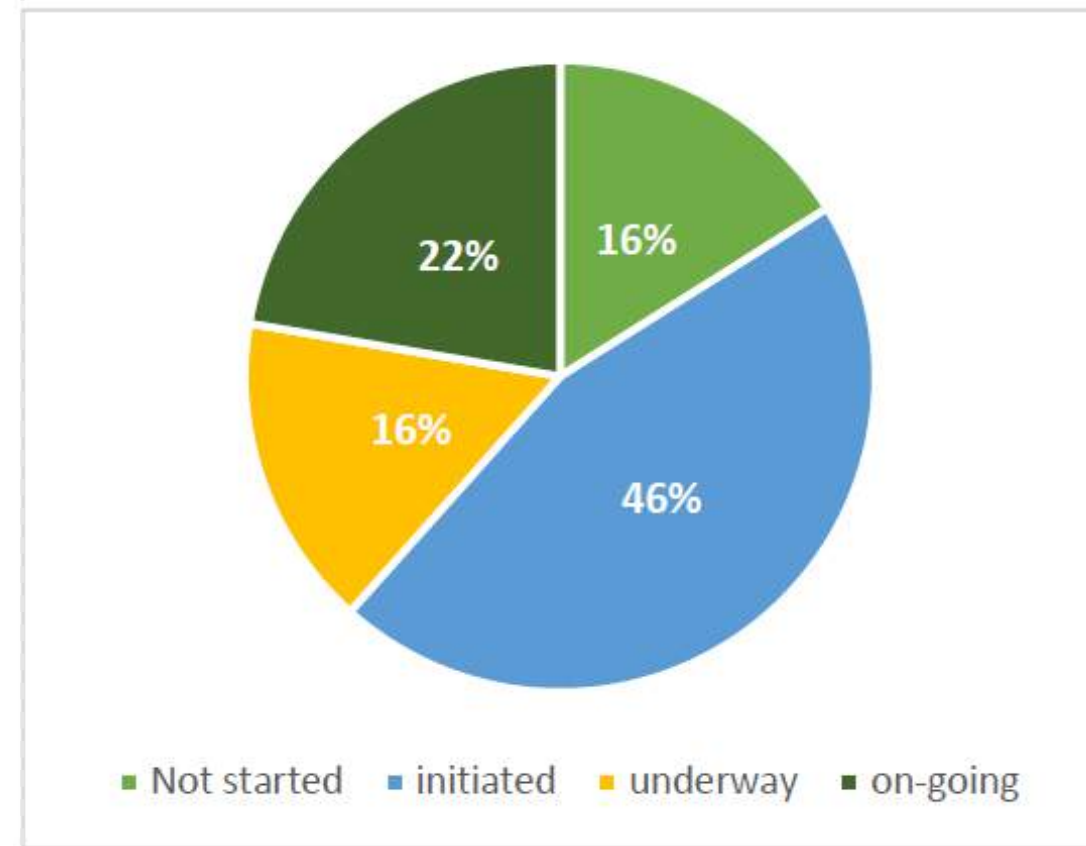


Figure 1: Implementation status in November 2022

Not Started: Implementation not started

Initiated: First stages of implementation

Underway: Implementation well advanced

Ongoing: Implementation consisting of repetitive, recurrent action (attending meetings, reporting, etc)



Resolutions

- Percentage of each IUCN constituent involved in Resolution implementation
 - Members: 82%
 - Commissions: 76%
 - Secretariat: 79%
- 59% of Resolutions were carried out in a One Programme approach
- 198 Members were identified as actively involved in implementation process (see graph below)
 - Category A: 37 Members
(17.5% of all Category A Members)
 - Category B: 149 Members
(13% of all Category B Members)
 - Category C: 6 Members
(24% of all Category C Members)
 - Category D: 6 Members
(11.5% of all Category D Members)





Resolutions – Cost of implementation

- In September 2022, Secretariat focal points were asked to estimate costs of implementing Resolutions.*
- Results:
 - Median total cost of a Resolution: USD\$750,000
 - Median cost for requests to Secretariat: USD\$272,500
- In 90.7% of cases, external funding will be required

** Recommendations were not included, as they do not call for IUCN action*



Chapter 2: International Positioning



High-Level Political Forum (July – New York, USA)

- IUCN participated in the High-Level Political Forum, which is the main UN platform on sustainable development. The Forum has a central role in the follow-up and review of the 2030 Agenda for Sustainable Development and the SDGs at the global level.
- IUCN Developed and published a dedicated webpage [IUCN@HLPF2022](#)
- IUNC intervened at the SDG15 (Life on land) review session on Monday 11 July
- IUCN also recorded an official IUCN statement, which was submitted to the General Debate
- IUCN convened a knowledge dialogue/side event on new conservation technologies together with WCS and France
- IUCN also organised a side event on scaling ocean conservation and economic development through regional blue bonds
- Met with the Dutch Special Envoy for International Water Affairs to ensure IUCN has a clear role in the run-up to the 2023 UN water Conference





14th meeting of the Conference of the Contracting Parties to the Ramsar Convention on Wetlands (COP14) and 19th meeting of the Conference of the Parties to CITES (COP19)

Ramsar

- IUCN is the host of the Ramsar Secretariat, and is also an International Organisation Partner to the Ramsar Convention. As such, it was important for
- Dedicated webpages for was launched: [IUCN @Ramsar COP14](#)
- Influenced Strategy Paper; Delegation Materials; Opening Statement; Advised Parties
- Influenced range of Resolutions on NBS, MEA Synergies, mangroves, Regional Initiatives, WCF, and lessons to learn on Review of Resolutions
- IUCN led IOP (Ramsar International Organisation Partner) Side Event on Ramsar Sites at Risk and took part in 10 more side events (including launch of CEM book 'Wetlands and People at Risk')
- Ensure an IUCN role in Scientific and Technical Review Panel, Strategic Plan 5 process underway

CITES

- IUCN delegation consisted of 35 people from the Secretariat and 14 SSC Specialist Groups.
- IUCN coordinated and delivered species expertise to support CITES Parties decision-making.
- **Principal contributions:**
 - [Position paper for the CITES COP19](#)
 - The Analyses of the Proposals to Amend the CITES Appendices
 - Conservation status of rhinos report.
 - IUCN Position Paper for CITES CoP19.
 - IUCN organised 12 side-events and presented in four.
 - IUCN delegates made 16 interventions on agenda items and proposals.
 - IUCN submitted eight information documents.



UNFCCC SBSTA/SBI 56

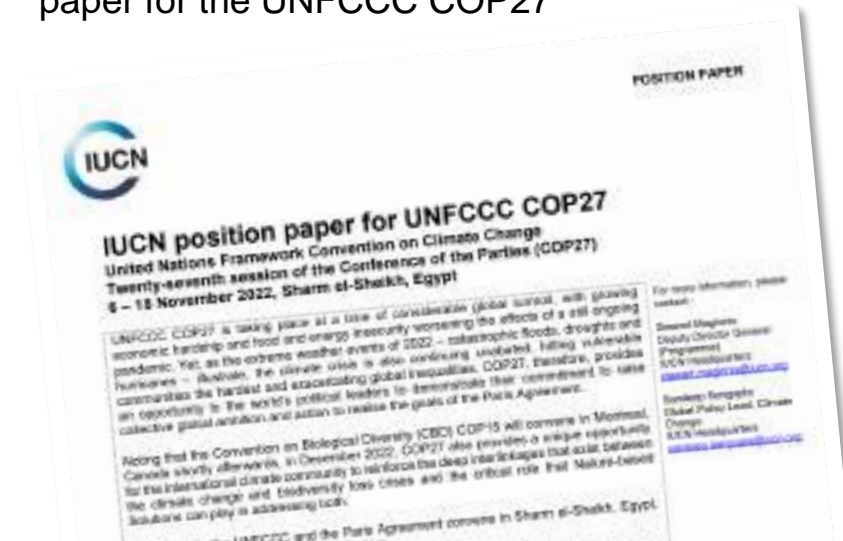
(Bonn, Germany, June 2022)

- IUCN continued to position nature central's role in the global discussions to prepare for the UNFCCC COP27
- The importance of NbS was highlighted in the First Global Stocktake (GST) technical dialogue, and IUCN led a side-event titled "Nature-based Solutions to Climate change: Unpacking their potential and pitfalls"
- IUCN also delivered a scene-setting intervention in the Glasgow Dialogue on Loss and Damage
- IUCN delegation members spoke in 6 side events and submitted 3 posters for the SBSTA Research Dialogue



Other preparations leading up to COP27

- Climate-biodiversity- NbS sessions were organised for the IUCN Leaders Forum in October
- In the lead-up to UNFCCC COP27, IUCN held [regional-level 'NbS socialisation' webinars](#) that would give a basic briefing to IUCN Members on the concept, application and policy uptake of NbS
- IUCN contributed to the [UNFCCC's Standing Committee on Finance Forum on Finance for NbS, Part II](#) (Cairns, Australia, 26-28 Sep)
- Work was continuously undertaken with the Egyptian COP27 Presidency and Germany on the ENACT Initiative for Nature-based Solutions, which was launched at COP27
- Prepared and widely disseminated the IUCN position paper for the UNFCCC COP27





UNFCCC COP27

- IUCN actively participated at COP27 through its official delegation (Secretariat staff, Commission members, Council members), and also through Secretariat+Commission members on other national/observer delegations
- IUCN delegation involved in **~50 events** (e.g. *The Great Blue Wall: Accelerating and Scaling Up Ocean Action in the Western Indian Ocean*)
- Nature-based Solutions explicitly recognised in COP27 decision text. UNFCCC Parties are now asked “to consider, as appropriate, **nature-based solutions** or ecosystem-based approaches... for their mitigation and adaptation action while ensuring relevant social and environmental safeguard”
- Such NbS recognition will help ensure policy alignment for joint delivery across all three Rio Conventions, facilitate stronger implementation of NbS at scale, provide greater confidence to ongoing NbS efforts undertaken by both state and non-state actors
- COP27 was first Climate COP to have dedicated biodiversity day. On the day, IUCN, Egypt, and Germany launched **ENACT - Enhancing NbS for an Accelerated Climate Transformation**.

- During High-Level Segment, DG delivered IUCN’s statement on the role of nature in addressing the climate crisis
- IUCN, Global Mangrove Alliance, and High Level Climate Champions, set shared target and pathway to drive finance to restore and protect mangroves (**The Mangrove Breakthrough**).
- IUCN participated in activities of the UNFCCC’s *Local Communities and Indigenous Peoples Platform*
- IUCN supported and hosted 10+ events that showcased leadership of Indigenous Peoples and Local Communities, especially women, in NbS
- IUCN had dedicated website for **UNFCCC COP27**



alive.” said Bruno Oberle, Director General of the IUCN.

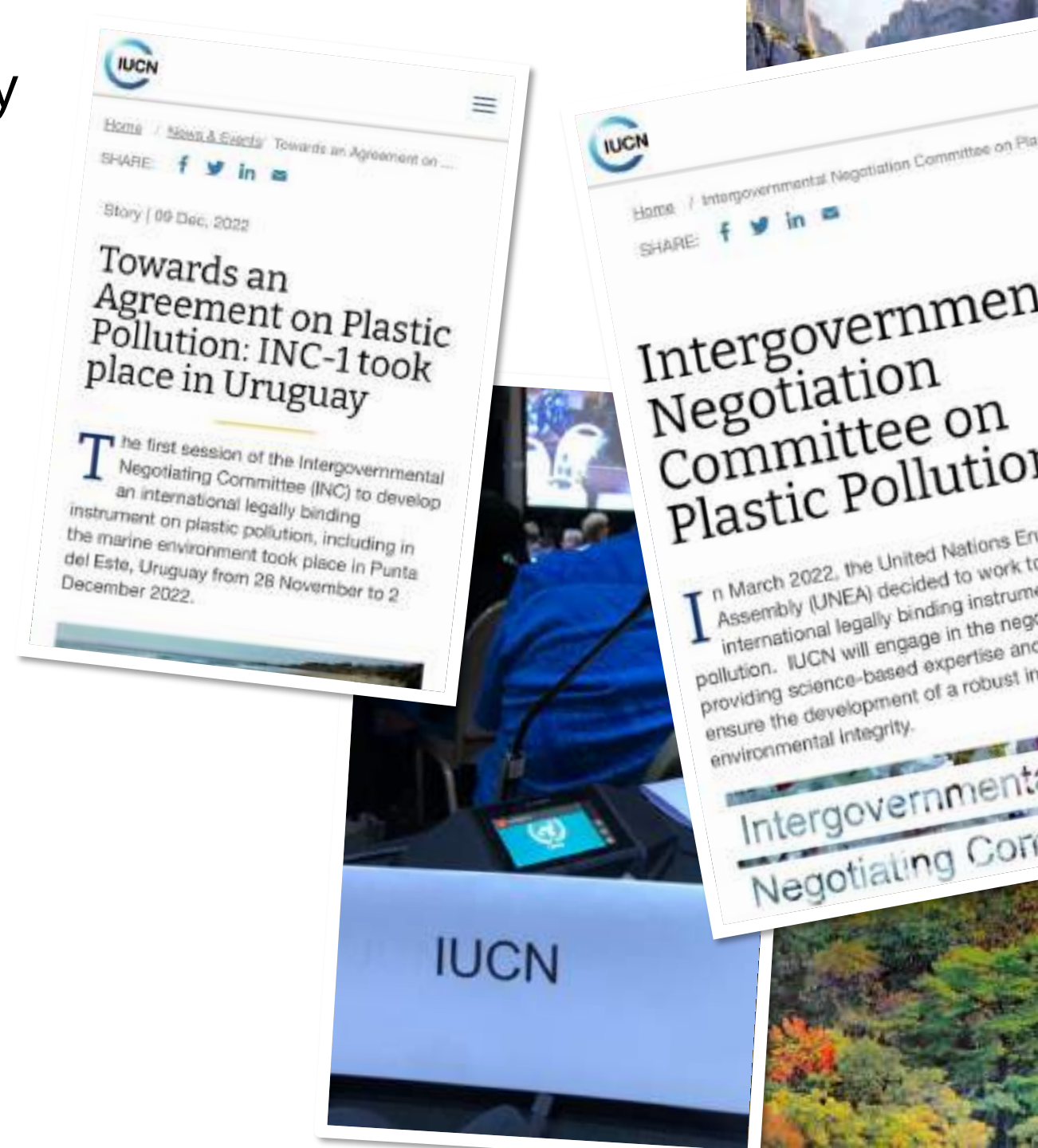
Initiative to further nature-based solutions

On November 16, the Egyptian COP27 Presidency, Germany and the IUCN launched Enhancing Nature-based Solutions for an Accelerated Climate Transformation (ENACT), an initiative that aims to coordinate global efforts to address climate change, land and ecosystem degradation, and biodiversity loss through nature-based solutions. The initiative will also produce an annual ‘State of Nature-based Solutions’ report to update COP28, which will be conducted next year in the United Arab Emirates.



INC-1 Plastic Pollution Treaty

- The IUCN delegation (a strong collaboration between Secretariat and WCEL) participated in the first meeting of the Intergovernmental Negotiating Committee on Plastic Pollution (INC-1) and at the Multi-Stakeholder Forum in Punta del Este Uruguay in November and December.
- Led a 1st INC hybrid webinar (focus on small island and developing states (SIDS)) on 17 November.
- Created an [INC information website](#), drafted and posted IUCN's [position paper](#), and circulated five WCEL [legal briefs](#) for negotiators.
- Moderated roundtables at the Multi-Stakeholder Forum, and engaged with governments and civil society stakeholders
- Delivered [two statements](#):
 - 1) Formal statement highlighting the key points of the position paper
 - 2) Statement on the scope, objectives, and structure of a future agreement, and key considerations to be taken in relation to National Action Plans.





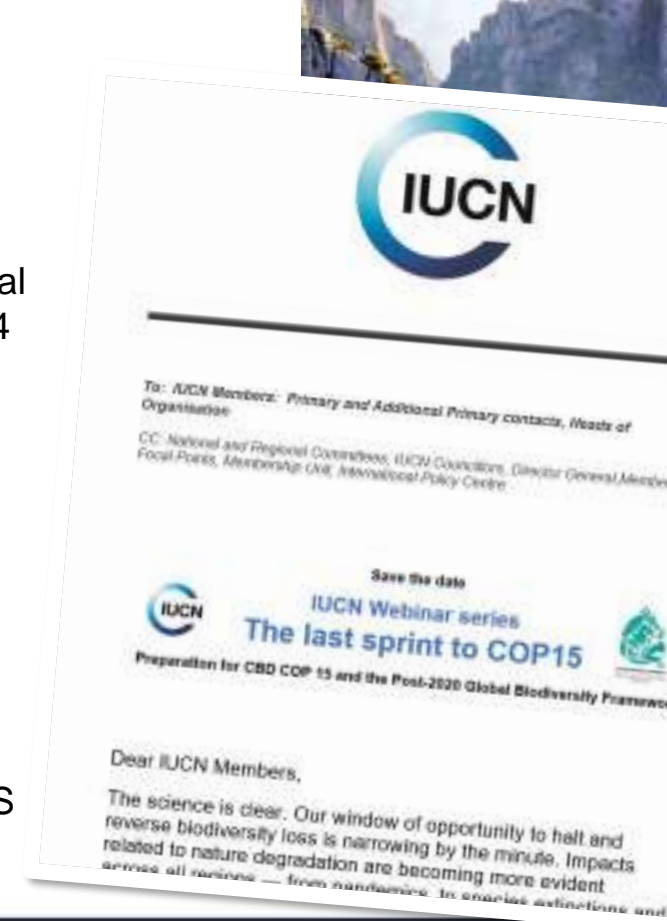
CBD COP15

OEWG4 (Nairobi, June 2022)

- IUCN position paper developed, consulted (including with PPC) and widely distributed
- 4 briefs published on Gender, NbS, Target 18 (subsidies), & Target 19 (Resource mobilisation)
- 4 IUCN interventions from the floor were coordinated, approved and delivered (Goal A, implementation mechanisms, Action Agenda, closing statement)
- A [blog](#) (based on IUCN's closing statement) was published, highlighting the urgent need for action

Presentations made to socialise and amplify IUCN's Post-2020 GBF position

- IUCN Spanish National Committee event (Avila, Spain, 19 May)
- Subnational governments, IUCN Spanish National Committee -CEIDA joint event (Galicia, Spain, 14 June)
- Asia Nature Forum, IUCN Regional Committee, South and East Asia (virtual event, 17 June)
- Geneva Environment Network event - "Nature-based Solutions and the Post-2020 Biodiversity Framework (28 June)
- In the lead-up to CBD COP15, IUCN held [regional-level 'NbS socialisation' webinars](#) that would give a basic briefing to IUCN Members on the concept, application and policy uptake of NbS
- Organised series of webinar briefings for IUCN Members, National and Regional Committees and Council, and CBD National Focal Points and negotiators in the runup to CBD COP15



CBD COP15 (and OEWG-5)

- IUCN position paper (updated to reflect OEWG-5) developed and widely distributed
- Was part of briefing for the CBD COP15 via the Geneva Environment Network
- Created a [dedicated website](#) for IUCN's presence (physical and virtual) in CBD COP15, part 2
- Created a calendar of [official IUCN side-events](#) (28) and [IUCN events at the Nature Positive Pavilion](#) (22)
- Open DG letter to IUCN Members in all three languages, and distributed it ahead of COP15
- IUCN delivered a statement to plenary on how the Union will help galvanise urgent action to deliver on the Global Biodiversity Framework
- Strengthened bonds with Members at Members' Reception (Co-hosted by the Canadian Committee for IUCN). Around 200 attended the networking function
- Launched IUCN Red List update
- Launched report that Nature-based Solutions could generate 20 million new jobs
- Published an IUCN Statement on the adoption of the Kunming-Montreal Global Biodiversity Framework on day CBD COP ended, and widely disseminated it to Members



Chapter 3: Programme work



Impact Target 1: Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature

- The Regional Forum "[Indigenous Peoples, Protected Areas and Other Effective Conservation Measures \(OECM\)](#)" showcased the significant contributions of indigenous peoples to biodiversity conservation efforts. (May)
- The DestiMED PLUS project, which supported the creation of ecotourism experiences in Mediterranean protected areas, [concluded](#). IUCN is one of the partners in this project. (June)
- The Ninth Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES 9), held in Bonn, Germany, [incorporated extensive IUCN data and expertise](#) in its Sustainable Use Assessment. In particular, it underscored the importance of fostering the sustainable use of wild species. (July)
- IUCN-Med, with SPA/RAC and WWF North Africa, organised a gender workshop with Libyan stakeholders in the framework of the Med programme Child project 3.1 on “Management Support and Expansion of Marine Protected Areas in Libya” (Dec)



Impact Target 2: Equitable and effective governance of natural resources at all levels to benefit people and nature

- IUCN Youth Strategy launched (May)
- A Marine Biodiversity Advocacy workshop for Coastal Fisheries Communities was co-hosted with the Fijian Ministry of Environment. (May)
- The Rio Doce Panel took part in the [Int'l Association for Impact Assessment Annual Conference](#) in Vancouver, showing how participatory governance is needed for the recovery of degraded ecosystems and biodiversity conservation. (May)
- IUCN launched a 2022 call for proposals under the USAID-funded [Resilient, Inclusive and Sustainable Environments \(RISE\) grants challenge](#), receiving 375 applications. Up to six projects (USD 100,000–400,000 each) will be funded. (June)
- The Rio Doce Panel conducted its final activities in Brazil, including its last field trip. (July)
- In the framework of the [PPI-OSCAN and TransCap programmes](#), 17 CSO from North Africa, 4 of them IUCN Members, were selected as beneficiary associations of the [TransCap programme, met in Morocco](#) to foster cooperation on biodiversity conservation and local development. (Nov-Dec)

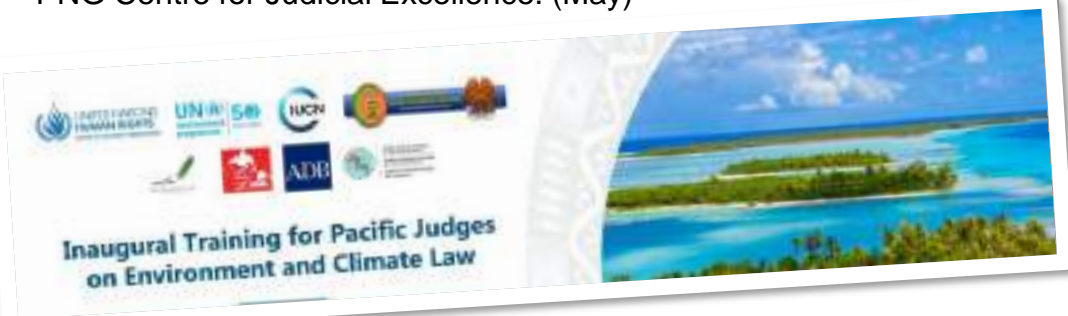


Impact Target 2: Equitable and effective governance of natural resources at all levels to benefit people and nature

- At CBD COP15, the IUCN Secretariat, IUCN Commission on Environmental, Economic and Social Policies (CEESP), the IUCN Councillor for Indigenous Peoples, the Swedish International Development Cooperation Agency (SIDA), the Network of Indigenous Women and Biodiversity, and the Abyala Indigenous Forum, held the forum [“Defending the Defenders: Environmental Justice Beyond the Implementation of the Post-2020 Global Biodiversity Framework”](#), which served as the launching date of the joint project financed by SIDA “Advancing towards effective conservation and territorial management with a right-based approach” to be implemented in Latin America. (Dec)

Impact Target 3: Enhanced realisation and enforcement of the environmental rule of law

- 50 Pacific Judges from Papua New Guinea, Vanuatu and Fiji were [trained on environment and climate law](#). The session was organised by IUCN in collaboration with the UNEP Asia-Pacific Regional Office, Pacific Regional Office of the UN-OHCHR and the PNG Centre for Judicial Excellence. (May)



- At a high-level forum marking the 50th anniversary of the legally binding World Heritage Convention (Bergen, Norway), the Norwegian Ministry of Climate and Environment extended for six more years its support of the World Heritage Leadership Programme, a partnership between ICCROM, IUCN, and the ministry (Sept)
- Recommendations were provided to update legal texts on the trafficking of live endangered species in the countries of Benin, Burkina Faso, Ghana, Guinea, Niger and Senegal. (Q3)
- IUCN co-produced the [World Wildlife Trade Report](#), which gives insights and analysis into the global trade in animals and plants that are regulated under CITES. (Nov)
- Drafted the Guinea Bissau Mining and Quarrying Code, related to the exploration, exploitation and commercialisation of extracted mineral products. (Nov)
- More than 200 students and teachers were educated on how to implement land degradation neutrality when conducting fieldwork. The training was done at the Nazi Boni University in [Burkina Faso](#) and in Ghana. (October)
- 101 professionals (including 18 women) involved in the chain of control and surveillance of wildlife crime in the 16 ECOWAS member countries and Mauritania received capacity development and, as a result, are better able to handle cases related to the fight against wildlife crime during their operations. (Q4)
- At CITES COP19, IUCN and TRAFFIC jointly conducted an analysis of proposals to amend the species listed within the CITES Appendices I and II. (Nov)



Impact Target 1: Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.

- The [Joint Charter of Commitments for Mediterranean Posidonia beaches](#) was launched. This aims to create stakeholder network that conserves Mediterranean beaches with *Posidonia oceanica* seagrass. (May)
- Published “[Reptiles and amphibians of the State of Kuwait](#)” (May)
- IUCN developed the [Selva Maya Strategy 2030](#), which was launched by the Central American Commission for Environment and Development, jointly with the Protected Areas entities of Mexico, Guatemala and Belize. It sets the path to strengthen Protected Areas in Mexico, Guatemala and Belize, and prioritise investments at the regional level. (June)
- IUCN released the first 2022 update of the [IUCN Red List of Threatened Species™](#). The Red List now includes assessments for 147,517 species, of which 41,459 are threatened with extinction. (July)
- Signed KBA Partnership MoU on behalf of IUCN with Planet to help monitor status of KBAs globally using high resolution satellite imagery. (Q4)
- [The GCF funded TREPA](#) (Transforming Eastern Province through Adaptation) project in Rwanda saw its technical launch in December 2022. The CHF 31.16 Million project seeks to restore approx. 123,606 ha and 58,569 ha with high and very high degradation levels respectively. (Dec)
- The project “Forest restoration in North Macedonia and Albania” was approved with the support of Swedish Postcode Lottery (CHF 623,583) for forest restoration and sustainable management in North Macedonia and Albania (Dec)



Impact Target 2: Thriving production landscapes are sustainable, and nature’s value and benefits are safeguarded in the long term.

- IUCN began 5-year membership of the European Advisory Group on Sustainability of Food Systems (June)
- IUCN answered the EU open public consultation on the Sustainable Food System Framework Initiative. (Q3)
- IUCN participated in the [Sere conference](#) about Nature-based Solutions and soil and landscape restoration. (Sep)
- IUCN participated in the AMNC knowledge transfer workshop, where discussions were held on innovation on transhumance economic sustainability, ecotourism, and other potential values. (Q3)



Impact Target 2: Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.

- Collaboration was undertaken with the national governments of Peru, Ecuador, and Colombia. Within the IKI project “Scaling Up EbA in rural Latin America”, no-regret EbA measures were implemented with local actors, such as reforestation actions and strengthening nurseries. (Q3)
- 268 ha of rice cultivation land in Guinea Bissau was restored. (Q3)
- In India, a state-level workshop for “Accelerating the global transition to sustainable agriculture” was conducted on 10 November to build consensus between conservation and agriculture sectors.
- GEF7/Drylands project "Development of an integrated system to promote the natural capital in the dryland of Mauritania, Technical proposal was approved by the GEF - US\$ 3 913 626 (Q4)

Impact Target 3: Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

- The Urban Innovation Priority Project – supported by an institutional investment – was formally launched (May)
- European Commission approved a EUR 10 million proposal: “Natural capital accounting: Measuring the biodiversity footprint of products and organizations” (June)

- [Making Nature's City Toolkit](#) was launched in June 2022. It aims to educate urban designers, planners and policy makers on how to integrate nature into the built environment.
- Implementation of common framework for measuring effective management of natural capital in cities was advanced via [presentation of IUCN's Urban Nature Index](#) to municipal representatives of Curridabat (Costa Rica), Panama City, Mexico City, and Comitán de Domínguez (Chiapas, Mexico). (Sept)
- IUCN, IOC, United Nations Environment Programme, in collaboration with the CBD Secretariat, signed the Sports for Nature Framework at the CBD COP15. This framework will bring together sports federations, leagues, clubs and events to protect and avoid damage to important species and habitats, restore key ecosystems, create sustainable supply chains, and educate and inspire the wider sporting community to take action for nature. (Dec)



Impact Target 1: The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.

- IUCN [signed an MoU with the Albanian government](#) to declare a National Park on the Vjosa River and its tributaries (June)
- [Several events dedicated to the Aaos/Vjosa River were organised](#) to present the results of IUCN’s studies on the best protection for the Aaos catchment, and to promote transboundary cooperation for a wild river national park in Greece and Albania (Sept)
- IUCN began [rehabilitating riparian forest](#) in the Potrero Caimital Biological Corridor to increase water availability and limit the entry of sediments and nutrients into rivers (Aug)
- At UNFCCC COP27, Parties recognised – for the first time – *“the critical role of protecting, conserving and restoring water systems and water-related ecosystems in delivering climate adaptation benefits and co-benefits”* ([Decision 1/CP.27](#) and [Decision 1/CMA.4, preamble](#)) and emphasised *“the importance of protecting, conserving and restoring water and water-related ecosystems, including river basins, aquifers and lakes”* – with the decisions also urging Parties *“to further integrate water into adaptation efforts”* ([Decision 1/CP.27, para 21](#) and [Decision 1/CMA.4, para 43](#)).
- As part of the Reconnecting Iberian Rivers project, the IUCN Centre for Mediterranean Cooperation launched a web story and a report on the freshwater biodiversity in the Douro river basin in Portugal and Spain. This provides knowledge on the biodiversity of the river. (Nov)



Impact Target 2: Equitable access to water resources and all associated ecosystem services are secured.

- IUCN was selected to lead GEF-8 Integrated Programs for the Meso America Forest Biome, and for the Indo-Mayan Forest Biome. This will allow IUCN to tackle drivers of environmental degradation and advance systems transformations. (Oct)
- IUCN worked on the development of public policies for Lenca – the largest indigenous community in Honduras – on public participation in protected areas’ governance, as well as conducting capacity-development on transboundary water governance and diplomacy for Honduran decision-makers (Q3)



Impact Target 2: Equitable access to water resources and all associated ecosystem services are secured.

- A study tour to Delta de l'Ebre in Spain was organised for participants from the Buna protected area, representing the regional and national authorities, the management committee and local civil society organisations. It was followed by a week of trainings and events in Albania, and covered the Green List Standard, sustainable fishing, the tourism and visitor experience, and community education programs presented by the colleagues from Skadar Lake National Park, Montenegro. (Q4)
- IUCN was selected by UNDP and the governments of Ecuador and Peru as the Executing Agency for the GEF project “Integrated Water Resources Management (IWRM) for the Implementation of the Strategic Action Programmes and the National Strategic Action Plans in the Puyango-Tumbes, Catamayo-Chira and Zarumilla Transboundary Aquifers and River Basins in Ecuador and Perú” to protect the water supply that is essential for the region’s socio-economic development and the integrity of its ecosystems. (Q4)



Impact Target 3: Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

- Building River Dialogues and Governance Programme (BRIDGE) – Fifth phase was launched (increasing the investment to CHF 26 million, with current co-financing and leveraged investment of almost CHF 102 million) (Q3)
- IUCN Secretariat and Members INCA and NAPA organised [the Buna Fair in Albania](#), a community engagement event that helped create a sense of ownership and mobilised local community and youth for wetland conservation. (June)
- IUCN helped create two micro-basin councils led by indigenous women in the Western Guatemalan Highlands, to [promote women’s effective participation in governance structures](#) for integrated watershed management. (Aug)
- Launched the [Indo-Burma Wetland Outlook 2022](#) report, which highlights the loss of wetlands in the Lower Mekong region and its consequences for biodiversity, climate and the wellbeing of 250 million people. (Q4)



Impact Target 1: The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.

- An IUCN Delegation (Secretariat, CEM, WCEL and WCPA) took part in High Seas Treaty negotiations (August)
- A report was published: “[Deep-sea Atlas of the Eastern Mediterranean Sea](#)”, the first collective work to compile the existing knowledge about the deepest waters of the Eastern Mediterranean, focusing on the "hidden" biodiversity that it hosts and main threats. (May)
- The Global Mangrove Alliance (a partnership between IUCN, The Nature Conservancy, Wetlands International and World Wildlife Fund), launched their annual report, [The State of the World's Mangroves 2022](#). (Sept)
- Major marine spatial planning communications products were launched in Samoa, which include a review of over 50 laws, treaties, policies and plans, a report on Samoa's Marine Ecosystem Services (worth USD 131 million). (Sept)
- 231 ha of mangrove ecosystem have been restored using exclusively the manual planting method committed by Communities in Guinea Bissau. (Q4)
- IUCN, in collaboration with partners and stakeholders supported the provincial meetings in Fiji. The meetings received delegates from across 22 districts and 140 villages, and members endorsed 15 Offshore Marine Protected Areas (MPA) under the MPA 30 x 30 Commitment. (Dec)



Impact Target 2: Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.

- PANORAMA publication [Solutions in Focus: The Great Blue Wall – Good practices for marine and coastal conservation in the Western Indian Ocean](#) launched at UN Ocean Conference (June)
- [Status of Mangroves in the Western Indian Ocean Region](#) was published as part of “Save Our Mangroves Now!”, joint initiative with BMZ, WWF & Wetlands International (July)
- IUCN organised the [blue carbon forum in Bangkok](#), where mangrove and seagrass experts, policy makers, community representatives, and private sector representatives shared ideas on restoring and conserving blue carbon resources. (Sept)

Impact Target 2: Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.

- International bycatch meeting in Malaga took place. The meeting shares experiences on bycatch data collection, found solutions to reduce bycatch, and discussed how to replicate best practices and set future directions. (Oct)
- IUCN worked with nearly 3,000 artisanal fishermen in Guatemala to [promote good practices for responsible fishing](#). (July)
- The GEF CEO approved the proposal document of the GEF 7 project 'Natural Capital Values of Coastal and Marine Ecosystems in Sri Lanka integrated into sustainable development planning,' with a budget of USD 2.6 million and involving IUCN as the GEF Implementing Agency. (December)
- IUCN and USAID Honduras signed a USD\$15M cooperation agreement to implement the Conserving Coastal Ecosystems project in Honduras aimed to strengthen sustainable livelihoods in the most vulnerable and areas of the country. (Q4)



Impact Target 3: Ocean and coastal processes are maintained as a key foundation for planetary stability.

- A report was published: "[Blue Entrepreneurship Scoping Study for Kenya: Unlocking business solutions that benefit People, the Ocean & Climate](#)" (May)
- IUCN Published an interactive map tackling the impact of microplastics in the Mediterranean ecosystem – [The plastic pollution crisis. Tackling plastic waste in the Mediterranean basin](#) (Q3)
- IUCN attended the 27th Assembly of the International Seabed Authority in Kingston, Jamaica and made critical interventions regarding the 2-year rule for the development of mining regulations, and highlighting [IUCN's Resolution 122](#). (Aug)
- At UNFCCC COP27, IUCN and the Global Mangrove Alliance, in collaboration with UN High Level Climate Champions, set a shared target and pathway for government and non-state actors to drive finance to collectively restore and protect 15 million hectares of mangroves globally by 2030, seeing investments of USD\$4 billion by 2030. (Nov)



Impact Target 1: Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.

- IUCN [published a joint technical report](#), developed by the Friends of Ecosystem-based Adaptation (FEBA), that dives into of the connections between ecosystem-based adaptation and each of the 17 SDGs. (July)
- IUCN produced and disseminated climate-related information to agricultural producers and other stakeholders in Guatemala to help reduce social and environmental vulnerabilities. (July)
- The [First Regional Meeting of the Subnational Climate Finance Initiative](#) (SCF) brought together government and subnational authorities, investors, financial institutions and project developers from several Latin American countries for the financing of climate-resilient infrastructure and Nature-Based Solutions (NbS). (Sept)
- [Under the Kiwa Initiative](#) - 10 grantees were contracted for African, Caribbean and Pacific (ACP) countries and 5 for French Overseas territories (OCTs) at the value of 3.7m euros. These grants support civil society organisations, international NGOs, and governments in implementing NbS to address climate change impacts and strengthen community resilience. (July)
- IUCN signed a NZD\$4,446,920.00 project to support all Pacific countries to adapt to climate change through integrating NbS into regional frameworks, national laws and policies, building awareness and capacity, and strengthening regional cooperation. (Q4)

Impact Target 2: Countries scale up Nature-based Solutions to reach climate mitigation targets.

- A [tree plantation activity](#) was organised in Pakistan to help fight climate change and to implement ecosystem restoration (Sept)
- IUCN visited IUCN Members and partners in Ottawa to help Canada further its capabilities to use NbS as a tool to deliver on climate mitigation and adaptation. (May)
- [PANORAMA Mitigation](#), which compiles tangible and replicable climate solutions for developing, implementing and upscaling measures low-carbon development, was launched at the Global Landscape Forum's GLF Climate conference. (Nov)
- IUCN signed a Grant Agreement to implement the national project "Conserving Coastal Ecosystems Activity" (USD 15 millions) for the period 2022-2026 (in collaboration with USAID). This project in Honduras aims to promote climate change adaptation and mitigation, among other goals (Q3)



Impact Target 2: Countries scale up Nature-based Solutions to reach climate mitigation targets.

- At UNFCCC COP27, the Egyptian COP27 Presidency, Germany and IUCN announced the ENACT Initiative, which will coordinate global efforts to address climate change, land and ecosystem degradation, and biodiversity loss through Nature-based Solutions. It aims to secure up to 2.4 billion hectares of healthy natural and sustainable agricultural ecosystems, and to enhance the protection from and resilience to climate impacts of at least 1 billion vulnerable people. (Nov)

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.

- IUCN organised the first regional meeting for capacity building around the GCF-funded Sub-national Climate Fund took place in Ecuador (Sept)
- IUCN is a co-convenor of the Gender and Environment Data Alliance (GEDA), which improves access to, and the quality of, gender and environment information and data to spur gender-responsive climate action. GEDA was launched in UNGA in New York. (Sept)
- IUCN and Pakistan launched the country's [first-ever Climate Change Gender Action Plan](#). (July)

- IUCN chaired the first and second meeting of the Leadership Group on Biodiversity and Climate under the [European Circular Economy Stakeholder Platform](#) (June and September).
- IUCN co-launched campaign **Indigenous Insights – Stewarding the Earth**, selected [emerging Indigenous women leaders](#), who received mentorship support from established Indigenous women leaders and IUCN to navigate global climate policy at COP 27. (Nov)
- Almost 500 participants from Peru and Colombia were formally trained on Nature-based Solutions and Ecosystem-based Adaptation via projects that aim to use biodiversity and ecosystem services to help people to adapt to the adverse effects of climate change. (Oct-Dec)
- Focal points from Ecuadorian public institutions analysed gender gaps in the country's nationally determined contributions (NDCs), via the project "Gender and Climate Change Action Plan for Ecuador - PAGcc" (Q4).
- The IUCN Secretariat, Members and Commissions supported emerging Indigenous women leaders from Cameroon, Guatemala and Tanzania and emerging women negotiators from Latin America to participate in UNFCCC COP discussions and negotiations on gender and climate change. (Q4)



Chapter 4: Resource mobilisation and partnerships



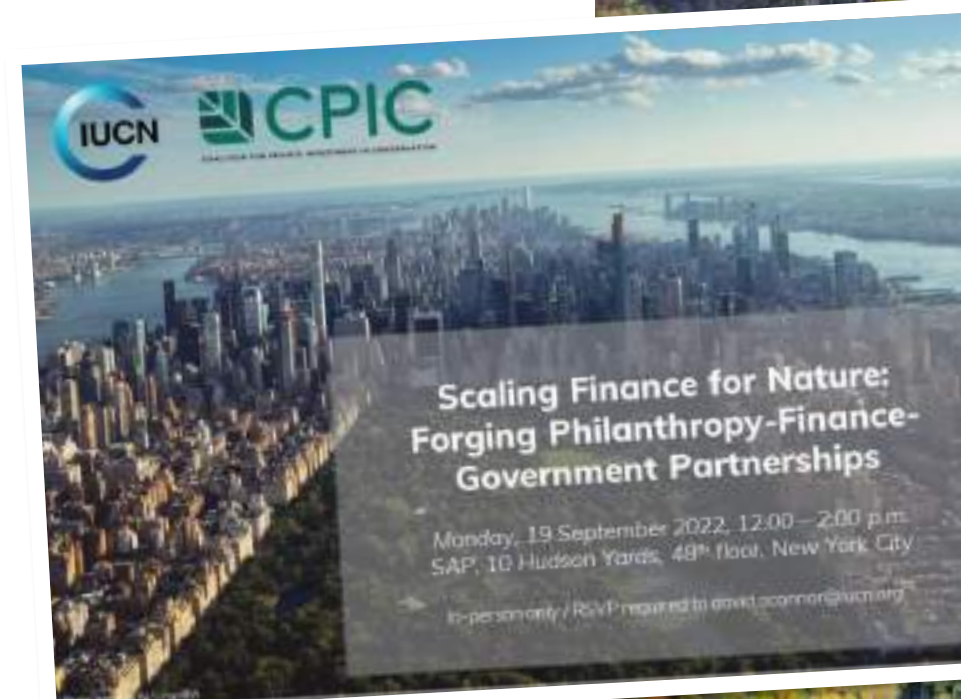


Resource mobilisation

- The German Development Cooperation provided an additional €12.5 million in funding for IUCN's Integrated Tiger Habitat Conservation Programme through a newly signed contract in June. This new contract between IUCN and KfW also guarantees that that the programme will now run until 2027.
- In Guinea Bissau, the GEF Project "Strengthening ecological connectivity in the Dulombi-BoéTchetche complex" (USD \$4,773,101) was approved.
- In June, the European Commission approved a EUR 10 million Euro Horizon Europe proposal, called "Natural capital accounting: Measuring the biodiversity footprint of products and organizations", submitted by a Consortium of which IUCN is a member.

- The Swiss Development Cooperation is now funding the fifth phase of BRIDGE for the next four years – increasing the investment to CHF 26 million, with current co-financing and leveraged investment of almost CHF 102 million
- IUCN and the Coalition for Private Investment in Conservation organised an event during the UN General Assembly week called "Scaling Finance for Nature: Forging Philanthropy-Finance-Government Partnerships"

It brought together government leaders, philanthropists, multilateral development bank senior decision makers, and private financiers, to forge alliances to scale NbS investments



Resource mobilisation

- In September, the Board of the Global Fund for Coral Reefs (GFCR) approved the Sri Lanka GFCR facility project development phase proposal, with the budget potentially growing to USD \$46.5 million over the next 8 years.
- Separately, the Mozambique government approved the Blue Forest Mangrove Restoration for Peace Project (IUCN with Certification role and NbS guidance). IUCN will have approximately USD\$4,000,000 for community projects in the project cycle of 2025-2030.
- IUCN also secured a new three-year EUR 1.8 million programme under the Bahari Mali (Sustainable Blue Livelihoods in the Tanga–Pemba Seascape) Initiative.
- Under the Coastal and Ocean Resilience (COR) programme, USD \$60K was secured (in August) from Mitsubishi to support the future launch of a Great Blue Wall Challenge, EUR 1.5million was secured from BMU IKI (in September) to support Great Blue Wall activities in Mozambique
- IUCN received funds from an anonymous donor for the purposes of, during the Africa Protected Areas Congress, awarding 12 rangers USD\$10,000 each to further their work, with 9 highly commended rangers receiving USD\$5,000
- IUCN DG met KfW in Berlin during their Finance Development Forum, and signed a 3-year MoU and a joint letter of intent for the Forest Action Facility
- IUCN signed funding a agreement with the New Zealand Ministry of Foreign Affairs and Trade to implement the USD\$3 million Pacific Island Nature-based Solutions, under the New Zealand Aid Programme
- At the CBD COP15, IUCN met with the French State Secretary for Environment, Mrs Bérangeère Couillard, and the DG signed a EUR 3-million financing contract for a project “Promoting and strengthening the contribution of seagrass beds to socio-ecological resilience and the development of a Blue Economy in the Western Indian Ocean” with the French Facility for Global Environment (total budget of EUR 10,3 Million)
- At UNFCCC Cop27, a bilateral meeting was secured between IUCN President and PON Andrew Forrest, resulting in an expression of interest to support the Red List (US\$ 5-million concept note developed and shared)



Patrons of Nature

- IUCN Patrons of Nature Yann Guichard and Dona Bertarelli launched a Sports for Nature partnership with IUCN in October 2022. The commitment was USD\$ 3 million.

This partnership will help sports organisations mitigate negative impacts on biodiversity and climate and encourage them to take concrete steps to protect biodiversity.

- During the IUCN Patrons of Nature 2022 Annual Meeting, held in New York during the UN General Assembly week, Indigenous peoples' issues captured attention, with particular expressions of interest to engage and support the [Stewarding the Earth campaign](#) from the Rockefeller Foundation and Synchronicity Earth
- At the same meeting in New York City, HSH Prince Albert II of Monaco pledged €600K for the Red List



Framework partnership

- At UNFCCC COP27, IUCN and the government of the Grand Duchy of Luxembourg signed a four-year Framework Partnership agreement (EUR 500,000 in core funding each year).

This builds on Luxembourg's longstanding support of IUCN's efforts to scale-up innovative finance approaches for nature – including its role as the first seed donor to the Blue Natural Capital Financing Facility (BNCFF)



Partnerships

- During the UN Oceans Conference in July, IUCN and Blue Forest Company [announced a partnership](#) designed to accelerate ocean conservation, mangrove reforestation and regenerative economic development in the Western Indian Ocean as part of the Great Blue Wall initiative. Work will begin in Mozambique
- IUCN partnered with [Instagram influencer Noonoori](#) to promote the work of many IUCN initiatives in her unique voice to 400,000 followers. This allowed IUCN to reach a completely new global audience.



- The International Centre on Space Technologies for Natural and Cultural Heritage (HIST) and IUCN signed an MoU for [collaboration on Space Technologies for natural World Heritage conservation](#) in July.
- The COP27 Presidency Initiative Sharm el Sheikh Partnership for Nature-based Solutions [was launched at COP27](#) in November. This is a partnership between the Egyptian COP27 Presidency, the Government of Germany, and IUCN. This initiative will bring coherence to and strengthen collaboration between existing NbS efforts and partnerships.

Its aims include enhancing the protection from and resilience to climate impacts of at least 1 billion vulnerable people, including at least 500 million women and girls.



- As part of the EU Pillar assessment process, IUCN underwent an audit, which it passed positively and favourably. IUCN now fully meets the requirement for what is termed “indirect budget management” – a mechanism similar to the implementing agency mechanisms of GEF and GCF. This will allow IUCN to access additional EU funds needing to respond to specific requests for proposals. **The next step is to enter into an agreement with the EU for indirect budget management.**
- The DG visited IUCN’s Nordic Framework Partners in June, and held key meetings in Sweden, Finland, Norway and Denmark with Framework Partners, Ministers of Development and Ministers of Environment as well as with IUCN Members.
- The €3-million framework agreement with the French Development Agency (Agence française de développement) was signed
- New proposal (US\$3-million for Nature-based Solutions knowledge and capacity-building) refined, submitted and approved At UNFCCC COP27
- IUCN signed an MoU with the International Federation of Red Cross and Red Crescent Societies (IFRC) to initiate a new area of work to NbS to address humanitarian challenges
- At UNFCCC COP27, an MoU was signed between IUCN ESARO and the Ministry of Energy and Mineral Development of Uganda on the ‘Sustainable management of natural resources in energy transition pathways





Communications

- IUCN new website went live in June 2022 on schedule
- Created a dedicated website for the IUCN Leaders Forum in Jeju, Republic of Korea
- IUCN featured in 3,000+ media articles that referenced CBD COP15 in December 2022
- Published Crossroads blogs by
 - [Panama's Minister of Foreign Affairs](#)
 - [New Chair of Climate Crisis Commission](#)
 - Membership and Commission members (on [results of decade of research on bear bile farming](#))
 - Member ([on using local knowledge to achieve global conservation goals](#))
 - [President of International Council on Mining and Metals](#)
- IUCN Red List updates:
 - July press release: At least 3,831 media articles in 126 countries (among the highest figures of any IUCN release since records began in 2016)
 - December press release: At least 2,212 media articles in 124 countries
- Provided comms support to Asia Parks Congress and Africa Protected Areas Congress
- IUCN branding: Developing quality designs for enhanced visual identity templates. Final templates set for delivery end-Jan 2023.
- More highlights:
 - 40,469 media hits, incl. 291 in IUCN target media (Quarter 3)
 - 120+ media queries, 100% answered (Quarter 3)
 - 1,815,822: Social media reach (Quarter 3)
 - 2,139,535: Social media reach (Quarter 4)



Chapter 5: Secretariat Management

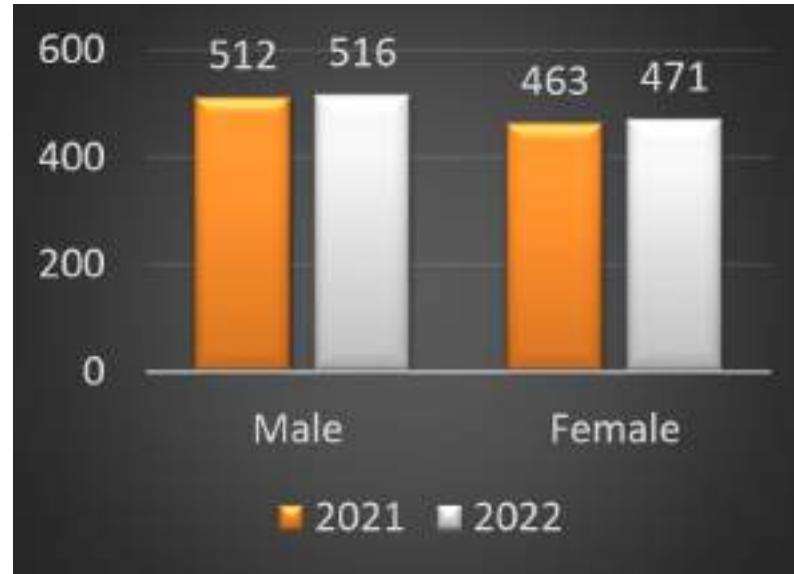


- Turnover

- Secretariat turnover rate is within not-for-profit sector norms
- Across all sectors in 2020, voluntary turnover decreased and involuntary turnover increased, as many employers laid off staff due to Covid-19 pandemic. The latter did **not** happen at IUCN Secretariat
- After pandemic peak, voluntary turnover increased sharply across all industries. The IUCN rate is slower than average

- Gender ratio

- Ratio of female staff members in 2022 showed a slight increase of 1% when compared with 2021



- Recruitments
 - Ramsar Secretary General, Dr Musonda Mumba, who began in October 2022
 - Regional Director, Regional Office for Europe, Boris Erg (began Nov 2022)
 - Regional Director, Regional Office for West Africa, Nana Oumou Toure-Sy (begins Q1 2023)
 - Head of the Human Rights in Conservation, Mayté González Sánchez (began Sept 2022)
 - Head of the Conservation Management Assurance Thematic Team, Liza Murphy (begins Jan 2023)

- Investments in staff development programmes
 - Performance development Training of Trainer delivered
 - Performance Development Programme training sessions for Gland-based staff completed
 - Began leadership coaching for new leaders

Programme Performance, Monitoring & Evaluation

- 3 regional MEL Coordinators were recruited and onboarded (PACO; ORMACC+ORO, ARO+ORO)
- Risk management trainings organised for worldwide Secretariat
- [IUCN Annual Report](#) in EN, FR and ES published





Knowledge Products Report – Strategic Roadmap

23 December 2022

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Chapter 1. [Purpose of document](#)

The purpose of this document is to respond to the [Council Decision](#) of its Extraordinary meeting, held on 28 September 2022. It is intended to serve as a first step towards the development of a Union-wide Strategy on IUCN Knowledge Products.

Chapter 2. [Introduction](#)

IUCN is a recognised provider of nature and conservation-related knowledge, data and standards used to guide nature conservation efforts globally. The Union relies on and continuously generates data, information and knowledge from across its Membership, Commissions and the Secretariat. This includes data and Knowledge Products (KPs) as well as formal publications under IUCN's current official identifiers (ISBN and ISSN). Over the years, IUCN KPs have gained prominence worldwide and contribute to a wide range of global analyses on the status of the natural world and the measures needed to safeguard it.

Today, governments, private sector and investors are under increased societal pressure to manage environmental risks and strengthen Environmental, Social and Governance (ESG) practices. Assessing and measuring impacts on nature and progress of conservation is a complex undertaking, and many stakeholders struggle to find the right metrics and data that would help them determine whether they are nature-negative or -positive. The existing IUCN KPs have a degree of uptake and utility; however, there is potential to extend, systematise, improve and integrate IUCN's KP offering, in the strive to achieve IUCN's conservation mission.

It is evident that the Union has been attempting to address this matter for more than a decade. Throughout the years, KPs have been developed independently and do not necessarily “speak to each other”; there is also currently no strategy on KPs, nor on knowledge management more generally, despite the numerous Congress Resolutions on this topic since the early 2000s. The Union has pursued an organic growth and fragmented approach to knowledge management, and in September 2022, the need for a more comprehensive and strategic approach to managing KPs was identified by Council as a priority.

In 2021, in a pre-empted attempt to tackle this challenge and therefore for internal purposes only, the Director General commissioned [a strategic review of IUCN data products](#). The review was shared with Council via the [Director General's Report to Council meeting 107](#) in early 2022. For ease of reference, the Review is also found in [Annex 1](#) of this report. In summary, the findings suggest that there are major opportunities for increased uptake and impact, including: 1) use by corporates for impact assessment, target setting, reporting and disclosure; 2) use by financial sector for screening of investment portfolios; 3) increased use in agribusiness, forestry, and fisheries, where certification is the main sustainability approach but there has been limited incorporation of IUCN KPs; and 4) increased use by governments for integrating national biodiversity and climate strategies.

It is within this context that an IUCN strategy on KPs should be developed. All existing IUCN KPs involve extensive work with and contributions from the Commissions, and many also involve Members; as such, a Union-wide strategy would require the buy in of all IUCN constituencies. Through the development of a clear Union-wide strategy on KPs, IUCN aims at securing adequate, predictable and flexible funding to maintain, improve and integrate existing KPs, and develop new ones, as necessary. A KP strategy would help deliver the IUCN Programme, service the Union, and reduce institutional risks.

This report. For readability purposes, the body of the report has been kept as succinct as possible. More detailed information and descriptions can be found throughout [Annexes 1 to 6](#).

Knowledge Products in IUCN Statutes

The term “Knowledge Product” is neither referred to nor defined in IUCN’s statutory documents. There are, however, numerous references in the Statutes and Regulations to objectives, roles, mechanisms and activities of the various components of IUCN that are directly or indirectly related to what is currently understood as a Knowledge Product (Article 2, 3 (d) and (g) and bis of IUCN’s Statutes; and Regulations 2 (b), (d), (e), (f), (I)).

In order to attain its objectives to “influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable” (Article 2 of IUCN’s Statutes), IUCN, among others, “encourages research related to the conservation of nature and natural resources and disseminates information about such research” and “provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenario” (Article 3 (d) and (g) of IUCN’s Statutes). “In working towards the objectives outlined in Article 3 (g) of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold high standards of scientific work and other knowledge systems and will be free from undue influence or conflict of interest in this regard.” (Article 3bis of IUCN’s Statutes).

A legal analysis of knowledge and KP-related references in our Statutes is found in [Annex 2: Knowledge in the IUCN Statutes – rapid legal assessment](#).

Knowledge Products in IUCN Resolutions

Throughout the years, the Members’ Assembly (i.e. Congress) has adopted many Resolutions and Recommendations that relate to KPs. Relevant Resolutions can be classified into two main categories: i.) Resolutions that provide general guidance for the development and sharing of KPs, and ii.) Resolutions that relate to specific KPs.

Out of the 37 Resolutions relating to KPs that were identified, 28 of them remain active, and 9 have been archived. A comprehensive list and information the status of implementation of these Resolutions are found in [Annex 3: List of IUCN Resolutions with references to Knowledge Products](#) and [Annex 4: Status of Implementation of relevant Resolutions](#), respectively. It is important to note that information on the status of implementation is not always available, as the online reporting via the Resolutions and Recommendations Platform was launched after the Jeju Congress in 2012. Furthermore, data can unfortunately also be scarce for some of the Resolutions, as activity and progress reports were not always submitted by Resolution focal points.

Council Decisions to implement the Resolutions

To implement the relevant Congress Resolutions, there are a number of Council Decisions since 2009. The relevant Council documents from 2009 onwards refer to a gap and reiterate the need to develop an overarching knowledge management policy and strategy beyond biodiversity data that were the object of the following Council decisions:

- 1) [C/74/19 Jun 2010](#) - Endorses the proposed IUCN Framework of Principles for Managing Biodiversity Conservation Data and Information for implementation ([Annex 6](#))
- 2) [C77/14](#) - Adopts on an interim basis the Policy for Commercial Use of IUCN Biodiversity Data
- 3) [C78/23 Feb 2012](#) - Approves the IUCN Framework of Principles for Managing Biodiversity Conservation Data and Information ([Annex 14](#))
- 4) [C78/24 Feb 2012](#) - Approves the Policy for Commercial Use of IUCN Biodiversity Data ([Annex 15](#))

- 5) [C/82/13 Nov 2013 – Recognizes the data underlying the flagship knowledge products mobilized through IUCN](#)
- 6) [C/83/21 May 2014 – Requests the review of the naming and governance of IUCN Knowledge Products \(Agenda Item 10.2.2\)](#)
- 7) [C/85/29 May 2015 – Requests the review of the naming and governance of IUCN knowledge products \(Background document Agenda Item 5.2.2.2\)](#)
- 8) [C/87/20 Oct 2015 – Notes the development of the Natural Resource Governance Framework \(NRGF\) \(Agenda Item 6.2.3.2\)](#)
- 9) [C/87/21 Oct 2015 – Notes the progress on the development of the People in Nature \(Agenda Item 6.2.3.2\)](#)

The Council 2008-2012 decisions repeatedly refer to the following four Congress Resolutions: [WCC-2000-Res-023](#), [WCC-2004-Res-085](#), [WCC-2008-Res-012](#), and [WCC-2008-Res-102](#), and the Council 2012-2016 decisions are basically the continuation of the efforts to develop the governance of KPs.

[Council document C87/6.2.3.2 \(2015\)](#) is the last documentation coming through Council and its Programme and Policy Committee (PPC), and the issue of KPs was not on the agenda during the Council 2016-21.

In general, the Council 2008-12 adopted policy dealing with specific aspects related to biodiversity data and Council 2012-16 saw the beginning of the implementation of the Congress request for an overall strategy/policy for knowledge management – which Council 2016-21 did not continue any further for a reason unknown.

Chapter 3. Knowledge Products: overview

For ease of readability, the full descriptions of all identified IUCN KPs are found in Annex 5: Knowledge Products – Detailed descriptions. For each KP, the table in Annex 5 includes detailed descriptions of: governance arrangements, work processes and management, legal status, usage, estimated costs of implementation, required improvements and estimated cost of those improvements. The descriptions are in no particular order.

It is important to note that the term “knowledge product” has never been explicitly defined and as such, historically, the term has been used in a non-consistent manner, as a “catchall” term. Some KPs are referred to as products that are based on IUCN standards approved by IUCN’s governance bodies, however, this definition has not been applied consistently.

The governance and legal arrangements, as well as the work processes and management of IUCN KPs vary significantly from one another. Similarly, on the financial side, the cost of maintenance and the envisaged improvements areas and their respective costs likewise vary.

Note: The term “**knowledge product**” seems to have begun in earnest in around 2004, when it was used throughout a “knowledge management study” (full study available [here](#) and executive summary [here](#)) commissioned by IUCN in response to external reviews of IUCN from [1999](#) and [2003](#) and the [interactive sessions at the World Conservation Congress in Amman \(2000\)](#) and the [2003 Consultative Group on Commissions](#).

It is believed that the first time the concept of knowledge products based on IUCN standards is put into the formal scientific record is in: *Thomas M. Brooks, Stuart H.M. Butchart, Neil A. Cox, Melanie Heath, Craig Hilton-Taylor, Michael Hoffmann, Naomi Kingston, Jon Paul Rodríguez, Simon N. Stuart & Jane Smart (2015) Harnessing biodiversity and conservation knowledge products to track the Aichi Targets and Sustainable Development Goals, Biodiversity, 16:2-3, 157-174, DOI: 10.1080/14888386.2015.1075903*

Typology of KP

This section provides a proposed typology of IUCN KPs, an important step in building a Union-wide strategy for KPs. Existing KPs can be grouped around four categories: 1) Global scale **Datasets**; 2) Public facing **Tools**; 3) Public facing **Guidelines**; and 4) **Standards**.

Datasets

These are global scale datasets and associated applications (actual or planned) with public facing ‘products’ (e.g. websites), whose core functionality is dependent on the application of an IUCN Standard.

Tools

These are a series of authoritative public facing tools which provide access to global data sets but whose core functionality is not necessarily dependent on the application of an IUCN Standard.

Guidelines

Public facing guidelines which provide systematic methodologies for data collection, assessment and analysis but do not support global data sets nor are they underpinned by an IUCN Standard.

Standards

A methodology, set of requirements and/or criteria used for evaluations and assessments of level of compliance and quality. Standards are the main vehicle for certification schemes, created to provide assurance to third parties.

Note: Upon implementation of a successful certification scheme, through the application of a given Standard, actual global scale datasets can be derived.

Applying this typology to existing IUCN KPs (see [Annex 5](#)), the table below provides an overview of where each KP would sit:

Datasets	Tools	Guidelines	Standards
IUCN Red List of Threatened Species (incl STAR metric)	Integrated Biodiversity Assessment Tool	Natural Resource Governance Framework	Green List of Protected and Conserved Areas
IUCN Green Species Status	World Heritage Outlook	Urban Nature Index	IUCN Global Standard for Nature-based Solutions
IUCN Red List of Ecosystems	Restoration Barometer		
Protected Planet	EcoLex		
Key Biodiversity Areas	Contributions for Nature Platform		
IUCN Environmental Impact Classification of Alien Taxa	Global Register of Introduced and Invasive Species		
IUCN Global Invasive Species Database			

Chapter 4. Changing Landscape

Today, the world is changing rapidly. Technological development is changing at unprecedented rates. The biodiversity data landscape is likewise evolving rapidly. Two key emerging themes are:

- 1) An increasing array of remotely-sensed data products of relevance to biodiversity are available, often with global or near-global coverage, at very high resolution and at low cost. Combined with vastly improved computing power, this has enabled the development of global-scale high-resolution derived datasets such as forest condition indexes¹ and broader “ecological integrity” indexes². Many of these new datasets which are based on publicly funded remote-sensing are freely available, even for commercial use, driven by government “open data” policies.
- 2) Meta-databases based on species occurrence and/or abundance data like [GBIF](#) and [PREDICTS](#) have – at least partially – overcome early data quality control challenges, and so are an increasingly valuable source of ‘raw’ species data. This has enabled improved modelling of species distributions³ and of species responses to pressures⁴.

Some KPs have benefited from these developments – for example the Area of Habitat mapping that enabled the development of STAR, and the Global Ecosystem Typology that is fundamental for the Red List of Ecosystems were both dependent on the ability to perform global scale analyses of remote-sensed data.

In 2021, recognising the funding gaps of IUCN, the Secretariat worked closely with the Secretariat of the Global Environment Facility (GEF) to secure short and middle term funding for the maintenance of key IUCN KPs. The Secretariat invested significant amount of time and successfully secured the *2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project*. The project incorporates an output on scoping the application of “knowledge frontiers” for reducing the cost and increasing robustness and speed per unit assessment in generation of KPs, building from [an initial review](#) during the 2021 Congress. Some of these “knowledge frontiers” are also already being explored or applied in generation of KPs.

In addition to remote sensing and meta-databases, other examples include:

- Artificial intelligence (AI)
- Modelling (possibilities currently under review [through academic collaboration](#))
- Genetics and genomics (options being explored through collaboration with NatureMetrics in [eBioAtlas](#))
- Application of cost models for delivery of conservation opportunities identified using STAR, in collaboration with [Arizona State University Center for Biodiversity Outcomes](#)
- Indigenous & Local Knowledge (mechanisms for application in assessments for both IUCN Red List of Threatened Species and Key Biodiversity Areas already established)

¹ Hansen, A., Barnett, K., Jantz, P., Phillips, L., Goetz, S.J., Hansen, M., Venter, O., Watson, J.E.M., Burns, P., Atkinson, S., Rodríguez-Buritica, S., Ervin, J., Virnig, A., Supples, C. & De Camargo, R. (2019) Global humid tropics forest structural condition and forest structural integrity maps. *Scientific Data* 6: 232.

² Beyer, H.L., Venter, O., Grantham, H.S. & Watson, J.E.M. (2020) Substantial losses in ecoregion intactness highlight urgency of globally coordinated action. *Conservation Letters* 13.

³ Hoskins, A.J., Harwood, T.D., Ware, C., Williams, K.J., Perry, J.J., Ota, N., Croft, J.R., Yeates, D.K., Jetz, W., Golebiewski, M., Purvis, A., Robertson, T. & Ferrier, S. (2020) BLBI: Supporting global biodiversity assessment through high-resolution macroecological modelling. *Environmental Modelling & Software* 132: 104806.

⁴ Schipper, A.M., Hilbers, J.P., Meijer, J.R., Antão, L.H., Benítez-López, A., Jonge, M.M.J., Leemans, L.H., Scheper, E., Alkemade, R., Doelman, J.C., Mylius, S., Stehfest, E., Vuuren, D.P., Zeist, W. & Huijbregts, M.A.J. (2020) Projecting terrestrial biodiversity intactness with GLOBIO 4. *Global Change Biology* 26: 760–771.

- National-Global linkage (already in place through SISconnect tool for linking national Red Lists with the IUCN Red List of Threatened Species)
- Citizen Science
- Social Media

Development of tools like eDNA-based assessment, citizen science portals (e.g., eBird) and improved big data / machine learning (“AI”) approaches are likely to drive further innovation and rapid progress in availability of biodiversity data.

Through IBAT, multiple agreements are under development for use of IUCN KPs for investor decision-making, including through rating agencies. IBAT is a web-based map and reporting tool that provides fast, easy and integrated access to critical biodiversity information. It is an alliance between IUCN Members BirdLife International and Conservation International, IUCN and UNEP-WCMC. It is an increasingly important interface between conservation and the private sector and is the only place where commercial users can access the World Database on Protected Areas, the World Database of Key Biodiversity Areas, the IUCN Red List of Threatened Species and Species Threat Abatement and Recovery (STAR) metric. **IBAT aims to provide the best available biodiversity data to the private sector and to generate income that can be reinvested into the maintenance and updating of the underlying data sets.**

In addition to the availability of data, there is also increased development of biodiversity data providers and portals seeking to make biodiversity data available to users in useful ways. Please refer to the [Strategic Review](#), Annex 1 Table 1 which compares the IBAT portal that provides access to IUCN KPs with three other portals: [Global Forest Watch](#) (GFW), [NatureMap](#) and [EarthMap](#). The three other portals differ in focus, but all provide biodiversity data integrated with contextual data layers on the living and non-living environment, which is a key demand of end users and which IBAT does not currently do. Of these portals, GFW is the only one which, like IBAT, provides business-focused tools, webservices for easy integration into internal business processes and clear commercial licensing.

New users of biodiversity knowledge and data

The appetite for delivery of contributions to biodiversity outcomes, especially from the finance sector, has undergone a dramatic increase over the last year, with many specific commitments framed by initiatives such as Nature100, the Finance4Biodiversity Pledge, and fresh-out-of-the-oven Outcome Statement from Finance Day at the CBD COP15. Many of these contain high-level frameworks that identify the need for outcome metrics for biodiversity impacts, without specifying exactly how targets can be set and delivered.

Emerging requirements and frameworks for disclosure and reporting for companies, such as [Taskforce on Nature-related Financial Disclosure \(TNFD\)](#) and [SBTN](#), are expected to generate demand for the use of IUCN KPs. If the [Taskforce on Climate-related Financial Disclosure \(TCFD\)](#) (the climate equivalent) is any precedent, then a subset of national jurisdictions will adopt the TNFD reporting requirements as compulsory. Initial discussions with TNFD indicate that an IUCN KP-based transition pathway scoring system would be an appropriate mechanism for the finance sector to evaluate progress towards TNFD reporting delivery. Similarly, if SBTi is any indication of the future of SBTN, companies will increasingly see alignment with SBTN as a key factor in market positioning and will engage actively.

In addition to these processes, with which IUCN is actively involved in negotiation around use of KPs, other disclosure frameworks such as the Carbon Disclosure Project are looking to use IUCN KPs for their biodiversity-related reporting tools.

Analysing the current and potential impact of IUCN KP

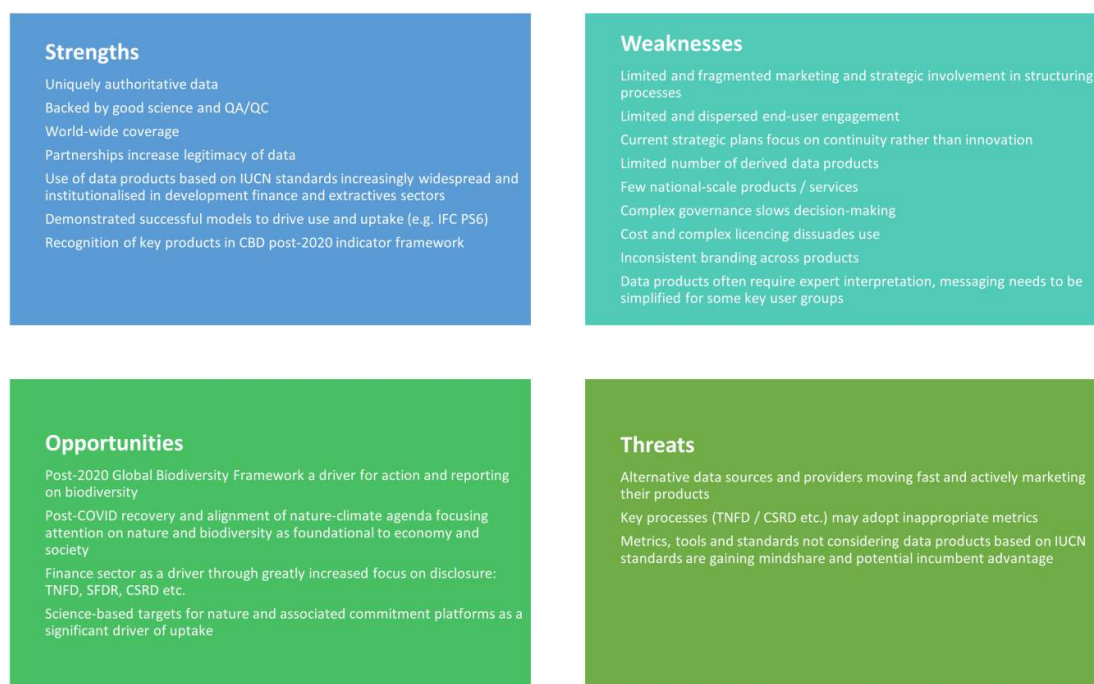
A key objective of the 2021 Strategic Review ([Annex 1](#)) was to understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of IUCN KPs. The Review focused on a selection of IUCN KPs, namely: the IUCN Red List of Threatened Species, IUCN Red List of Ecosystems, IUCN Green List of Protected and Conserved Areas, IUCN Green Status of Species, IUCN Global Invasive Species Database, World Database on Key Biodiversity Areas, and World Database on Protected Areas/Protected Planet – and the metrics (e.g. Species Threat Abatement & Restoration metric), indicators (e.g. Red List Index), and tools (e.g., Integrated Biodiversity Assessment Tool) derived from these.

The Review found that while KPs already contribute to improved decision-making and positive outcomes for biodiversity, there are significant areas of improvement that should be considered in the development of a Union wide strategy. The most comprehensive analysis of use by national governments was by McCay & Lacher (2021)⁵, who found the Red List of Threatened Species to be used in 189 of 234 National Biodiversity Strategies & Action Plans.

However, more generally, the Strategic Review suggests that there are relatively poor linkages between national and global level biodiversity data, meaning IUCN KPs are less relevant and useful for government and state end-users. Other weaknesses include: limited and fragmented marketing and strategic involvement in structuring processes, limited and dispersed end-user engagement, current strategic plans focus on continuity rather than on innovation, limited number of derived data products, few national-scale products/services, complex governance slowing decision-making, cost and complex licensing dissuades use, inconsistent branding across products, data products often require expert interpretation, i.e. messaging needs to be simplified for some key user groups.

Figure 1 below provides an overview of the current Strengths, Weaknesses, Opportunities and Threats (SWOT) of IUCN KPs.

Figure 1: SWOT summary of Strategic Review findings



⁵ McCay & Lacher (2021) "National level use of International Union for Conservation of Nature knowledge products in American National Biodiversity Strategies and Action Plans and National Reports to the Convention on Biological Diversity" Conservation Letters

Opportunities

Four major opportunities for increased uptake and conservation impact from KPs were identified:

- 1) Use by private sector for assessment of biodiversity impacts and opportunities in their value chains, setting science-based biodiversity targets, and for corporate reporting and disclosure. This is a rapidly growing area of private sector use of biodiversity data, and data products based on IUCN standards are not yet embedded in standard practices or approaches. Services from IBAT currently focus on assessing site-based risks and impacts, rather than corporate, portfolio or supply chain / value chain assessment.
- 2) Use by finance sector for screening of investment portfolios for biodiversity opportunity and risk. This is a fast-moving field and one where derived datasets like STAR have significant potential to be adopted.
- 3) Increased use for risk screening and project design for agribusiness, forestry, and fisheries, where certification is the predominant sustainability approach, but there has in many cases been limited incorporation of data products based on IUCN Standards to date. So far, private sector uptake of IBAT-supplied data has been greatest in the development finance and large extractives sectors but remains limited elsewhere.
- 4) Increased use by governments for Strategic Environmental Assessment and systematic conservation planning, particularly for integrating national biodiversity and climate strategies. The potential for countries to make quantified 'national voluntary contributions' under the newly adopted Kunming-Montreal Global Biodiversity Framework along the lines of Nationally Determined Contributions (NDCs) under UNFCCC, could be a key driver for use of data products based on IUCN standards such as STAR derived from the IUCN Red List of Threatened Species, and potential similar metrics which could be derived from the Red List of Ecosystems.

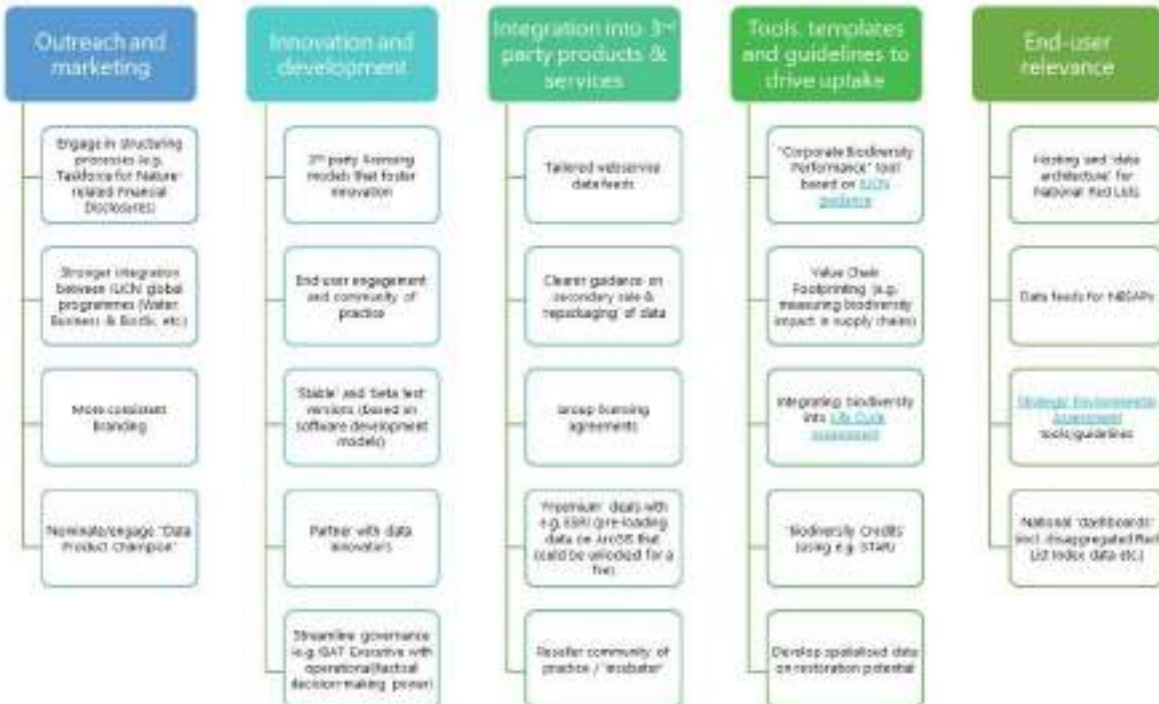
Challenges and potential responses

While these opportunities exist, uptake of IUCN KPs will not be automatic. Today, there are several existing processes not currently integrating IUCN KPs, due to one or more of: 1) perceived complex licensing, 2) availability of free or lower-cost alternatives that are perceived as 'good enough', 3) unwillingness on the part of some standard setters to require companies to use non-free data, 4) lack of understanding or awareness of the value of IUCN KPs or 5) for national governments, a (perceived) lack of directly relevant tools.

To capitalise on the opportunity presented by increased awareness of and ambition for biodiversity will therefore require proactively addressing these perceived barriers. Five major potential components of a strategy to address these challenges are identified below (Figure 4).

Finally, it is worth noting that a very novel emerging challenge is that non-living attributes of nature such as water and air quality are starting to be used as a proxy en lieu of a more comprehensive framing of nature-related measurements, excluding biodiversity. If adopted globally, this would present a major challenge to the conservation community and to the delivery of the IUCN mission.

Figure 2: Five potential components of a strategy to address barriers to uptake and achieve growth



Chapter 5. Financial challenges and opportunities

Total expenses today and required funding for the different examined scenarios

The development and maintenance of KPs requires different types of activities which can be grouped as follows: a) collecting the data needed to produce the different KPs; b) processing and transforming the data; c) managing the data; d) publicising the KPs; and e) distributing KPs to target users.

These activities allow for the maintenance of the status quo and thus simply maintaining data relatively up to date. The status quo can also be extended to, for example, new species, new geographies, or new categories of data and knowledge. This can be done by using existing technologies or by improving and actualising the technological basis of existing operations. Examples of such actualisation with regard to the Red List cluster of KPs are the use of information from Earth Observation or analysis of gene fragments in a given space in order to enrich data, enable more efficient and cost-effective data generation and go beyond direct species observation. Finally, the integration of different KPs with each other or applying them to new and different parameters would expand the range of use of KPs and increase their usefulness for specific categories of users. These new and different parameters can include socio-economic studies and spatial data amongst other. Improving and integrating existing KPs and applying them into socio-economic studies would enable innovative, fit-for-purpose and demand-driven use of IUCN KPs.

The costs of these different objectives of a strategy for KPs – maintenance, actualisation and integration – differ across the different KPs and have not yet been studied in detail. Based on available information to date, Table 1 (below) provides a summary of cost estimates. **Note: for further context on the derived estimates, please refer to Annex 5: Knowledge products – detailed descriptions.**

Simply maintaining the current state of the KPs and staying afloat requires annual expenditures of more than 4 million per annum; and this does not include the true costs of implementing, for example, the KPs under the “Standards” category as prescribed in the typology above. Improving the KPs even partially – by, for instance, expanding their reach, applying modern technology to enable more automated screening methods, and essentially responding to the external changing landscape – and without a holistic overall strategy in place, involves annual costs of at least 9 million per annum.

The annual costs of a fully integrated system, that links and pulls data from the various KPs into user-friendly and fit-for-purpose tools are currently unknown. A preliminary estimate is at 20 million per annum; further analysis is required.

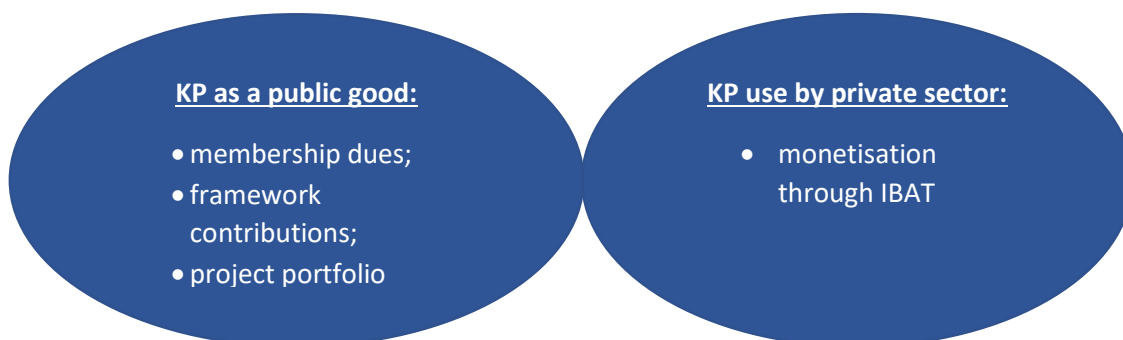
Table 1: Estimated Costs of KP for maintenance, Actualisation and Integration

KP	Maintenance today, CHF per annum	Maintenance true costs, CHF per annum	Partially actualised, CHF per annum	Integration, CHF per annum
Red List of Threatened Species	750 k	1.2 m	1.6 m	
RL Index	50 k		270 k	
STAR	50 k		400 k	
Red List of Ecosystems	70 k		250 k up to 17 m	
Green List	300-500 k	1.25 m	2.5 m	
KBA	50 k		1.9 m up to 19.5m	
Conservation Categories			100 k	

Protected Planet	0.9 m			
WH Outlook	0.6 m			
NR Governance Framework			0.4 m	
Total	4 million per annum		9 million per annum	20 million per annum

Sources of income today

In principle, the costs of maintaining KPs can be covered by four types of income related to two different understandings of KPs.



Financing a public good

Currently, membership dues cannot be used to fund KP-related activities because they are already insufficient to cover all priority activities of the Union as defined in Article 3 of the Statutes.

Framework partners' funds are made available to the Union to support the management of the Union's portfolio of projects through which we implement the Programme and thus it is not intended to finance KPs. Nevertheless, today, a small amount of funds is allocated to KPs, which varies from year to year but in recent years has been between CHF250,000 to 500,000.

A substantial portion of the expenses incurred by the Secretariat in managing the KPs is currently covered by the project portfolio, as shown in the table below. It is important to note that the annotated uplifts are produced by aggregating "KP-related" expenditures. Currently, it is not possible to analyse these expenditures in more detail. However, it can be assumed that only a part is invested in the maintenance of KPs, discounting the KP system, while other parts are related to the utilisation of KPs in specific projects.

	2017	2018	2019	2020
RL species assessments	3'268'000	3'300'000	3'945'500	2'416'000
RL of Ecosystems	250'000	200'000	250'000	180'000
Protected Planet	190'000	945'000	2'060'500	1'906'500
KBA's	460'000	470'000	380'000	405'000
GL (over the full period)				2'170'000

KP use by private sector: Monetisation Approach

Monetisation of some KPs has been taking place since 2007 through IBAT. After covering the operational costs of the consortium behind IBAT (IUCN, 2 IUCN Members and UNEP-WCMC), the amounts available to IUCN are limited.

2017/18	270'000
2019	250'000
2020	320'000
2021	190'000

IBAT's current monetisation strategy

There are 3 key aspects of the IBAT's monetisation strategy – IBAT subscriptions, PAYG, and the IBAT Inside approach (based on Application Programming Interface (API)), all of which are growing rapidly. Subscription and PAYG are aimed at growth in 3 focal sectors as defined in the strategy – direct physical impact, finance, food and soft commodity production. The IBAT Inside approach involves revenue sharing agreements predominantly with ESG Data Providers and the finance sector. These have the possibility to both considerably expand the reach of IBAT, and provide significant revenue, although all are in early stages of development. However, the IBAT Inside approach extends beyond just Finance and ESG Data Providers, to NGOs like WWF and a variety of other tool providers, like Vizzuality, NGIS, Space Intelligence and various carbon reporting platforms.

IBAT currently generates between CHF111k and CHF140k (or USD\$120k and \$150k) annually, used to support the IUCN Red List of Threatened Species. IBAT achieved exceptional growth in revenue of ~37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat and the functionality of the platform. By 2027, IBAT aims to invest a minimum of CHF927k (USD\$1 million) annually to the IUCN Red List and a minimum of CHF230 (USD\$250k) by 2024.

For more information on the IBAT Strategy 2022-2027, please refer to [Annex 6: IBAT Strategy 2022-2027 Executive Summary](#).

Potential sources of income for future development

To operationalise and finance a KP strategy, IUCN will have to refine a clear and compelling value proposition resonating to the different donor groups. Starting point should be the fact that IUCN is an effective organisation with a clear niche and singular in its ability to produce science-based knowledge to help manage critical environmental challenges, convene, build trust and foster action amongst diverse stakeholders.

Regardless of the level of ambition that will be decided in an IUCN KP strategy, it is important that funding:

- Is constant and predictable so that scientific work can be planned for the medium and long term;
- Is transparently and stably dedicated to supporting the KPs and the scientific work to produce them; and
- Consider the needs of the various components of the Union.

Financing a public good

If KPs are considered public goods and their free access to users is generally guaranteed, then the costs of maintaining, updating and supplementing them must be borne by members of the Union itself through increased contributions. Otherwise, the necessary financial resources must be either raised from public actors or philanthropic organisations.

It is important to note that States and other public entities are more likely to participate in funding KPs collectively, as a "voluntary coalition", rather than individually. The decision to support KPs will need to be situated in the context of public responsibilities to global agreements, such as the newly

adopted Kunming-Montreal Global Biodiversity Framework. States and other stakeholders are increasingly seeking innovative solutions that are up to par with the rapidly changing landscape.

Philanthropy (foundations, High Net Worth Individuals, namely through the 'Patrons of Nature' programme, and individual giving) has potential for mobilising resources for the IUCN KPs. Each subset of prospects requires a different engagement strategy and Unique Selling Proposition. Partnerships with Foundations and Patrons of Nature are particularly valuable as they often disburse funds with less restrictions than public sector donors and are able to take greater risks. They are also often strong communicators and networkers who can raise the profile of nature-related issues.

There is also potential to enhance IUCN's engagement with broader **individual giving** as a way to mobilise unrestricted or restricted funding from households, for example by building short campaigns around the releases of the IUCN Red List of Threatened Species.

Monetisation Approach

A monetisation of KPs has so far been considered possible and useful as a contribution to covering costs in cases where the user is private and uses them as part of its commercial operations. The data and information related to KPs must be fit-for-purpose in order to be utilised, i.e. in forms appropriate to the users' purposes and modes of operation (in other words, driven by demand).

IBAT achieved exceptional growth in revenue of 37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat and the functionality of the platform. As noted in the section above, by 2027, IBAT aims to invest a minimum of USD1million in the Red List of Threatened Species. This value can probably be increased within the framework for a Union-wide strategy for KPs.

Payments for services based on IUCN knowledge and KP

As noted above, IUCN currently funds KPs predominantly through the portfolio of projects. This includes funding for Commissions (e.g. to remunerate SSC experts for undertaking Red List assessments⁶).

This approach can be improved. The use of KPs in IUCN projects should become the rule and their remuneration should be provided for as frequently as possible. This is both in the cases where KPs are used as tools in the creation, management and evaluation of a given project and in cases where the use of KPs is the very purpose of the project.

⁶ A small sample of examples includes:

Expert in Benin – paid USD \$4,345 – to undertake 139 freshwater fish Red List Assessments in Western Africa (2019)

Expert in Russia – paid USD \$8,000 – to undertake 261 of freshwater fish Red List Assessments in Russia (2020)

EUR 3,000 to undertake 10 Red List assessment for European Cetacean species – SSC Cetacean SG Expert

EUR 8,000 to undertake 83 Red List assessment for European Amphibian species – SSC Amphibian Expert

EUR 181,800 to do 2,000 Red List assessment for European moth species – SSC Butterfly SG Expert (to an SSC expert, and their team via their institution)

Chapter 6. Steps towards a stronger role of IUCN as data and knowledge provider

Clarifying IUCN knowledge strategy

As noted earlier in this document, due to IUCN's ways of working and organic growth in the past, most KPs have been developed independently and do not necessarily "speak to each other". This fragmented approach was also reinforced by the previous structure of the Secretariat and by the lack of a clear approach to knowledge management and the related tools.

The Knowledge Management and Library Team (KM&L Team) established in 2021 under the Centre for Science and Data and is intended to: 1) define and streamline Knowledge Management (KM) across IUCN and 2) improve IUCN's approach to capturing, organising and promoting its knowledge and expertise⁷. **This presents an opportunity to enhance KM across IUCN share and promote knowledge and KPs within and beyond the Union.** The KM&L team pursue the following objectives:

- Make effective use of the knowledge we generate to improve our performance, integrating it into IUCN Programme and portfolio in a continuous learning loop;
- Increase accessibility to, utility and therefore uptake of IUCN-generated knowledge and data within and beyond the Union;
- Where appropriate, market knowledge to external audiences.

Being hosted within the same Centre that maintains KPs, the KM&L team can play a crucial role in managing, consolidating and packaging knowledge to increase opportunities for uptake and impact; as well as potentially increasing revenues from users particularly in the private and finance sectors.

What are the required next key steps?

- a. Defining *Knowledge Management* in IUCN (the "*what?*"). A definition should:
 - Make clear reference to IUCN mission;
 - Refer to the conscious endeavour to collect, organise, consolidate, preserve and share knowledge systematically and comprehensively – and market it where opportunities to increase uptake, maximise impact and generate revenues exist;
 - Refer to the need to make data, information and knowledge accessible to all relevant audiences and potential users;
 - Refer to both behaviours and practices that support and promote learning, knowledge flows, sharing and uptake as well as processes, systems and tools for data and information organisation and management.
- b. KM within IUCN should pursue the following objectives (the "*why?*")
 - Internally, ensure quality, coherence and consistency across IUCN in KM and within functions that enable it to support IUCN to improve its effectiveness, performance and results as well as preserve institutional memory;
 - Externally, facilitate and support the use and exchange of knowledge across the conservation community, decision makers and the private sector to influence and change behaviours, practices, policies – including through successfully marketing knowledge based on IUCN data and standards;

⁷ The Statutory basis for the work of the KM&L Team is that IUCN "*provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenarios*" (para 3g).

- Facilitate broader uptake and conservation impact in line with IUCN Mission, whilst generating new resources and funding streams.
- c. For effective KM, key target beneficiaries (the “*whom?*”) need to be clearly defined (internally and externally) as well as key partnerships and collaborations (the “*with whom?*”) – within and beyond IUCN:
- Engagement with IUCN constituencies (both as users and collaborators/key partners for knowledge creation and dissemination)
 - Key external audiences include Government agencies (Members and potential Members), corporate actors – with a focus on strategic sectors such agriculture/fisheries/forestry and food system supply chains, extractives, energy and renewables and infrastructure, and the finance sector.

Measures to strengthen knowledge management in IUCN

The proposed next step in the development of a KM strategy would be to define the “how” of its implementation across the institution. Key initial considerations include:

- The Secretariat has been providing the IUCN ISBN publishing process, including the maintenance of the IUCN Editorial Board (peer review assurance for Union-wide publications). To improve the impact, quality and uptake of IUCN publications a business plan will be established to guarantee financial viability for the publication work whilst maintaining IUCN as an open access publishing provider.
- In addition to maintaining the IUCN Library, another key development will be exploring opportunities for the funding and launch of the new Digital Library – in collaboration with GSIG; this work will also encompass other well-established web-based information and collection management systems such as ECOLEX and WILDLEX.
- The coherence and consistency in Programme communications and outreach need to be increased. There is a strong need for synchronising internal communications across the portfolio, as well as external communications and campaigns.
- Programme MEL will work in tandem with and with functional reporting lines to Programme Performance Monitoring and Evaluation Unit (PPME), to promote the establishment and uptake of MEL processes across the portfolio, systems and tools consistent with PPME guidance – including contributing to the generation of new portfolio-based learning and the use of learning for adaptive management;
- To promote interactive knowledge sharing, learning and replication of best practice solutions for people and nature, the Secretariat can build upon and scale up successful initiatives such PANORAMA – Solutions for a Healthy Planet, the World Heritage Outlook and Leadership Programme, or the ELC Learning Platform.

The financial viability of the KM strategy needs:

- initial investment to finalising and operationalising the KM strategy and capacitate the teams involved;
- Including the true costs for IUCN KM services into projects from the outset – communications, MEL, publications and access to/use of learning platforms and initiatives amongst other.
- Seek donors – including “less-conventional” donors – with an interest in supporting and funding KM related activities and initiatives;
- Develop marketing approaches to recover costs of the knowledge generation

A strategy for the data related cluster around the Red List of Threatened Species

The Red List of Threatened Species are a mature tool and rely on a strong partnership with a number of organisations well codified in the RL Partnership Agreement. The renewal of this agreement is

currently underway and almost completed. There is no need to make major changes to existing structures, but rather improve the financing of the instrument and lay the ground for technical actualisation and integration with other sources of information.

The level of funding required to achieve these goals as well as the different opportunities to get there were analysed in Chapter 5 above.

Public Funding

In continuation of IUCN's tradition and considering the decisions made by the various Congresses over the past decades, it seems obvious that the first approach to sustaining KPs is to collaborate with the public sector with the goal of creating an alliance of states ready to provide sufficient and stable funding for KPs for the coming years. To the extent possible, this alliance could be complemented by funding from institutions of private philanthropy. The Strategic Partnership Unit (SPU) of the Secretariat is tasked with implementing this approach as soon as the new Agreement is finalised.

Cost recovery from the project portfolio

As previously explained, today, KPs are not systematically used in projects managed by IUCN. This use must become much more frequent and be at the same time a specific feature in IUCN's profile (unique selling point) as an implementing and executing agency. At the same time, it must be ensured that the use of data and KPs is adequately reflected in the remuneration of projects.

Cost recovery from the private sector through IBAT

The analysis of IUCN's current and potential use of KPs presented in the previous chapter reveals a number of new opportunities for the use of the Red List of Threatened Species and for generating revenue to devote to the production and development of KPs. IBAT is the tool that IUCN – along with its Members CI and Birdlife International, and UNEP-WCMC – has created in 2007 to monetise IUCN KPs. This tool seems to have the potential to take advantage of these opportunities. The Secretariat would like to improve its presence and also strategic support for the work of the IBAT team to accelerate its growth and development.

Technology and science developments

The Science and Data Centre has a mandate to explore the potential of technological changes and scientific advances to improve and actualise existing KPs as presented in Chapter 4. As noted above, initial funding for this work has been made available by the GEF. It is worth noting that the innovation element (See Chapter 4 above) was what secured the project; simply funding the maintenance of the status quo was not of interest to the GEF.

A strategy for the existing and future standards

Current use of the standards

Currently there is no single established framework for how IUCN Standards should be used or governed, nor a clear pathway for their future development. IUCN currently lacks a consistent framework to oversee the review of and changes to current Standards. Some Standards in which IUCN played the instrumental role during the conceptualisation and developmental stage – notably the [Aluminium Stewardship Initiative](#) – are now completely dissociated from IUCN in terms of oversight and control. ASI has issued almost 160 certificates and has an annual operating budget of AUD1.1 million.

Strictly speaking, there are seven formal IUCN Standards that are associated with IUCN KPs. In line with the proposed typology in this document, five of these can be considered as **standards for the**

compilation and collation of global-scale data sets and are primarily intended to ensure coherency, consistency and scientific rigour in assessment and categorisation. Those are:

- The IUCN Red List Categories and Criteria (v3.1)
- The IUCN Red List of Ecosystems (the *de facto* Standard being embedded into the broader knowledge product)
- The IUCN Protected Areas Categories
- Global Standard for the Identification of Key Biodiversity Areas (v1.0)
- The Environmental Impact Classification for Alien Taxa

In line with the proposed typology, there are two other standards that are principally designed for benchmarking the quality of conservation interventions at site or network level. Unlike those listed above, neither of these Standards currently underpin a global-scale data set (although in theory, over time, they could) but rather are intended to provide assurance concerning the quality of conservation actions. They are:

- a) The IUCN Green List of Protected and Conserved Areas: Standard (v1.1)
- b) The IUCN Global Standard for Nature based Solutions

Further developing the use of the Standards

The further development of the standards in order to help better position IUCN as a knowledge and data provider can be considered from two perspectives; the first is to ensure that any changes to the content of the Standards is properly and consistently governed (particularly who is authorised to approve such changes), that they are transparent and clearly communicated to users and that they are part of a scheduled periodic review cycle (in other words predictable rather than *ad hoc*). To a large extent the governance of the seven standards that underpin IUCN KPs are well understood although they do not operate to a consistent framework and some anomalies persist that might present risks to IUCN. This could be resolved with a meta-review of IUCN led by the Secretariat and Commissions with recommendations to be presented and approved by Council. Such a review could also establish a benchmark process for how proposals for new Standards are considered, authorised and their development overseen – thus avoiding situations such as that described above for the Aluminium Stewardship Initiative. Greater alignment on how we manage our Standards for the compilation and collation of global data-sets would also help IUCN systematise procedures for ensuring that individual data-sets are sufficiently equipped to interact with one and another – an issue that has been highlighted for at least two decades but never fully resolved.

The second perspective, which the rest of this section will focus on, relates to the opportunities for expanding the uptake and use of those Standards explicitly designed to benchmark and assure the quality and credibility of conservation actions. As mentioned, IUCN has currently two formally approved Standards designed for this purpose; the Green List of Protected and Conserved Areas and the Global Standard for Nature-based Solutions. Both Standards can be used in three ways:

- a) ***As best-practice bench-marking tool for systems-level programme planning, policy development or fund development.*** The Standards' criteria and indicators can serve as a useful framework to ensure that the structure/ architecture of third-party initiatives (state, private sector and NGO) have included all the necessary elements to deliver credible conservation outcomes. For example, a Protected Areas Authority could use the Green List Standard to broadly assess whether its protected areas network is aligned with best practice for management effectiveness. Equally a donor or investor could use the Global Standard for NbS to assess whether a specific funding window or instrument designed to promote NbS actions is equipped to do so. There are examples of the two Standards already being used in this way – albeit in an *ad hoc* manner. A viable business model could be built around Service Level Agreements to provide advice and guidance to those agencies and investors who need

to know whether their “systems” are adequately framed according to the Green List and NbS Standards.

- b) **As a single intervention project design/ management planning tool.** This is a variant of the “systems-level” application but applied to help screen and periodically assess the viability of individual interventions. The Green List has already been used to better frame management effectiveness measures included in protected areas management plans while the NbS standard has a self-assessment toolkit that has been incorporated into IUCN Academy training as well as being distributed to over 1800 users. In 2023, IUCN intends to develop NbS investment screening frameworks for both the private and public sector as well as produce specific guidance for how the Standard can be used within specific sectors / communities of practice. A viable business model could be built around an “over-the-counter” offer linked to PANORAMA, the Contributions for Nature Platform and the IUCN Academy. It could be supplemented by the execution of grant agreement to further develop NbS and Green List tools and guidance as a global public good.
- c) **As a verified assurance certificate.** There appears to be considerable interest from both public and private sector to acquire formal and independent assurance that their interventions meet or surpass quality benchmarks of performance that are aligned with both the Green List and NbS. The Green List already has a certification system up and running while certification models for NbS are currently being explored and pilots are scheduled to start in 2023. In both cases, the registry of certificates would be held by IUCN and IUCN would issue the certificates. The business model in the longer term would be an “over the counter” offer, but at the start-up phase, this would need to be largely supplemented through the execution of public and philanthropic grants – which is currently underway in both cases. The outcomes of the COPs of the three Rio Conventions in 2022 have increased the prospect that there will be a sufficient and sustained demand for both these certified products although the actual model of delivery will need to be tailored according to the market potential of each scheme. That is:
- For the Green List – while the current maximum market ceiling is around 280,000 sites, a more realistic figure that could be achieved prior to the next World Conservation Congress would be somewhere in range of 500 to 1000 (there are currently 77 sites Green List certified at the minute). One possible strategy is to target those sites that either possess globally significant iconic conservation values and/ or are important for national income generation through tourism (for example Rwanda is seeking to certify all its 4 National Parks by the end of 2024). This would be viable with the current structure of national EAGLs. However, in order to do this, it is urgent that the Green List develops a more rigorous pricing structure that lays the groundwork to move beyond grant-based cost recovery.
 - For Nature-based Solutions – there is potentially a major demand, especially given that there is now increasing demand to avoid “greenwashing” claims. While the actual size of the market is unknown, one estimate puts the current market value at USD 133 billion. The actual figure, however, that would qualify according to the NbS Standard is in all likelihood significantly lower. It is also clear that the NbS framework has raised the bar for credible environmental certification schemes. In order to accelerate the NbS certification process with a view to achieving 2000 certificates by the end of 2025, it has been decided to partner with existing certification schemes so that IUCN could offer NbS certification on the back of other processes. This will give us deeper reach into the market and reduce our transaction costs.

In summary, there is also scope to look at the development of other IUCN Standards designed to benchmark the quality of conservation interventions. However – as illustrated by the case of the

Aluminium Stewardship Initiative, this needs to be owned by the entire organisation and work within a structured development that ensures ownership and governance of both the Standard setting process and its introduction into the market remains clearly with IUCN. Possible candidates might include an Urban-Nature certification scheme and a Good Governance certification scheme building on earlier work of the Urban Nature Index and the Natural Resource Governance Framework. That said, the first priority must be to make sure that the two existing Standards designed for conservation action benchmarking transition to viable IUCN governed and administered certification schemes.

Relation with IUCN Programme

While the generation and dissemination of data and knowledge have always been an important facet of the IUCN Programme, the institution has struggled to systematically incorporate the use of IUCN knowledge across its portfolio of work. While IUCN generated-knowledge is deployed to track progress on several international agreements, including the Global Biodiversity Framework, the majority of the current portfolio is designed and implemented without any substantive reference to or use of our own knowledge products. This represents a major lost opportunity with respect to how IUCN profiles its knowledge as a unique selling proposition, not only in terms of resource mobilisation but, more generally, its overall value proposition. Better use of IUCN knowledge could improve the quality of programme and project design, the robustness of individual project's theory of change and the rigour of project monitoring, evaluation and reporting. There are three main benefits that justify a more systematic approach to the internal use of IUCN's knowledge and data:

- a) **As a shop window:** With a portfolio value of almost CHF 1 billion there is a unique opportunity to demonstrate what the systematic use of good conservation science looks like in practice and in doing so better position IUCN to market its knowledge products to other users.
- b) **As a living laboratory to explore and market-test new applications of IUCN knowledge products:** with the demand for conservation science and knowledge from non-traditional sectors now growing rapidly, a more proactive incorporation of our knowledge products into our portfolio would allow new applications to be explored and tested. It would enable IUCN to at least partially bypass one of the more persistent barriers to the development of new applications of knowledge – the sourcing of stand-alone R&D investments.
- c) **As an internal market that provides a reliable source of income:** While a more systematic and properly costed use of IUCN knowledge and data within the portfolio will not resolve all of the institution's resourcing challenge it could make a useful and reliable contribution. In particular, a reasonable internal charge would enable IUCN to begin to address some of the underinvestment in so-called back office functions such as recurrent data management requirements.

The changes put in place over the course of 2022 better position IUCN to implement such a course of action. There is now a dedicated Science and Data Centre that can systematically package a discrete set of internal offerings for incorporation into the IUCN project portfolio and work is already underway to establish a clear costing framework. More broadly, the Contributions for Nature platform has demonstrated how the standardised collation of data, filtered through an IUCN knowledge application (in this case the STAR metric) not only provides a valuable Union-wide service but more generally brings Members, Commissions and Secretariat around a common representation of the delivery of the Union's mission.

Union-wide consultation

As stated in the Introduction, given IUCN's knowledge and KPs are derived through Commissions, Members and the Secretariat, it is imperative that a Union-wide strategy has the buy in of all IUCN

Constituencies. The work that is currently planned and proposed in this document is essentially an attempt to implement past Congress Resolutions. IUCN has had the remit given by Members to extend, systematise, improve and integrate IUCN's KPs and knowledge more generally for more than a decade. Building on this remit, it is recommended that any consultation on an IUCN KP strategy is aligned with the ongoing implementation of Congress Decision 147: Development of a 20-year strategic vision for the Union, which has a planned Union-wide consultation in 2023. Such a consultation can therefore be conducted on the back of the consultation on the 20-year strategic vision. A two-folded approach is envisaged: 1) through the new, soon-to-be-launched digital members zone, supplemented by 2) regional engagement through National and Regional Committees. Having both a virtual and in person consultation would enable greater engagement and therefore buy-in. In addition, Regional Conservation Fora are expected to take place in Q4 of 2023 and the first half of 2024. They would provide excellent opportunities to engage Members to discuss and mobilise their involvement in IUCN KPs.

Annex 1: Strategic review of Data Products based on IUCN Standards

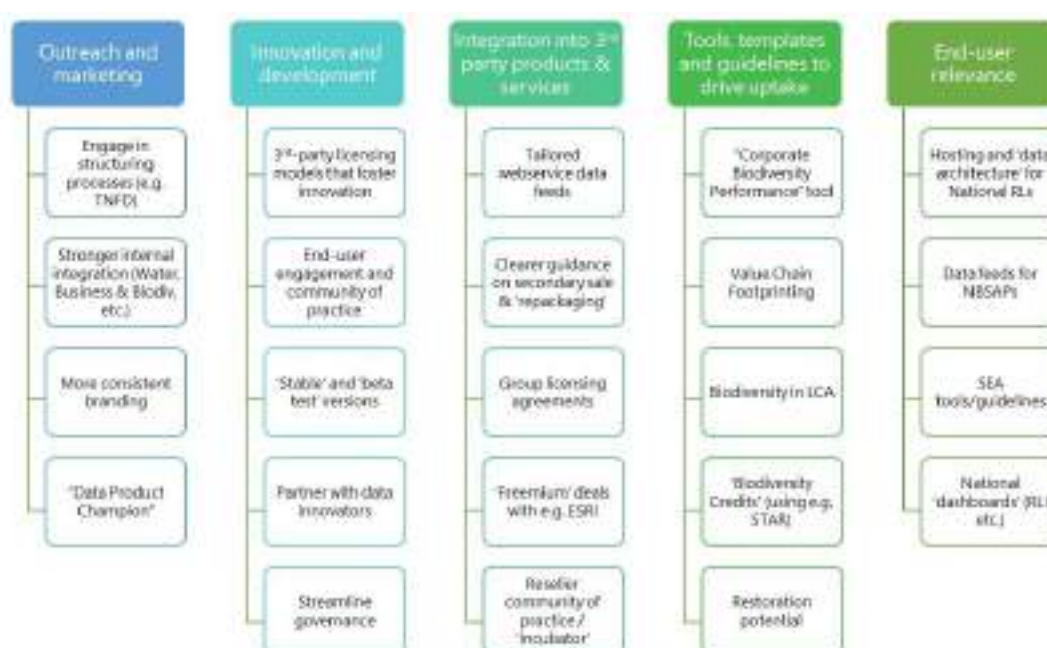
Headline findings

This rapid strategic review of data products maintained against IUCN Standards aims to help IUCN understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of these knowledge products. Major opportunities for increased uptake and impact include 1) use by **corporates** for impact assessment, target setting, reporting and disclosure; 2) use by **financial sector** for screening of investment portfolios; 3) increased use in **agribusiness, forestry, and fisheries**, where certification is the main sustainability approach but there has been limited incorporation of data products based on IUCN Standards; and 4) increased use by **governments** for integrating national biodiversity and climate strategies.

Barriers include 1) complex licensing, 2) availability of free or lower-cost alternatives, 3) unwillingness of some standard setters to require companies to use non-free data, 4) lack of awareness; and 5) for national governments, a (perceived) lack of directly relevant tools. The figure below outlines five components of a strategy to address these challenges.

A future business model for data products maintained against IUCN Standards could include:

- Building a **coalition of high-investment donors/end-users** around ambitious action to scale up use of data products to drive transformative change in biodiversity outcomes by 2030.
- **Increasing revenue from 'pay per use'**. Increasing this substantially will depend on driving **significantly increased volume**
- Working towards increased revenue by **allowing resale of data products** based on IUCN standards (e.g., allowing a third party to integrate STAR into a commercial datafeed)
- Weighing up the trade-offs between **free, open-source data** and **'pay-per-use' and subscription models**. The optimal solution is likely to be a mixed model.



Executive summary

Context

This rapid strategic review of data products maintained against IUCN Standards aims to help IUCN understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of these knowledge products. The focus of the review is on use by the private sector and governments. It is based on 26 interviews with businesses, IUCN staff and selected stakeholders as well as The Biodiversity Consultancy's own extensive experience working with companies, financial institutions and governments using biodiversity data. The scope of the review is the set of data products based on IUCN standards – the IUCN Red List of Threatened Species, Red List of Ecosystems, World Database on Key Biodiversity Areas, and World Database on Protected Areas – and the metrics (e.g. Species Threat Abatement & Restoration metric), indicators (e.g. Red List Index), and tools (e.g., Integrated Biodiversity Assessment Tool) derived from these. IUCN is centrally involved in the governance of all of these, in different combinations of partnerships developed based on the different specific needs of each of the datasets.

Data products based on IUCN Standards already contribute significantly to improved decision-making and positive outcomes for biodiversity as evidenced by extensive use throughout the conservation community, a vast array of scientific papers, and the embedding of data products based on IUCN standards in key indicators including those for the Sustainable Development Goals and those proposed for the updated Global Biodiversity Framework. The key drivers for this are the quality, legitimacy, and global coverage of key data products.

The review comes at a critical time for biodiversity: although the 15th Conference of the Parties to the Convention on Biological Diversity has been postponed to 2022, the draft global biodiversity framework, increasing recognition that the climate and nature crises are interlinked, and a suite of high-level declarations from the Leader's Pledge for Nature to the G7 Nature Compact are starting to set out the basis for an global framework within the overall context of the Sustainable Development Goals. Central to all of these is that to 'bend the curve of biodiversity loss', there is a need for robust short-term milestones.

In response to this, companies, commitment platforms and reporting standards bodies are significantly ramping up expectations about both companies' levels of ambition and the level of disclosure and reporting about biodiversity. Processes of particular relevance are: 1) planned updates for the most widespread voluntary reporting standards such as [CDP](#), [GRI](#) and [SASB](#), as well as development of new guidance by [TNFD](#), 2) significantly ramped-up expectations on biodiversity outcomes by platforms like the Fashion Pact, OP2B and Act4Nature, and 3) on-going development of methods for science-based target setting, e.g., by [SBTN](#).

This convergence of global processes and company and stakeholder responses is therefore **creating a short (18-24 months) window of opportunity to drive significantly increased uptake – and hence conservation impact – of data products based on IUCN standards**. Figure 3 summarizes a potential 'virtuous cycle' for driving increased uptake, improved conservation outcomes and financial sustainability. The opportunities and challenges this raises are discussed in more detail below.

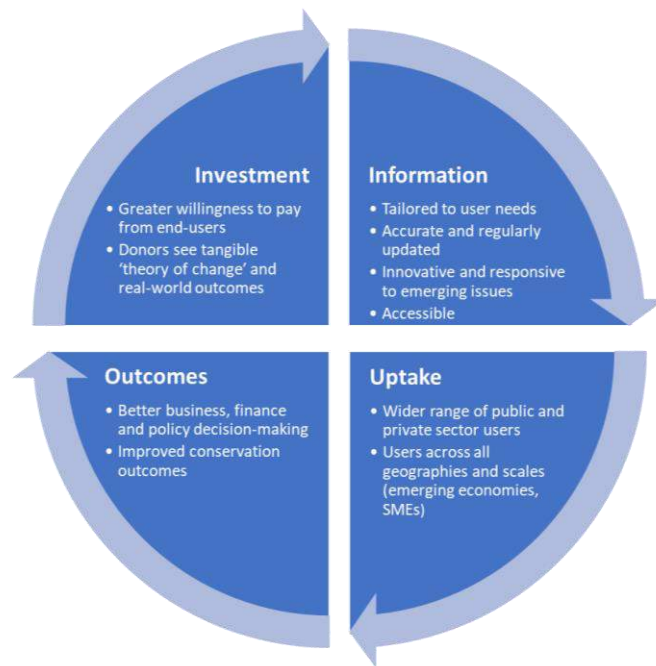


Figure 3 : A potential virtuous cycle to drive increased uptake, conservation outcomes and sustainability of data products based on IUCN standards

Opportunities

This review identifies four major opportunities for increased uptake and conservation impact from data products based on IUCN standards:

1. Use by corporates for assessment of **biodiversity impacts and opportunities in their value chains, setting science-based biodiversity targets, and for corporate reporting and disclosure**. This is a rapidly growing area of private sector use of biodiversity data, and data products based on IUCN standards are not yet embedded in standard practices or approaches. Services from IBAT currently focus on assessing site-based risks and impacts, rather than corporate, portfolio or supply chain / value chain assessment.
2. Use by financial sector for **screening of investment portfolios for biodiversity opportunity and risk**. This is a fast-moving field and one where derived datasets like STAR have significant potential to be adopted.
3. Increased use for risk screening and project design for **agribusiness, forestry, and fisheries**, where certification is the predominant sustainability approach, but there has in many cases been limited incorporation of data products based on IUCN Standards to date. So far, private sector uptake of IBAT-supplied data has been greatest in the development finance and large extractives sectors but remains limited elsewhere.
4. Increased use by governments for Strategic Environmental Assessment and systematic conservation planning, particularly for **integrating national biodiversity and climate strategies**. The potential for countries to make quantified 'national voluntary contributions' under the planned post-2020 GBF along the lines of Nationally Determined Contributions (NDCs) under UNFCCC, could be a key driver for use of data products based on IUCN standards such as STAR derived from the IUCN Red List of Threatened Species, and potential similar metrics which could be derived from the Red List of Ecosystems.

Challenges and potential responses

While these opportunities exist, uptake of data products based on IUCN standards will not be automatic, and our review suggests that several existing processes are **not** currently integrating data products based on IUCN standards, due to one or more of 1) perceived complex licensing, 2) availability of free or lower-cost alternatives that are perceived as ‘good enough’, 3) unwillingness on the part of some standard setters⁸ to require companies to use non-free data, 4) lack of understanding or awareness of the value of data products based on IUCN standards or 5) for national governments, a (perceived) lack of directly relevant tools.

To capitalize on the opportunity presented by increased awareness of and ambition for biodiversity will therefore require proactively addressing these perceived barriers. The review identifies five major potential components of a strategy to address these challenges (Figure 4).

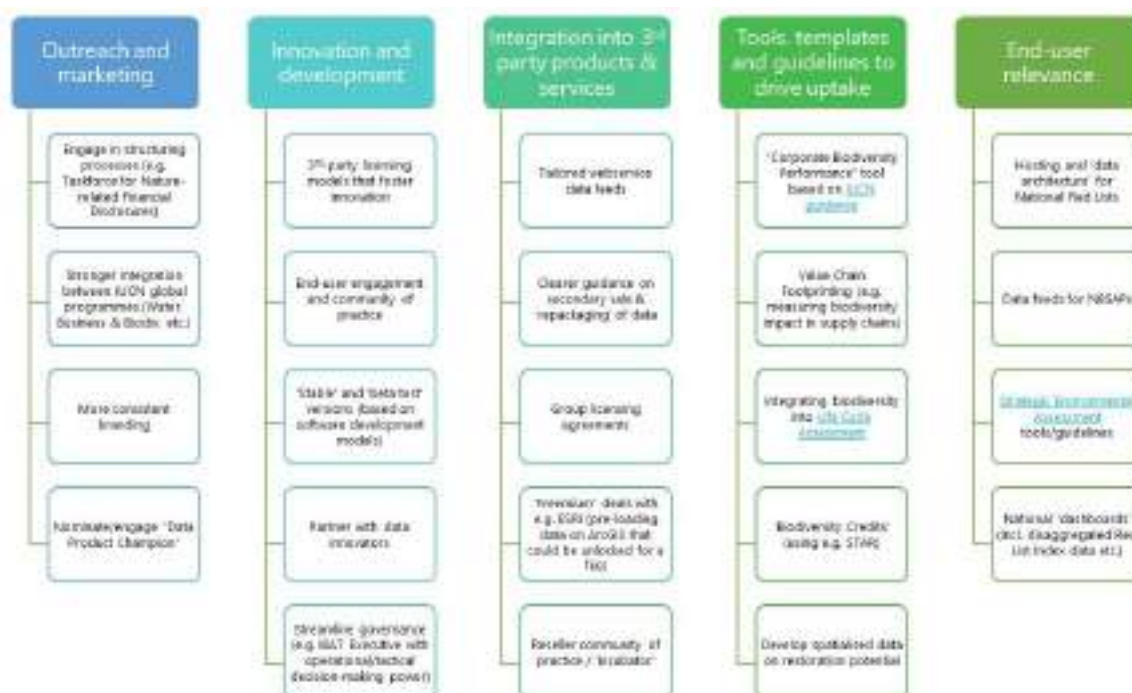


Figure 4 : Five potential components of a strategy to address barriers to uptake and achieve growth

- 1) **Proactive outreach and marketing** : This could involve 1) increasing IUCN engagement in key external structuring processes like TNFD, SBTN and others, and making appropriate integration of data products based on IUCN standards a key objective, 2) a stronger internal focus on use of data products based on IUCN standards across the IUCN Secretariat (e.g., by the Business and Biodiversity Programme, the Water Programme, etc.) and 3) more consistent branding. A possible action here would be to nominate and/or recruit⁹ a senior ‘Data Product Champion’ within IUCN who would be responsible for developing and overseeing implementation of a joined-up outreach strategy.

⁸ For example SBTN and several of the NGOs involved in that process feel that requiring companies to use non-free data may reduce the scalability of the SBTN process.

⁹ Our recommended profile for such a role would be someone who has sufficient understanding of IUCN processes and products, but who potentially also is not overly embedded in the institution and is able to offer a fresh perspective.

- 2) **Accelerate innovation and development cycles.** This could involve: 1) Fostering external innovation by setting up licensing models that facilitate third-party innovation of products and services (e.g., an ‘innovation and resale license’ which may initially be free or low cost, but where payments kick-in after a certain threshold of sales is reached); 2) closing feedback loops by creating IUCN-led communities of practice with end users of particular knowledge products, both internally and externally (for example through ‘clubs’ like UNEP-WCMC’s Proteus Partnership) and improving internal links between IUCN teams focused on data product provision and private sector liaison; 3) adopting development models (e.g. inspired by open-source software development models) that enable rapid and low-risk piloting of new functionality in “testing” branches while maintaining quality and consistency in a “stable” branch, 4) partnering with organizations that have complementary strengths (e.g. that are known for innovation and agility), and 5) working in the medium term towards streamlined governance models (particularly for IBAT, but also for the individual data products) that allow an Executive function greater autonomy to make tactical and operational decisions, whilst remaining under the strategic guidance of the ‘Board’ (i.e. the Red List Committee or equivalent). The coming update of the IBAT partnership agreement creates an opportunity to foster this, for example by establishing a “CEO” role within IBAT with greater autonomy than the current “IBAT Manager” brief.
- 3) **Reducing barriers to use and integration of data products based on IUCN standards by third party users.** Although the data products based on IUCN standards are suitable for particular use cases on their own, they are particularly valuable **when combined with other data** – whether that is information on pressures such as deforestation, on company activities (e.g., sourcing locations) or otherwise. Facilitating the combination of data products based on IUCN standards with other data in a commercial setting is potentially a major step to unlocking wider uptake. Options could include 1) expanding the provision of data through more granular webservice data feeds ready for integration into companies’ internal data portals (this is currently only available as a premium ‘everything’ option), 2) clearer licensing and guidance on secondary sale or re-packaging of data based on IUCN standards, 3) group licensing agreements for key constituencies (e.g., Equator Principles Financial Institutions, certification standards bodies), 4) potentially also offering a more diverse range of data based on IUCN standards through the IBAT portal, and 5) negotiating deals with e.g. ESRI to include IUCN data layers in their standard ArcGIS software on a ‘Freemium’ basis. To maintain a degree of oversight over how data products based on IUCN standards are used, IUCN could consider developing a specific reseller community of practice or ‘incubator’ (entry to which might be subscription-based), with a clear common ‘code of practice’ in addition to individual licensing requirements.
- 4) **Make the market.** The objective here is to drive uptake by 1) providing a wide range of tailored tools and 2) improving guidance on the use of data products based on IUCN standards to facilitate uptake. In the short-term, develop specific tools, templates and associated derived data layers (hosted in IBAT and/or via the Business and Biodiversity Programme) that use data products based on IUCN standards to help companies implement existing IUCN and other guidelines and hence drive uptake. This could include both new guidelines (described below) and existing ones. For example, IUCN’s [Guidelines for Planning and Monitoring Corporate Biodiversity Performance](#) provide a useful framework for companies, but a tool that helps automate the early steps of the process

could accelerate both uptake of the guidelines and use of data products. Another example would be to develop a “High Conservation Value report” in IBAT (analogous to the existing PS6 report) targeting certification schemes that use that approach. In the medium term, develop new targeted guidelines for use of data products based on IUCN standards, focusing on major gaps among current biodiversity methods to both drive uptake of data products based on IUCN standards and to help identify the innovations in terms of delivery or derived data products necessary to make them effective. A large part of the legitimacy of IUCN’s guidelines and standards – and hence of the data products based on them – comes from the sound scientific basis and the broad consultative processes for which IUCN is renowned. There is an opportunity for IUCN to develop guidelines focusing on specific market gaps such as:

- a. Guidance on use of the RL and RLE for value chain biodiversity footprint assessment;
- b. Guidelines for consideration of extinction risk in Life Cycle Assessment (LCA);
- c. Standardised methods for biodiversity loss-gain accounting for development projects;
- d. A standardized process for developing ‘biodiversity credits’ (e.g., using STAR);
- e. Guidance on Strategic Environmental Assessment (SEA); and,
- f. Guidance / Standard on spatially explicit data for restoration potential, to facilitate an ecosystem approach to improved biodiversity management in the wider landscape (beyond the highest priority species / sites).

- 5) **Increase the utility, ease of access and relevance of data products based on IUCN standards for national and sub-national governments.** The data products based on IUCN standards and their interfaces are currently focused on global assessments and analyses and, whilst they can be used at national scale, this does not seem to be a clear design objective. Greater utility of the data products for national and sub-national governments is likely to both encourage timely data input (increasing the value of the data products for all) as well as potentially encouraging governments and development donors to provide core IUCN funds specifically for data products. Opportunities for increasing the relevance of data products based on IUCN standards for national governments include: 1) providing a hosting and data architecture service for national red and green lists (potentially with curated data links to the global version through SISconnect, and allowing for e.g. ‘pre-population’ of information on threats, countries of occurrence etc. based on global assessments), while clearly communicating that IUCN is not responsible for the quality of content of such assessments; 2) providing data feeds, tools and methods for use of data products in national biodiversity strategies and action plans, for example template reports and analyses for using STAR suitable to inform national biodiversity strategies, and tools for Strategic Environmental Assessments; and 3) national-focused ‘dashboards’ with nationally disaggregated Red List Indices and similar indicators and other statistics, building from the IBAT Country Profiles.

Potential business models

In addition to the core operating budgets for maintaining data products based on IUCN standards, investment will be needed to capitalize on the opportunities identified above, since the existing IBAT and data teams (e.g., the Red List Unit) are currently overstretched.

The review found that opportunities to significantly ramp up funding through commercial data sales will require 1) significant up-front investment, and 2) may well be more limited – at least in the short term – than forecast in the Red List strategic plan for example. Quoted ‘willingness-to-pay’ by resellers was of the order of several tens of thousands of dollars, rather than hundreds of thousands or more. We rapidly triangulated these quoted figures by seeking estimates from a range of other environmental data providers and found that generally, only commercially highly-valuable data (such as global continually updated maps of oil fields and discoveries from IHS Markit) cost more than \$100k/year and detailed interpreted remote sensing products (such as high-resolution data on planted area and yields from Mantle Labs) were available for \$5-15k/country/year. ESRI offers ‘freemium’ demographic data where coarse resolution data is free, but higher resolution and more thoroughly verified data is available for \$1-2000 per country. This suggests that the current ‘market expectation’ for environmental data is likely to be in the tens rather than hundreds of thousands of dollars. And overall revenue is driven mostly by volume rather than by the value of individual sales.

A sustainable business model is therefore likely to need to combine revenue from data sales with significant core or grant-based funding for the foreseeable future.

A potential business model could therefore comprise multiple elements:

- In the short term, **building a coalition of high-investment donors / end-users around an ambitious action plan to scale up use of data products based on IUCN standards to drive transformative change in biodiversity outcomes by 2030**. At what seems to be a significant inflection point in the mainstreaming of biodiversity, and where the opportunity for a step change in biodiversity practices is so evident, such a “big idea” is more likely to get donors enthused than appeals based on ensuring continuity and stability of the data products. To get donors and anchor investors enthused, we recommend a sales pitch combining (1) a focus on real-world conservation outcomes rather than just ‘number of species assessed’¹⁰, (2) a mix of sexy new ideas (AI, eDNA, automated Red List assessments based on machine learning...) alongside the core essentials of getting the basics of biodiversity data provision right, (3) A Business Plan – i.e. a clear illustration of how this upfront investment will be used to set up an information provision system that is financially sustainable and (4) an appeal to genuine urgency – if we are to solve the climate and nature crisis within the coming decade, we need action by 2025 which means we need targets and plans by 2023 – which means we need the best possible information right now; we cannot rely on plans that will take 5 or 10 years to deliver.

A coalition model has been used successfully by WRI to fund the [Aqueduct](#) water assessment data products and associated tools through the “Aqueduct Alliance” which includes companies like Facebook, Cargill and P&G. In IUCN’s case, there is an opportunity

¹⁰ I.e. clearly making the case for how improved and expanded data provision will result in tangible positive changes to the status of biodiversity on the ground (and in the air and water) – compelling ‘theories of change’ linking information provision to action and outcomes will help to convince donors.

to build on the growing awareness of the need to address the nature and climate crises together – and to have robust biodiversity data and metrics to measure progress. Potential supporters could include corporates with ambitious biodiversity programs, especially those in the technology sector, and countries like Norway that are making significant investments in natural climate solutions and are likely to increasingly want to measure and report on the biodiversity co-benefits of these investments – and to see others do same.

- In the medium term, **increasing revenue from 'pay per use'**. Increasing this substantially will depend on driving **significantly increased volume** through the actions listed above, in particular: 1) more derived / or tailored products), 2) integrating datasets based on IUCN standards explicitly in reporting requirements and tools to drive demand and 3) expanding the provision of data via webservices to allow companies to integrate it into their own tools and platforms.
- Working towards increased revenue by **allowing resale of data products** based on IUCN standards (e.g., allowing a third party to integrate STAR into a commercial datafeed on deforestation risk). Given IUCN's desire to have a degree of control over the use of data products based on IUCN standards, an 'incubator' approach in which IUCN works closely with selected partners may be the most appropriate; this could be combined with an 'accredited reseller' scheme.
- In the longer term, weighing up the trade-offs between potentially **maximising uptake and access through provision of free, open-source data** under 'creative commons'-type licenses, and potentially **maximising capacity to be financially self-sustaining and invest in good quality data provision by 'pay-per-use' and subscription models**. The optimal solution is likely to be a mixed model whereby some of the 'foundational' KPs are treated as a global public good and are freely available, whereas 'value-added' products with more interpretation and synthesis aimed at particular applications or user groups are provided on a commercial basis, but with a fee structure that is transparent and scalable and does not serve as a disincentive to use for e.g. occasional use or smaller businesses (the current IBAT licensing/fee structure is designed for large organisations).

Context

Background

IUCN is a leading provider of nature and conservation-related knowledge, data, and standards used to influence policy and guide nature conservation efforts globally. These are often referred to as knowledge products (KP). KPs are defined as products that are based on standards approved by IUCN's governance bodies. Such KPs have gained significant prominence worldwide and contribute to a wide range of global analyses on the status of the natural world and the measures needed to safeguard it. Today, governments, private sector and investors are under increased societal pressure to manage environmental risks and strengthen Environmental, Social and Governance (ESG) practices. Assessing and measuring impacts on nature and progress of conservation is a complex undertaking, and many stakeholders struggle to find the right metrics and data that would help them determine whether they are nature-negative or -positive. IUCN has the capability, network, and knowledge to position itself as the global data and knowledge hub on nature and biodiversity. The existing knowledge products have considerable uptake and utility; however, there is potential to extend, improve and refine IUCN's KP offering, in furtherance of IUCN's conservation mission.

Scope

IUCN has engaged The Biodiversity Consultancy to carry out a rapid strategic review of IUCN's data provision, with a particular focus on data products maintained against IUCN Standards. The objective of this review is to understand opportunities to extend the uptake, reach, conservation impact, and financial sustainability of these KPs, and to explore future directions for IUCN's data products and services.

The scope of the strategic data review is threefold: 1) Develop understanding of external, nature conservation data demands ('market analysis'); 2) Determine the extent to which the supply of nature conservation data and knowledge products based on IUCN standards meets those demands; and 3) Set out strategic options for IUCN's nature conservation data and knowledge products.

This strategic review covers knowledge products that are based on IUCN Standards (e.g., Red List Standard, KBA Standard, Green List Standard etc.) and that provide interpreted biodiversity data. Specifically, this includes:

- IUCN Red List of Threatened Species and derivatives (e.g., STAR)
- IUCN Red List of Threatened Ecosystems
- IUCN Green List of Protected and Conserved Areas
- IUCN Green Status/List of Species
- Protected Planet / World Database on Protected Areas
- Key Biodiversity Areas
- The Global Invasive Species Database

Process

As part of the strategic review we conducted interviews with 29 key informants from 20 organizations including end-users (government, civil society, business, and finance), data providers, and institutions and individuals involved in developing and maintaining Knowledge Products included in the strategic review. Interviews took place during June-September 2021.

Category	Organisation	Contact person
Finance - Commercial banks	Credit Suisse	Oliver Withers
Finance - Impact/NBS investors	Mirova	Edit Kiss
Finance - Ratings agencies	Moody's ESG Solutions	Emilie Mazzacurati
Finance - Public development banks	International Finance Corporation	Lori Anna Conzo
Business	Shell	Larissa Schapkova
Business	Nespresso	Julie Renau
Consultancy	Systemiq	Guido Schmidt-Traub
Government/State Agencies	Parks Canada	Gilles Seutin
IGO	Global Environment Facility	Gustavo Fonseca, Claude Gascon
IGO	European Environment Agency	Ronan Uhel
IGO	European Commission - DG Environment	Ann Teller
IGO	World Meteorological Organization	Dominique Berod
Foundation	Gordon & Betty Moore Foundation	Aileen Lee
NGO	The Nature Conservancy	Rob Macdonald
NGO	UNEP-WCMC	Jonny Hughes, Neil Burgess
NGO	Birdlife International	Stuart Butchart
NGO	ProForest	Mike Senior
NGO	HCV Network	Ellen Brown, Olivia Sholtz
Tool	IBAT	Ed Ellis
Internal	IUCN	Jane Smart
Internal	IUCN	Tom Brooks
Internal	IUCN Species Survival Commission	Jon Paul Rodriguez
Internal	IUCN	Frank Hawkins
Internal	IUCN	Ackbar Joolia
Internal	IUCN	Richard Jenkins
Internal	IUCN	James Dalton

Findings

Market analysis – evolving demands for biodiversity data

We mapped current and emerging demands for biodiversity data for four user groups: site-based private sector projects and project finance (e.g. proponents of, or investors in, large new infrastructure, mining or energy projects; agriculture, forestry and fisheries; corporates (e.g. typically larger/multinational companies across a wide range of sectors; institutional investors (e.g. asset managers, impact investors; and government and state/parastatal organizations (including national parks authorities, etc.).

Data uses varied substantially between different user groups, as did the data requirements in terms of both spatial scale and degree of interpretation/aggregation/simplification required to convert the raw biodiversity data into a Knowledge Product that the consumer would be able to use.

As well as considering the principal data uses, drivers and data requirements, we assessed the relevance of the existing KPs against user needs. Note this assessment reflects potential relevance rather than current frequency of use – in many cases, particularly among groups that are ‘newer’ to using biodiversity data such as corporates and asset managers, there is currently relatively low use and awareness of KPs that would be highly relevant. Also, in some cases (e.g., for IUCN Red List of Ecosystems), there is potential for the KP to be highly relevant and useful once it is comprehensively available, but on current timelines this will not happen for a number of years.

Feedback from end-users on the specific KPs was as follows:

- **IUCN Red List of Threatened Species.** This is IUCN's flagship Knowledge Product and has universal 'brand recognition'. Although some concerns were noted around e.g. frequency of updates, inclusivity of process, or relevance at the national as opposed to global scale, it is widely accepted that the IUCN Red List sets the 'gold standard' for biodiversity data. A subset of private sector consumers find data on individual species useful, however for most end-users further synthesis and interpretation is needed for them to understand the 'so what?' – even the 'long-lists' of species potentially present in an area generated by IBAT require further interpretation to be meaningful to this constituency.
- Derived Red List products including **STAR** are much less well-known at the moment, but there is considerable interest among informed corporate and finance sector end-users about the potential this metric has to link pressure and state and to fill a gap that currently exists for a standardized, scalable and globally applicable biodiversity metric that could measure 'biodiversity return on investment' in a way that demonstrably aligns with global goals (i.e. species extinction risk goals in the post-2020 Framework).
- **World Database of Protected Areas.** After the IUCN Red List of Threatened Species, this is the second-best known and widely used KP, despite some of its well-known flaws in terms of accuracy and coverage. However, by contrast with the Red List of Species, IUCN's value-add is substantially less, and IUCN should not expect to generate a profit margin on this data as it is government data and 'canonical' versions are available elsewhere (indeed, to be sure of accurate data you would go to the relevant national authority rather than the WDPA). Many business users – including those that area already quite well-informed about biodiversity – find the information hard to interpret as it is currently presented in e.g. IBAT ('there are all these different categories - what do they mean?').
- **World Database of Key Biodiversity Areas.** There were mixed responses regarding the utility and degree of uptake of the KBAs database. This is at least in part attributable to patchiness in cover (geographic and taxonomic) and quality. KBAs mapped more recently against the Standard are generally very good, however many older KBAs are of poor quality (out of date, inaccurately mapped, reasons for designation unclear) and this can create practical implementation problems and credibility issues for private sector users.
- **Red List of Ecosystems** – there was moderately good awareness of this KP among the interviewees. Many both in the private and government / civil society were excited about the potential that this KP offers. The Red List of Ecosystems (and any potential future derived products such as "E-STAR") have perhaps the greatest potential of all the current KPs to be transformative, but this would require substantial acceleration of coverage and timelines. At the moment, the slow pace of progress means that government and private sector users will have to find other solutions in the interim (i.e., for 2030 planning and targets) and these alternative approaches will become embedded and hard to change.
- **Green List of Well-Managed Protected and Conserved Areas and Green Status of Species.** In general, there was low awareness and uptake of these products among our interviewees. This is perhaps unsurprising as these products are relatively new (Green Status of Species) and of quite restricted relevance (Green List of well-managed protected and conserved areas). In the government / state sector and from some funders, there was recognition that e.g., the Green List of Protected Areas Standard was potentially useful, and that the Green Status of Species could become useful once it has been more widely rolled out, but some questioned the wisdom of splitting budget / effort / communications activity across a wider range of more 'marginal' products at a time when IUCN is struggling to support 'core' products.

- **Global Invasive Species Database** – across end-user groups consulted there was very little awareness or uptake of the GSD, even among user groups for whom this information would potentially be highly relevant (e.g., site-based projects and project finance, agribusiness and forestry; see Table 2).

Table 2 : A summary of the main groups of consumers of data products based on IUCN standards and the main drivers and data needs

		Site-based private sector projects and project finance	Agriculture, forestry, fisheries	Corporates	Institutional investors (asset managers etc.)	Governments
Principal data uses		Risk screening, impact assessment, mitigation & offset planning, M&E	High Conservation Value assessments, certification, land-use planning (set-asides etc), managing stocks/offtake	Value-chain footprinting, target setting, KPIs, measuring biodiversity benefits on investments	Due diligence, development of 'green' products (e.g., green funds)	Spatial planning / conservation planning, strategic environmental assessment, reporting against global conventions esp. CBD
Main drivers		Lender standards (e.g., PS6, HCV), national regulation	Certification, national regulation	Reporting and disclosure requirements (e.g., CDP, GRI, SBTN, CDSB, CSRD, sectoral commitment platforms like the Fashion Pact and OP2B) Voluntary alignment with global goals (esp. Paris Agreement; SDGs)	Reporting and disclosure requirements (e.g., CDP, GRI, CDSB, CSRD)	National policies CDB and UNFCCC NDCs
General data requirements	Required spatial scale	Very fine (site level)	Very fine (site level)	Country + ecoregion often sufficient	Country + ecoregion often sufficient	Fine (sub-national)
	Raw or derived data?	Both	Both	Principally derived	Principally derived	Both

		Site-based private sector projects and project finance	Agriculture, forestry, fisheries	Corporates	Institutional investors (asset managers etc.)	Governments
Degree of relevance of specific KPs	IUCN Red List of Threatened Species – species data	Very High	Very High	High	High	Very High
	RL – STAR, range rarity	High	High	Very High	Very High	Very High
	IUCN Red List of Ecosystems	Very High	Very High	Very High	Very High	Very High
	World Database of Protected Areas	Very High	Very High	High	Occasionally	Limited – they already have the data
	World Database of Key Biodiversity Areas	Very High	Very High	High	Occasionally	High
	Green List of Well-managed Protected and Conserved Areas	Occasionally, in specific circumstances only	Occasionally, in specific circumstances only	Limited	Limited	Standard valuable, but dataset limited relevance
	Green List of Species	Potentially in future	Potentially in future	Potentially in future	Limited	Potentially in future
	Global Invasive Species Database	High	High	Limited	Limited	Limited

The evolving biodiversity data landscape

The biodiversity data landscape is evolving rapidly. Two key themes are:

- 3) An increasing array of remotely-sensed data products of relevance to biodiversity are available, often with global or near-global coverage, at very high resolution and at low cost. Combined with vastly improved computing power, this has enabled the development of global-scale high-resolution derived datasets such as forest condition indexes (e.g., Hansen *et al.* 2019; Grantham *et al.* 2020) and broader “ecological integrity” indexes (e.g., Beyer *et al.* 2020). Many of these new datasets which are based on publicly funded remote-sensing are freely available, even for commercial use, driven by government “open data” policies.
- 4) Meta-databases based on species occurrence and/or abundance data like [GBIF](#) and [PREDICTS](#) have – at least partially – overcome early data quality control challenges, and so are an increasingly valuable source of ‘raw’ species data. This has enabled improved modelling of species distributions (e.g., Hoskins *et al.* 2020) and of species responses to pressures (e.g., Schipper *et al.* 2020).

Development of tools like eDNA-based assessment, citizen science portals (e.g., eBird) and improved big data / machine learning (“AI”) approaches are likely to drive further innovation and rapid progress in availability of biodiversity data.

Data products based on IUCN standards have benefited from these developments – for example the Area of Habitat mapping that enabled the development of STAR, and the Global Ecosystem Typology that is fundamental for the Red List of Ecosystems were both dependent on the ability to perform global scale analyses of remote-sensed data.

In addition to the availability of data, there is also increased development of biodiversity data providers and portals seeking to make biodiversity data available to users in useful ways. Table 3 below compares the IBAT portal that provides access to data based on IUCN standards with three other portals: [Global Forest Watch](#) (GFW), [NatureMap](#) and [EarthMap](#)¹¹. The three other portals differ in focus, but all provide biodiversity data integrated with contextual data layers on the living and non-living environment, which is a key demand of end users and which IBAT does not currently do. Of these portals, GFW is the only one which, like IBAT, provides business-focused tools, webservice for easy integration into internal business processes and clear commercial licensing.

¹¹ There are many other data portals, these three are used as examples as they are of comparable scale to IBAT and also supported by major institutions.

Table 3 : A comparison of three data portals providing access to biodiversity data with IBAT

Tool(s)	Organisation(s)	Description	Key features							
			Integrated living and physical environment data	Science basis	Timeseries and trends	Data download	Webservices for integration into other tools	Explicit commercial licensing	Cost to end users	Business model
Global Forest Watch (GFW)	WRI	Portal focusing on providing access to data on forests, incorporating some biodiversity data layers. USP includes frequent data updates and sophisticated analysis and alerts.	Yes	Academic literature	Yes	Yes	Yes	Yes – GFW Pro	All layers other than IUCN data free for commercial use	Grant based: Public funds, Philanthropy, Multilaterals, Partner companies
NatureMap 2.0	UNDP, UNEP, WCMC, CBD secretariat	Portal providing access to a large range of high-resolution raw and derived datalayers on living and physical environment including water, carbon, primary productivity and conservation priorities. Some species-focused data layers.	Yes	Academic literature	Yes	Yes	No	No	Most layers free for commercial use ¹	Grant based: Public funds, Philanthropy, Multilaterals
EarthMap	FAO and Google	Portal focusing on providing access to FAO datalayers on agriculture, forestry and land degradation. Basic biodiversity layers (ecoregions, endemism) included. Integrated tools for carbon accounting, tools for	Yes	FAO processes and standards (not always public)	Yes	Yes	No	No – layers are mostly available but commercial use terms for google earth engine unclear	Free	Unclear

			Key features							
Tool(s)	Organisation(s)	Description	Integrated living and physical environment data	Science basis	Timeseries and trends	Data download	Webservices for integration into other tools	Explicit commercial licensing	Cost to end users	Business model
		biodiversity assessment planned in the ABC mapper.								
IBAT	IUCN, Birdlife, CI, UNEP-WCMC	Portal for access to data based on IUCN standards (currently IUCN RL, WDPA, WDKBA). Focused on commercial users.	No – biodiversity only	IUCN standards and consultative processes	No	Yes, for subscribers	Yes, for enterprise + subscribers	Yes	Pay as you go and subscription	User fees + Grants
1) IUCN Red List-derived data and some marine datasets provided by UNEP-WCMC are not available for commercial use.										

Consultation findings

Insights from business and finance end-users

IUCN data is seen as authoritative, and its use is increasingly institutionalised in the development project finance and large extractives sectors

Key points

- Respondents from the development finance institutions (DFIs, esp. ones using [IFC Performance Standard 6](#)¹² and its derivatives) and extractive industries cite the authoritative nature of IUCN data and the explicit requirements of PS6 as the major factors driving use of IUCN data products. The [Business and Biodiversity Offsets Programme \(BBOP\)](#)¹³ and [Proteus Partnership](#) are seen as key processes that socialised and drove uptake by the extractives sector.
- In these sectors, use of IUCN data products is standard practice in the highest capacity institutions – these form the bulk of IBAT enterprise subscribers.
- These users are generally concerned with assessment of specific sites, and would benefit from higher resolution data (e.g., species Area of Habitat maps rather than range maps), but otherwise are broadly satisfied with IUCN data products, as offered through IBAT.
- Many large extractives are currently experimenting with innovative methods for biodiversity assessment (e.g., eDNA, drones, remote sensing) and have an appetite for trying new methods.
- Despite similar drivers, uptake by smaller development finance institutions, Equator Principles institutions and junior extractives companies is limited, often due to [capacity constraints for biodiversity management](#) in those institutions and perceived transaction costs of accessing IUCN data products.
- Current use by large DFIs and extractives focuses on avoiding and reducing harm to biodiversity for projects, but there is increasing interest in assessing opportunities for positive outcomes, e.g., via products like STAR.
- DFIs do not currently use IUCN data products for corporate finance (as opposed to project) or financial intermediary investments; these form the bulk of DFI lending and investment. IFC's new [ESG indicators for corporate finance](#) make specific mention of IUCN products, and refer

¹² Many private sector projects (e.g., a new mine or wind farm) require finance to proceed. To obtain a loan from most DFIs and many corporate banks, companies must demonstrate that their project can meet social and environmental performance requirements as codified in the [IFC Performance Standards](#) and related standards such as the [EBRD Performance Requirements](#) and the [Equator Principles](#). Collectively these now cover the majority of international project finance debt within developed and emerging markets. For biodiversity specifically, projects must demonstrate whether or not they occur in "Critical Habitat", which is defined based on quantitative criteria and thresholds based on the presence of threatened species, restricted-range species, and so on. Projects located in Critical Habitat are subject to particularly stringent mitigation requirements, and may even be considered as a 'no-go' for financing. As such, IFC PS6 has been a key driver of the uptake and use of KPs based on IUCN Standards within the private sector.

¹³ Operational from 2004 to 2018, BBOP was a multi-stakeholder initiative made up of >70 institutions from business, finance, NGOs, governments, and consultants, including [>20 large companies](#) predominantly from the mining & aggregates, O&G, energy and agribusiness sectors. For many years it was at the forefront of developing methods and approaches for business and biodiversity, including on the mitigation hierarchy, offsets, biodiversity metrics and accounting, and social safeguards.

to protected areas and KBAs and may be a driver in future. The indicators for financial institutions focus on process and do not make reference to particular standards.

Implications

- Large DFIs and extractives form the current core market for commercial use of IUCN data products. Increasing use for Projects in this sector requires addressing the barriers to use by smaller DFIs and extractives. This may include group licences for multiple DFIs, training and capacity building.
- IFC's new [ESG Performance Indicators for Capital Markets](#) are a potential driver for update of IUCN data products, but specific guidance and customised reports (equivalent to IBAT's PS6 report for projects) will be required to drive this.
- The current willingness of large extractives to experiment with new ways of doing biodiversity assessment may be an opportunity to co-develop new approaches or features for IUCN data products.
- The [Business and Biodiversity Offsets Programme \(BBOP\)](#) and [Proteus Partnership](#) are seen as key processes that socialised and drove uptake of KPs based on IUCN standards within some key parts of the private sector. However, as BBOP is no longer operational and Proteus appears to have no plans to expand beyond its current membership of 19 companies (predominantly from the extractives sectors), this leaves a 'gap in the market' for an alliance that facilitates interaction between biodiversity data providers and business end-users.

A convergence of processes is driving increased attention on biodiversity in the wider corporate and commercial finance sectors

Key points – three key drivers of demand for biodiversity data

- **Regulations and guidance on disclosure of nature-related impacts** are a key driver, especially the new (2021) [Taskforce for Nature-related Financial Disclosures](#), EU legislation (such as the [Corporate Sustainability Reporting Directive](#), the 2021 [Sustainable Finance Disclosure Regulation](#)¹⁴, and so on) but also national legislation like France's recent (2019) climate and energy law. This is a space of extremely rapid change over the past 2 years and into the near future – we are moving from a situation where until recently even 'sustainability-leader' FIs such as IFC had no biodiversity disclosure requirements for their corporate loans, to one where any multinational business or financial service provider should anticipate that it will be legally required to report in a standardized way on its nature impacts across a number of different jurisdictions. If biodiversity data can genuinely be 'mainstreamed' into financial

¹⁴ The EU's Sustainable Finance Disclosure Regulation (SFDR) came into effect in 2021, marking a major milestone in the bloc's efforts to ensure financial firms such as fund managers, insurers and banks that provide financial products and services within the region are comprehensively disclosing their ESG performance. Its objective is to channel private investment towards sustainable investing while preventing 'greenwashing'. The disclosure requirements apply to adverse sustainability impacts at two distinct levels: the entity level and product level. The former requires that financial-market participants publish and maintain on their websites statements about the principal adverse impacts of their investment decisions, and due-diligence policies with respect to those impacts. The latter, meanwhile, requires disclosure of whether a particular financial product considers principal adverse impacts on sustainability factors, and if so, how it does.

decision-making in this way, there is potentially huge scope to influence the global economy, directing financial flows away from harmful activities and towards activities and investments that have a neutral or positive effect on the natural world. However, there is currently a substantial mismatch between the type of global biodiversity data that is currently available, versus what is feasible to use for assessing risk and impact across large financial institutions and portfolios. There is a risk that, if data providers are unwilling or unable to standardize and simplify, meaningful biodiversity data will remain excluded from wider ESG reporting norms (as is currently often the case).

- **Multiple ambitious voluntary commitment platforms** ([Fashion Pact](#), [OP2B](#), [Act4Nature](#), [Finance Pledge for Biodiversity](#), [Platform for Biodiversity Accounting Financials](#), [Business for Nature](#), [Terra Carta](#), etc) have seen significant corporate engagement and are contributing to strong interest in biodiversity data by companies. Membership of many of these requires a company to set specific commitments or goals on biodiversity, often mirroring language in the [draft CBD post-2020 framework](#), including No Net Loss or Net Gain (e.g. Act4Nature), “nature positive” (e.g. Business for Nature), or setting science-based targets for biodiversity aligned with global goals (e.g. Fashion Pact, [WBCSD](#)¹⁵). Notably, nearly all of the aforementioned platforms were set up within the past 2 years, and in some cases they have very substantial sectoral leverage (for example, the Fashion Pact signatory companies and brands represent approximately a third of the sector by revenue). This represents a step-change in the number and type of different companies and sectors engaging actively on biodiversity – up until the late 2010s, the only companies using biodiversity data were those with a direct impact or dependency on land or water (extractives, infrastructure, food and agriculture, forestry, fisheries). There has been a rapid growth of interest in biodiversity from ‘downstream’ companies (e.g. fashion, fast-moving consumer goods, pharmaceuticals & healthcare, retail, electronics, telecommunications, ‘big tech’) for whom many of the most substantial biodiversity impacts are embedded within complex supply chains.
- **Alignment with global goals:** >100 corporates have engaged with the [Science-Based Targets Network](#) and many have joined its Corporate Engagement Programme. The sister programme for climate targets ([SBTi](#)) was set up in 2015 and already has >1000 corporates involved, representing around a fifth of the global economy by market capitalization - this indicates the scale of potential uptake.
- However, companies not familiar with IFC PS6 – i.e. most large corporates and the commercial finance sector – generally have **limited visibility and understanding of the potential value of IUCN data products**. This forms the vast bulk of publicly listed companies.

Implications

- There is a **huge opportunity to increase uptake** of data products based on IUCN standards for better biodiversity outcomes. There is scope to increase uptake into new sectors (moving from site-based industry into supply chains, and from development finance into commercial

¹⁵ The World Business Council for Sustainable Development (WBCSD) is a global, CEO-led organization of over 200 businesses that aim to “accelerate the transition to a sustainable world”. Member companies come from all business sectors and all major economies, representing a combined revenue of more than USD \$8.5 trillion and 19 million employees. In 2020, WBCSD updated its [membership conditions](#) to require that all members “set ambitious, science-informed, short and mid-term environmental goals that contribute to nature / biodiversity recovery by 2050”.

finance); there is scope to increase the number of companies and institutions using biodiversity data (including a shift from biodiversity being a 'niche' topic that is only considered by sustainability leaders, to being part of standard ESG good practice). However, **IUCN is not yet fully positioned to drive this**, and in some cases new KPs and/or new licensing models are needed to provide biodiversity data in a format that is useable by these new end-user groups.

- These processes are fast-moving, and so engagement needs to be similarly agile to be effective – **the next 18-24 months are critical**.

Limited and fragmented marketing and participation in key structuring processes, and limited end-user engagement, means that private sector uptake remains relatively low and existing KPs are often poorly matched to private sector user needs

Key points

- IUCN should be more consistently and significantly involved in key structuring process like TNFD or commitment platforms that are driving standard and methods development (e.g., Fashion Pact, OP2B, Platform for Biodiversity Accounting Financials). In some cases, other large conservation organisations are already involved but IUCN has not yet engaged substantively (e.g., Conservation International is working closely with the Fashion Pact). Because of the sheer number of current initiatives, this kind of outreach requires careful co-ordination, dedicated IUCN personnel and strategic prioritization.
- Although IUCN are involved in SBTN, SBTN have so far been ambivalent about use of IUCN data products, largely due to licencing and cost concerns. If SBTN goes to scale in the same way that its sister initiative for climate (SBTi) has done, then SBTN has the potential to be a very influential 'player' in terms of setting standards around how corporates should measure and track their biodiversity and nature impacts, so it is important to be pro-active in addressing any (real or perceived) barriers and concerns.
- Active engagement with industry bodies ([CSBI](#), [IPIECA](#), [ICMM](#)), e.g., through the Proteus Partnership, has driven uptake by extractive industries, which now form a large part of IBAT's enterprise subscriber client base. However, no equivalent engagement exists for the finance sector or for agri-business, consumer goods, technology and other sectors. (UNEP-WCMC has some engagement esp. with agri-business and finance sectors, but this is distinct from their role in IBAT and the Red List).
- IBAT resources for communications and marketing are extremely limited – about 20% of one person's time (0.2 FTE).
- Other data providers are pro-actively marketing their products to key end-users and actively lobbying for their inclusion in emerging policy and legislation.

Implications

- Without clear marketing, there is a significant risk that many potential users adopt alternatives based on perceived simplicity or due to lack of awareness of the value-add of IUCN data products.

Potential responses

- Make marketing of IUCN products a core role, e.g., by nominating an ‘IUCN data product champion’ charged with representing / co-ordinating IUCN involvement in key processes.
- Establish proactive user-engagement platforms, and/or engage more significantly in existing platforms like OP2B, Fashion Pact, Platform for Biodiversity Accounting Financials (PBAF) and the SBTN Corporate Engagement Programme. A key aspect of this is that engagement should not be ‘one-way’ – it is not just about raising awareness and building capacity among end-users – it is also about establishing a feedback loop whereby data providers can better understand user needs and constraints and can learn from end-users about how data provision could be improved.
- Strengthen internal links within IUCN between teams involved in business liaison and teams involved in KP development and curation
- Identify “influencers” that have the potential to drive wider uptake of KPs in the private sector. In addition to the ‘commitment platforms’ mentioned above, this could include industry bodies (e.g. ICMM, IPIECA, [Consumer Goods Forum](#)), national or regional business and biodiversity networks such as those found in [Sweden](#), [Germany](#), the [UK](#), and the [EU](#), and organisations like the [High Conservation Value \(HCV\) Resource Network](#). To give a specific example – the HCV approach is used in many certification schemes internationally (e.g. Forest Stewardship Council, Roundtable on Sustainable Palm Oil, Roundtable for Responsible Soy Global), and many retailers, banks, processors and distributors of wood, paper and vegetable oils have integrated requirements about HCVs into their procurement and investment policies. HCVs are identified based on criteria including species diversity, threatened status and endemism (among other criteria covering ecosystems, ecosystem services, etc) – yet HCV assessments do not currently use KPs based on IUCN Standards, they tend to be based on local data.
- Consider future plans for the Proteus Partnership, and how IUCN interacts with Proteus – this is clearly a “value add” service (providing regular data updates, access to interpreted data not commercially available elsewhere, and a forum for end-user feedback and engagement with the data provider, and a set number of hours of expert support per year, in return for a subscription fee; companies also say they value the opportunity for peer-to-peer exchange at the annual Proteus meetings and other events), but Proteus does not currently appear to have plans to expand beyond its current membership base and sectoral focus (extractives). This is a significant gap in the market and an opportunity for IUCN.

Major tools for supply chain assessment, financial portfolio assessment and LCA rarely use IUCN data products

Key points

- The most mature and widely-used or high potential emerging tools for corporate and financial portfolio biodiversity footprint assessment (e.g., [Global Biodiversity Score](#), [Impact-World+](#), [Biodiversity Footprint for Financial Institutions](#), Kering’s [Environmental Profit and Loss](#), [Geofootprint](#) etc.) do not use IUCN data products.

- Use of IUCN data products in Life Cycle Analysis (LCA) is rare¹⁶. The [EU standard Product Environmental Footprint](#) does not use data products based on IUCN standards.
- While some companies / consultants (incl. TBC) use IUCN data products to complement corporate or financial footprinting or LCA analysis, this remains rare and there is no common guidance or standard for doing so.
- There is significant interest in the potential for use of STAR or similar data, but lack of clear methods and unclear licensing are cited as barriers.
- This is a fast-moving space with rapid development and increasingly fast corporate uptake (e.g., in 2021 The Biodiversity Consultancy is conducting footprints for c.11 corporates across multiple sectors, compared to 3 in 2020 and 1 in 2019).

Implications

- There is a clear opportunity to increase use of authoritative IUCN data to improve tools and drive better outcomes for biodiversity.
- Tools and methods that exist, however imperfect, are gaining traction and mindshare and may become entrenched. Few are yet fully mature so there is a window of opportunity to improve their use of biodiversity data.

Potential responses

- Build on IUCN's expertise and convening power to drive the market by developing standards and guidance for use of IUCN knowledge products, for example by developing 'IUCN Guidelines for Biodiversity Assessment of Supply Chains' and 'IUCN Guidelines for Biodiversity Footprinting for Financial Portfolios'.
- Proactive engagement with institutions developing tools and standards to ensure IUCN data products are evaluated objectively.
- Develop clear licensing for use for IUCN data products at this scale of use.
- There needs to be better communication about STAR targeted at an end-user audience; at the moment there is a risk that users will opt for other methods that are intuitively easier to understand or which have clearer development roadmaps.

Lack of standard metrics and derived data products

Key points

- Current corporate users of IUCN data products through IBAT are generally focusing on an individual, known, sites and use IUCN products to inform further assessment.
- However, potential new markets are often for assessment of impacts of corporates with limited spatial data, of individual commodities or products, or based solely on financial information (e.g., spend, turnover).
- For these cases, biodiversity assessment requires linking biodiversity data layers to other data sources (e.g., trade data, financial flows data, remote sensing data). Many tools are currently

¹⁶ The characterization factors in LC-Impact were developed with IUCN input and do use the Red List of Species data as one input.

being developed to help companies obtain spatial information about supply chains, (e.g., [Trase](#), [GeoFootprint](#)) which provides an opportunity to integrate biodiversity information.

- There are currently few methodological standards or guidance for integrating biodiversity data in these approaches.

Implications

- Uptake of IUCN data products for these services will depend on developing and providing derived data products and / or developing licensing that enables tool developers to create and re-sell derived data layers themselves. This is potentially a significant driver for improved biodiversity outcomes.
- There are opportunities for specific data layers / products based around commodities or sectors – e.g., a 'biodiversity impact of palm oil' data layer. UNEP-WCMC has been trialling such products with its [ENCORE](#) tool for exploring natural capital opportunities, risks and exposure, but this is experimental and does not currently have a sustainable business model (based on fixed-term funding).

Potential responses

- Proactive engagement with tool developers to understand opportunities for including layers such as STAR in such tools and to identify potential licensing approaches.
- Drive the market by developing methodological guidance and standards for incorporating biodiversity in such tools.

Complex governance slows decision-making, complex licencing dissuades use

Key points

- Several respondents cited complex licencing as a barrier to use of IUCN data products and an incentive to seek alternative sources of information – “we use IUCN data as a last resort due to the complexity of licencing”.
- SBTN are actively trialling alternative biodiversity datasets due to perceived issues with licencing of IUCN products.
- Partnership governance of individual data products and of IBAT is good for legitimacy but complicates decision-making.
- Companies looking for licencing to allow resale of derived data products are frustrated with slow decision-making.
- IBAT's traditional users are extractives and development finance institutions who are generally risk averse and used to long project timelines. Potential new clients from consumer goods and technology sectors are more used to risk-taking and much more rapid innovation and development cycles for products and services. This risks creating a mis-match of expectations.

Implications

- A more agile and less risk-averse approach to decision-making and licencing is necessary to capitalise on the short window of opportunity.

Potential responses

- Use the IBAT partnership renewal as an opportunity to streamline decision making and increase autonomy.
- Consider adopting a development model inspired by software development with 'stable' and 'development' branches. Access to the development branch could be a premium feature with companies (particularly resellers) prepared to pay / donate to be involved and have the chance to influence and have early access to new features.

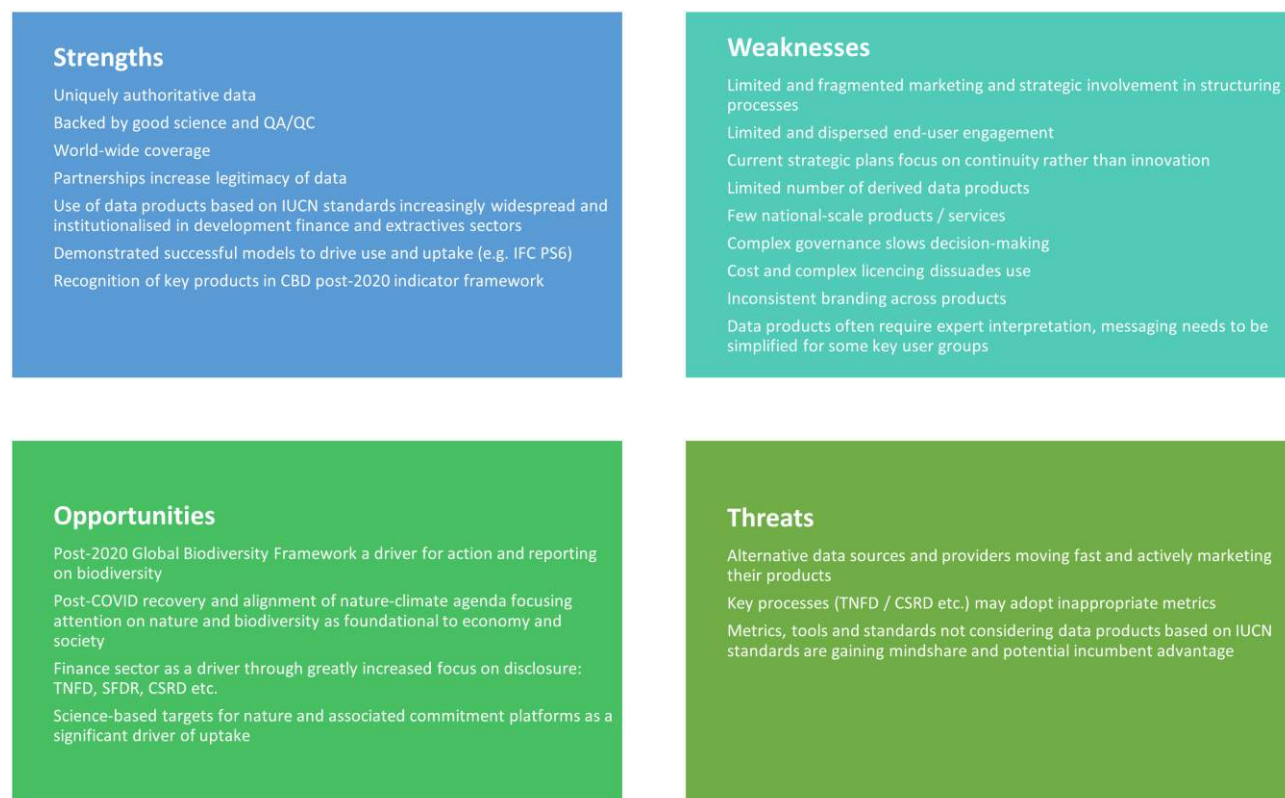


Figure 5 : SWOT summary of findings

Insights from interviewees are summarized in the SWOT analysis presented in Figure 5.

Insights from data providers and from government and civil society end-users ***Civil society – conservation NGOs, donors, academic and research organisations – widely use many of the knowledge products based on IUCN Standards for decision-making and for understanding trends and patterns in biodiversity loss and recovery***

Key points

- Civil society – including conservation NGOs, funds and donors, academic and research organisations and think-tanks – are the end-user group that the current suite of KPs are best adapted for

- Many of the 'headline' KPs such as the IUCN Red List of Species and WDPA are widely used to inform research and decision-making – nevertheless, even among this core user group there is often poor awareness of the less well-known KPs such as the GISD
- Several respondents noted that a material gap in IUCN (and other institutions') biodiversity data provision is around spatialized information about restoration potential. This is needed to support an 'ecosystemic' approach that focuses on the restoration of biodiversity and ecosystem services across landscapes/seascapes at large, rather than focusing solely on particular species or sites of high concern.
- There is a mismatch between timelines for provision of key datasets (e.g. Red List of Ecosystems, which will take many years to complete at current rates of progress) with the urgency for action given the worsening climate and nature crisis

Implications

- IUCN KPs are well-suited for conservation and science end-uses, in part because conservationists and scientists are the people compiling and participating in the governance of these KPs
- To have a chance of meeting the 2030 global goals in the anticipated CBD Post-2020 Framework, we need action to start as soon as possible (and by e.g. 2025 at the latest if we want to see measurable state outcomes by 2030) – which means decision and plans need to be made by 2023 – provision of supporting data needs to be 'fast-tracked'

Potential responses

- Improve communications and ensure common 'branding' and better cross-links between the different data products
- Make a common strategic plan for IUCN data provision that focuses on two temporal scales: (1) how can we urgently make the most relevant data widely available by 2023; (2) how can we make a sustainable long-term plan for comprehensive and regularly-updated data provision to 2030 and beyond

The relatively poor linkages between national and global level biodiversity data mean that KPs are less relevant and useful for government and state end-users

Key points

- The data products based on IUCN standards and their interfaces are currently focused on global assessments and analyses and, whilst they can be used at national scale, this does not seem to be a clear design objective.

Implications

- Greater utility of the data products for national and sub-national governments is likely to both encourage timely data input (increasing the value of the data products for all) as well as potentially encouraging governments and development donors, to provide core IUCN funds specifically for data products.

Recommendations

- Provide a hosting and data architecture service for national red and green lists (potentially with curated data links to the global version, and allowing for e.g., 'pre-population' of information on threats, countries of occurrence etc. based on global assessments via SISconnect) (while making it clear that IUCN is not responsible for national assessments),
- Create data feeds, tools and methods for use of data products in national biodiversity strategies and action plans, for example template reports and analyses for using STAR suitable to inform national biodiversity strategies, and tools for Strategic Environmental Assessments
- Consider developing national-focused 'dashboards' with national Red List Indices and similar statistics.

Recommendations and next steps

The findings above suggest there are substantial – but quite time-bound – opportunities for increasing the uptake of data products based on IUCN standards, and hence driving improved conservation outcomes.

While these opportunities exist, uptake of data products based on IUCN standards will not be automatic, and our review suggests that several existing processes are **not** currently integrating data products based on IUCN standards, due to one or more of: 1) perceived complex licensing, 2) availability of free or lower-cost alternatives that are perceived as 'good enough', 3) unwillingness on the part of some standard setters¹⁷ to require companies to use non-free data, 4) simply lack of understanding or awareness of the value of data products based on IUCN standards or 5) for national governments, a (perceived) lack of directly relevant tools.

To capitalize on the opportunity presented by increased awareness of and ambition for biodiversity, will therefore require proactively addressing these perceived barriers. The review identifies five major potential components of a strategy to address these challenges (Figure 6).

¹⁷ For example SBTN and several of the NGOs involved in that process feel that requiring companies to use non-free data may reduce the scalability of the SBTN process.

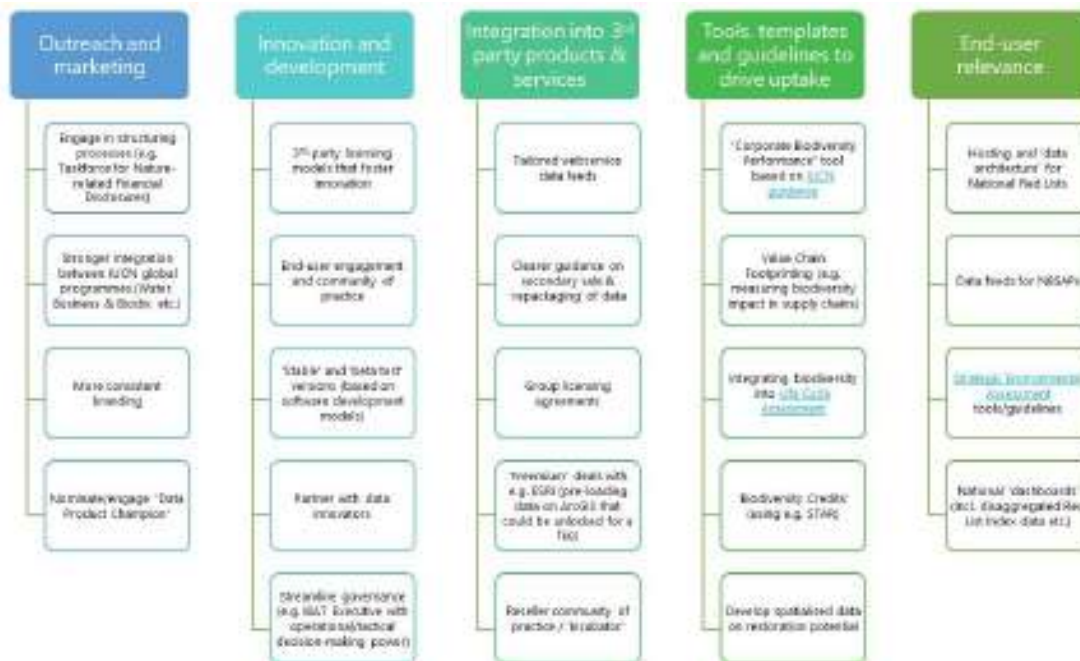


Figure 6 : Five potential components of a strategy to address barriers to uptake and achieve growth

Proactive outreach and marketing

The objective here would be to drive increased use of data products based on IUCN standards by promoting their use more actively, both within IUCN and externally.

This could involve 1) increasing IUCN engagement in key external structuring processes like TNFD, SBTN, GRI and others, and making appropriate integration of data products based on IUCN standards a key objective, 2) a stronger internal focus on use of data products based on IUCN standards across the IUCN Secretariat (e.g., by the Business and Biodiversity Programme, the Water Programme, etc.) and 3) more consistent branding. A possible action here would be to nominate and/or recruit¹⁸ a senior 'Data Product Champion' within IUCN who would be responsible for developing and overseeing implementation of a joined-up outreach strategy.

There are a large number of potential processes with which to engage, so a strategic plan would be required to identify a small number of most influential process with which to engage in depth (we suggest that CBD, TNFD, SBTN, CDP, GRI and PEF are likely to be among the most influential for corporates), and seek alternative means of being involved in others (e.g., through partners) to keep the level of effort reasonable. The tools and guidelines suggested in recommendation 4 below could serve as a means of engaging with a wider range of initiatives, by providing materials that can easily be adopted and incorporated into new standards.

Accelerate innovation and development cycles

The reviewed data products based on IUCN standards are influential and useful because they are based on a rigorous process of long-term quality control based on widely-agreed standards, partnership models and inclusive governance. However, to respond to increasing demands and to 'keep up' with increasing availability of data and technology, a more rapid innovation and

¹⁸¹⁸ Our recommended profile for such a role would be someone who has sufficient understanding of IUCN processes and products, but who potentially also is not overly embedded in the institution and is able to offer a fresh perspective.

development cycle is required. A mix of both internal and external innovation is appropriate. Initially, innovation could focus on the data provision components (e.g., provision of new derived data layers in IBAT) but over time is likely to also need to apply to the core data products themselves (e.g., incorporating automated assessment methods in the Red Lists to enable more frequent updates to the STAR layer).

Achieving an accelerated innovation cycle could involve:

1. Fostering external innovation by setting up licensing models that facilitate third-party innovation of products and services (e.g., an ‘innovation and resale license’ which may initially be free or low cost, but where payments kick-in after a certain threshold of sales is reached);
2. Closing feedback loops by creating IUCN-led communities of practice with end users of particular knowledge products, both internally and externally (for example through ‘clubs’ like UNEP-WCMC’s Proteus Partnership) and improving internal links between IUCN teams focused on data product provision and private sector liaison;
3. Adopting development models (e.g. inspired by open-source software development models) that enable rapid and low-risk piloting of new functionality in “testing” branches while maintaining quality and consistency in a “stable” branch (see Figure 7 for an example process);
4. Partnering with organizations that have complementary strengths (e.g., that are known for innovation and agility), and
5. Working in the medium term towards streamlined governance models (particularly for IBAT, but also for the individual data products) that allow an Executive function greater autonomy to make tactical and operational decisions, whilst remaining under the strategic guidance of the ‘Board’ (i.e. the Red List Committee or equivalent). The coming update of the IBAT partnership agreement creates an opportunity to foster this, for example by establishing a “CEO” role within IBAT with greater autonomy than the current “IBAT Manager” brief.

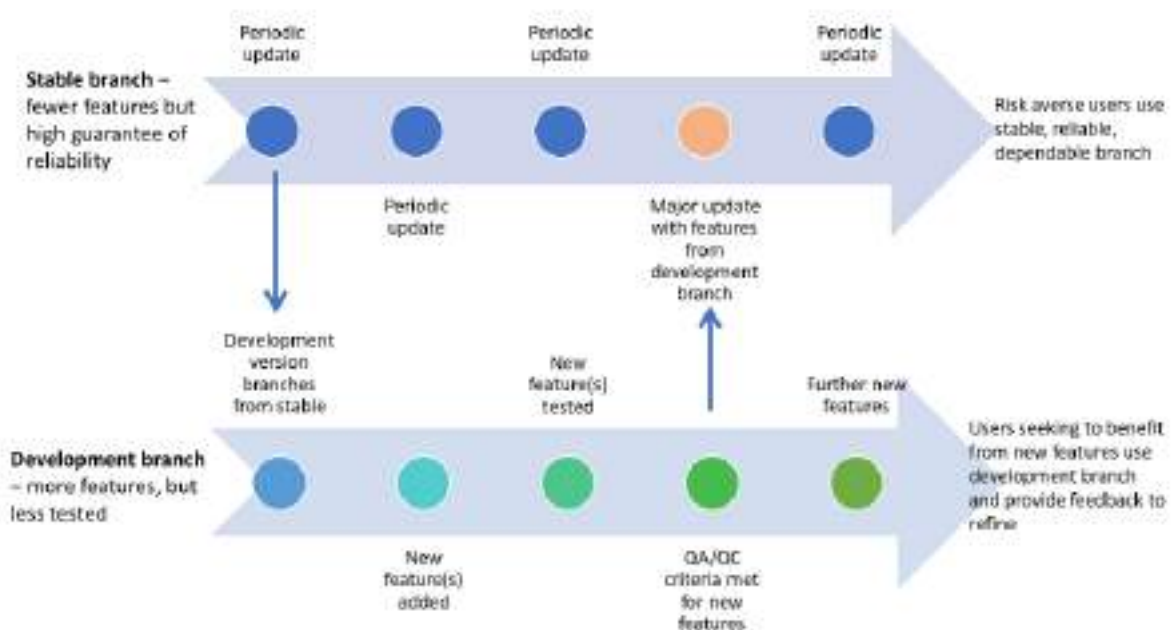


Figure 7: Illustration of a development model with stable and testing branches. New features (e.g., automated assessments) are added to a development branch which can be piloted by users interested in the new features. When the

features pass QA/QC standards they are integrated back into the stable or 'mainline' branch. Risk-averse users can continue using the stable version throughout.

Reduce barriers to use and integration of data products based on IUCN standards by third party users

Although the data products based on IUCN standards are suitable for particular use cases on their own, they are **particularly valuable when combined with other data** – whether that is information on pressures such as deforestation, on company activities (e.g., sourcing locations) or otherwise. Facilitating the combination of data products based on IUCN standards with other data in a commercial setting is potentially a major step to unlocking wider uptake.

Options to achieve this include:

1. Expanding the provision of data through more granular webservice data feeds ready for integration into companies' internal data portals. Webservices are currently only available as a premium 'everything' option which limits its use to large companies with deep pockets.
2. Clearer licensing and guidance on secondary sale or re-packaging of data based on IUCN standards,
3. Group licensing agreements for key constituencies (e.g., Equator Principles Financial Institutions, certification standards bodies),
4. Potentially also offering a more diverse range of data based on IUCN standards through the IBAT portal, and
5. Negotiating deals with e.g., ESRI to include IUCN data layers in their standard ArcGIS software on a 'Freemium' basis.

To maintain a degree of oversight over how data products based on IUCN standards are used, IUCN could consider developing a specific reseller community of practice or 'incubator' (entry to which might be subscription-based), with a clear common 'code of practice' or 'accredited reseller programme' in addition to individual licensing requirements.

Make the market

The objective here is to drive uptake by i) providing a wide range of tailored tools and ii) improving guidance on the use of data products based on IUCN standards to facilitate wider use. Options include:

1. In the short term, develop specific tools, templates and associated derived data layers (hosted in IBAT and/or via the Business and Biodiversity Programme) that use data products based on IUCN standards to help companies implement *existing* IUCN and other guidelines and hence drive uptake. This could include both new guidelines (described below) and existing ones. For example, IUCN's *Guidelines for planning and monitoring corporate biodiversity performance* provide a useful framework for companies, but a tool that helps automate the early steps of the process could accelerate both uptake of the guidelines and use of data products. Another example would be to develop a "High Conservation Value report" in IBAT (analogous to the existing PS6 report) targeting certification schemes that use that approach.
2. In the medium term, develop *new* targeted guidelines for use of data products based on IUCN standards, focusing on major gaps among current biodiversity methods to both drive uptake of data products based on IUCN standards and to help identify the innovations in terms of delivery or derived data products necessary to make them effective. A large part of the legitimacy of IUCN's guidelines and standards – and hence of the data products based on

them – comes from the sound scientific basis and the broad consultative processes for which IUCN is renowned. There is an opportunity for IUCN to develop guidelines focusing on specific market gaps such as:

- a. Guidance on use of the RL and RLE for value chain biodiversity footprint assessment;
- b. Guidelines for consideration of extinction risk in Life Cycle Assessment (LCA);
- c. Standardised methods for biodiversity loss-gain accounting for development projects;
- d. A standardized process for developing ‘biodiversity credits’ (e.g., using STAR);
- e. Guidance on Strategic Environmental Assessment (SEA); and,
- f. Guidance / Standard on spatially explicit data for restoration potential, to facilitate an ecosystem approach to improved biodiversity management in the wider landscape (beyond the highest priority species / sites).

Increase the utility, ease of access and relevance of data products based on IUCN standards for national and sub-national governments.

The data products based on IUCN standards and their interfaces are currently focused on global assessments and analyses and, whilst they can be used at national scale, this does not seem to be a clear design objective. Greater utility of the data products for national and sub-national governments is likely to both encourage timely data input (increasing the value of the data products for all) as well as potentially encouraging governments and development donors to provide core IUCN funds specifically for data products.

Opportunities for increasing the relevance of data products based on IUCN standards for national governments include, 1) providing a hosting and data architecture service for national red and green lists (potentially with curated data links to the global version through SISconnect, and allowing for e.g. ‘pre-population’ of information on threats, countries of occurrence etc. based on global assessments), while clearly communicating that IUCN is not responsible for the quality of content of such assessments, 2) providing data feeds, tools and methods for use of data products in national biodiversity strategies and action plans, for example template reports and analyses for using STAR suitable to inform national biodiversity strategies, and tools for Strategic Environmental Assessments, and 3) national-focused ‘dashboards’ with nationally disaggregated Red List Indices and similar indicators and other statistics, building from the IBAT Country Profiles.

There is an opportunity to partner on this with governments who are planning to invest significant funds in biodiversity and natural climate solutions in the near future¹⁹ and who seek objective verification that the outcomes are supportive of global goals for biodiversity. One way to capitalize on this and build local relevance (and potentially attract donor funding) would be to establish ‘satellite hubs’ for the different data products based on IUCN standards that are based in different regions around the world.

Potential business models

¹⁹ For example the UK’s Biodiverse Landscapes Fund or China’s recent \$250m pledge.

In addition to the core operating budgets for maintaining data products based on IUCN standards, investment will be needed to capitalize on the opportunities identified above, since the existing IBAT and data teams (e.g., the Red List Unit) are currently overstretched.

The review found that opportunities to significantly ramp up funding through commercial data sales will require 1) significant up-front investment, and 2) may well be more limited – at least in the short term – than forecast in the Red List strategic plan for example. Quoted ‘willingness-to-pay’ by resellers was of the order of several tens of thousands of dollars, rather than hundreds of thousands or more. We rapidly triangulated these quoted figures by seeking estimates from a range of other environmental data providers and found that generally, only commercially highly-valuable data (such as global continually updated maps of oil fields and discoveries from IHS Markit) cost more than \$100k/year and detailed interpreted remote sensing products (such as high-resolution data on planted area and yields from Mantle Labs) were available for \$5-15k/country/year. ESRI offers ‘freemium’ demographic data where coarse resolution data is free, but higher resolution and more thoroughly verified data is available for \$1-2000 per country. This suggests that the current ‘market expectation’ for environmental data is likely to be in the tens rather than hundreds of thousands of dollars. And overall revenue is driven mostly by volume rather than by the value of individual sales.

A sustainable business model is therefore likely to need to combine revenue from data sales with significant core or grant-based funding for the foreseeable future.

A potential business model could therefore comprise multiple elements:

- In the short term, **building a coalition of high-investment donors / end-users around an ambitious action plan to scale up use of data products based on IUCN standards to drive transformative change in biodiversity outcomes by 2030**. At what seems to be a significant inflection point in the mainstreaming of biodiversity, and where the opportunity for a step change in biodiversity practices is so evident, such a “big idea” is more likely to get donors enthused than appeals based on ensuring continuity and stability of the data products. To get donors and anchor investors enthused, we recommend a sales pitch combining (1) a focus on real-world conservation outcomes rather than just ‘number of species assessed’²⁰, (2) a mix of sexy new ideas (AI, eDNA, automated Red List assessments based on machine learning...) alongside the core essentials of getting the basics of biodiversity data provision right, (3) A Business Plan – i.e. a clear illustration of how this upfront investment will be used to set up an information provision system that is financially sustainable and (4) an appeal to genuine urgency – if we are to solve the climate and nature crisis within the coming decade, we need action by 2025 which means we need targets and plans by 2023 – which means we need the best possible information right now; we cannot rely on plans that will take 5 or 10 years to deliver.

A coalition model has been used successfully by WRI to fund the Aqueduct water assessment data products and associated tools through the “Aqueduct Alliance” which includes companies like Facebook, Cargill and P&G. In IUCN’s case, there is an opportunity to build on the growing awareness of the need to address the nature and climate crises together – and to have robust biodiversity data and metrics to measure progress. Potential supporters could

²⁰ I.e. clearly making the case for how improved and expanded data provision will result in tangible positive changes to the status of biodiversity on the ground (and in the air and water) – compelling ‘theories of change’ linking information provision to action and outcomes will help to convince donors.

include corporates with ambitious biodiversity programs, especially those in the technology sector, and countries like Norway that are making significant investments in natural climate solutions and are likely to increasingly want to measure and report on the biodiversity co-benefits of these investments – and to see others do same.

- In the medium term, **increasing revenue from ‘pay per use’**. Increasing this substantially will depend on driving **significantly increased volume** through the actions listed above, in particular: 1) more derived / or tailored products), 2) integrating datasets based on IUCN standards explicitly in reporting requirements and tools to drive demand and 3) expanding the provision of data via webservices to allow companies to integrate it into their own tools and platforms.
- Working towards increased revenue by **allowing resale of data products** based on IUCN standards (e.g., allowing a third party to integrate STAR into a commercial datafeed on deforestation risk). Given IUCN’s desire to have a degree of control over the use of data products based on IUCN standards, an “incubator” approach in which IUCN works closely with selected partners may be the most appropriate; this could be combined with an ‘accredited reseller’ scheme.
- In the longer term, weighing up the trade-offs between potentially **maximising uptake and access through provision of free, open-source data** under ‘creative commons’-type licenses, and potentially **maximising capacity to be financially self-sustaining and invest in good quality data provision by ‘pay-per-use’ and subscription models**. The optimal solution is likely to be a mixed model whereby some of the ‘foundational’ KPs are treated as a global public good and are freely available, whereas ‘value-added’ products with more interpretation and synthesis aimed at particular applications or user groups are provided on a commercial basis, but with a fee structure that is transparent and scalable and does not serve as a disincentive to use for e.g. occasional use or smaller businesses (the current IBAT licensing/fee structure is designed for large organisations).

Potential implementation models

To explore potential future directions for IUCN’s role in biodiversity data provision, and for the Knowledge Products based on IUCN standards, we have mapped out four potential implementation models: ‘Business as usual’; ‘Standard keeper’; ‘Do it all’; and ‘Partnership builder’. We describe these below, and rank each one (from ‘low’ to ‘very high’;

Table 4) against criteria including:

- **Cost** – how large is the short-term investment needed to establish this model?
- **Complexity** – how technically and politically complex is it to set up and maintain this model?
- **Control** – how closely does this model allow IUCN to control the way data is collected, interpreted, presented, and used?
- **Competition** – how much competition will IUCN face from other data providers in this space?
- **Uptake** – how much will this model increase the uptake and influence of KPs? (more end-users, more diverse applications, more significant decisions?)
- **Sustainability** – what is the scope for this model to be financially sustainable in the medium to long term?
- **Innovation** – to what extent does this model facilitate and encourage growth and innovation?

“Business as usual” entails continuing with the present model. This is not currently financially sustainable, and while it meets the needs of civil society reasonably well (e.g., scientists, conservation practitioners) it could be better adapted to meet the needs of governments (lack of national data) and the private sector.

In the **“Standard Keeper”** scenario, IUCN plays a much ‘lighter touch’ role, focusing on the development and maintenance of standards (including innovation of new standards to meet emerging societal needs). This capitalizes on IUCN’s ‘unique selling point’ (USP) that, as the world’s largest membership-based conservation organization, IUCN is uniquely well placed to build consensus and set standards, but acknowledges that data curation and may sometimes be more effectively and cost-effectively delivered by third parties. This scenario involves focusing on getting the licensing models right, fostering development of derived products by third parties, and facilitating integration of IUCN datalayers into 3rd party tools and data portals. It could involve ‘handing over’ established data products (e.g., IUCN Red List of Threatened Species) for ongoing maintenance by 3rd parties.

“Do it all”. In this scenario, IUCN plays an expanded role and aims to establish itself as the pre-eminent global provider of biodiversity data. This includes setting up a new over-arching biodiversity data platform that integrates most or all relevant global datasets – “One data portal to rule them all” – as well as expanding IBAT to incorporate more non-IUCN datalayers and more derived products and services, and positioning IUCN as the ‘go-to’ developer of e.g., new biodiversity metrics, approaches and tools needed by private sector and other end-users. Products and services are kept in-house and developed under IUCN’s management control as much as possible.

The **“Partnership builder”** scenario is similar to “do it all” in terms of technical scope, but the delivery model is very different, being built upon a streamlined number of key partnerships with other data providers. Further detail on potential partnership options is given later.

Overall, our assessment is that the “Partnership builder” scenario (potentially incorporating elements of “Standard Keeper”) likely represents the optimal balance between maximising uptake, innovation and long-term financial sustainability, maintaining an adequate level of oversight and control of how data is presented and used by third parties, and keeping upfront cost and complexity within feasible boundaries.

Table 4 Comparison of potential implementation models for IUCN as a provider of conservation data

Scenario	Cost	Complexity	Control	Competition	Uptake	Sustainability	Innovation
“Business as usual”	Medium	Low	High	Medium	Low	Low	Low
“Standard Keeper”	Low	Medium	Low – Medium	Low	High	High	High
“Do it all”	Very high	Very high	High	High	Medium	Medium	Low - Medium
“Partnership builder”	Low-Medium	Low	Medium	Low	High	High	Medium - High

Potential delivery partners

The legitimacy and value of IUCN standards and the data products based on them is derived in large part from IUCN's status as a union, and the partnership development and delivery model for the standards and data products. However, as the scale, objectives, uses and infrastructure of the different data products based on IUCN standards evolve, it is appropriate to consider whether the mix of partners remains optimal and whether new types of partners may be valuable to assist IUCN.

In doing so it is important to consider the objectives of partnerships. Historically, IUCN seems to have partnered with similar like-minded organisations (e.g., the partners of the IUCN Red List of Threatened species are research-driven conservation organisations), but in some cases it may be more appropriate to select partners who bring complementary skills.

Some broad categories of partnership and examples of options are as follows:

- Partnering for **innovation**: this requires bringing in new ideas, skills, and perspectives and as such implies seeking partners with different, complementary backgrounds. Examples of other partnerships in the conservation space are TNC's partnership with Microsoft, which brings in 'big data' skills to the Marxan conservation planning platform or FAO's partnership with Google on EarthMap. In each case, the partners bring complementary skills to those of the conservation organisation. IUCN could consider seeking partners with skills in 'big data', metrics development, or with organisations who have successfully implemented innovation programmes in the past – for example the UK Ordnance Survey's [Geovation programme](#).
- Partnering for **reach**: this may be to access new constituencies, or to understand user communities. Examples here might be partnering with industry associations or commitment platforms to enable reaching new groups of end users in an efficient way.
- Partnering for **resources**: this may be for access to human resources (many hands make light work), or financial resources. Partnering with governments or companies who have an interest in use of the data products based on IUCN standards may unlock access to resources (as described in section 3.1 above), an example would be WRI's partnership with Facebook for the Aqueduct tool.
- Partnering for **integration**: this may be to avoid unnecessary competition and to pool resources. For example, UNEP-WCMC are an existing IBAT partner, user of data products based on IUCN standards, tool developer and innovator, also with experience managing end-user engagement programmes, so it might not be efficient to completely duplicate this. Similarly, WRI have developed an effective and user-friendly portal for Global Forest Watch, and IUCN could learn from their experience at integrating different types of environmental data.

We suggest that as part of a strategy going forward, IUCN carefully considers the value of existing partnerships to identify gaps that may need filling.

Next steps

We recommend that IUCN take the following immediate steps to develop a strategic and integrated approach to data provision. There is considerable urgency – some steps need to be taken in the next few months. The aim is to create a 'virtuous cycle' that spirals upwards, building momentum and providing some 'quick wins' as well as gradually unlocking the more complex issues and barriers.

Actions recommended during the next 3-6 months include:

- 1) Make the case (externally and internally)

- 2) Nominate or recruit a 'data product champion' (and small supporting team).
- 3) Develop a costed Strategic Plan for integrated data provision
- 4) Work with the willing – build a consortium of 'core' donors and corporate partners who are willing to put the upfront investment into this new approach
- 5) Start streamlining governance. The imminent renewal of the IBAT partnership agreement is an obvious place to begin.

The heightened awareness of biodiversity and increasing understanding of its links to the climate crisis, are creating significant momentum for action. As regular users of data products based on IUCN standards, we recognise the critical role that they play in enabling countries and companies make good decisions for people and planet and to track progress towards societal goals. Scaling up will require investment, and some adjustment to current practices and mindsets, but is necessary to direct current momentum and awareness of biodiversity towards effective conservation outcomes.

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Annex 2: Knowledge in IUCN Statutes – rapid legal assessment

The term “Knowledge Product” is neither referred to nor defined in IUCN’s statutory documents. There are, however, numerous references in the Statutes and Regulations to objectives, roles, mechanisms and activities of the various components of IUCN that are directly or indirectly related to what is currently understood as a Knowledge Product.

A few highlights include the following:

IUCN as a whole

IUCN’s role in providing scientific and authoritative information, including in its objectives and means of achieving such objectives (article 2, 3 (d) and (g) and bis of IUCN’s Statutes) and the description of the activities of the Union defined in an integrated programme (Regulations 2 (b), (d), (e), (f), (l)).

In order to attain its objectives to *“influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable”* (article 2 of IUCN’s Statutes) IUCN, among others, *“encourages research related to the conservation of nature and natural resources and disseminates information about such research”*, and *“provides scientific and other authoritative information, including traditional ecological knowledge, in the form of assessments, analysis, and advice on the status and trends of nature and natural resources, including on threats, human behaviour, conservation measures and future scenario”* (article 3 (d) and (g) of IUCN’s Statutes). *“In working towards the objectives outlined in Article 3 (g) of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold high standards of scientific work and other knowledge systems and will be free from undue influence or conflict of interest in this regard.”* (article 3bis of IUCN’s Statutes).

In order to achieve these objectives, IUCN World Congress adopts a quadrennial programme and financial plan, which are interconnected. The IUCN programme is described, in Regulation 2, as an *“integrated programme of activities, formulated, coordinated and implemented by the Members and components of IUCN”*. Certain aspects of the programme can be connected to the notion of knowledge products such as:

“(b) monitor and assess what biological diversity exists, under what conditions, identify the threats to its conservation, and develop an enhanced capacity to define priorities for conservation action; (...)

(d) develop tools likely to be most effective in compensating for or correcting damaging impacts;

(e) examine how human behaviour, institutions, value and knowledge systems, social policy, development approaches and economic activities relate to and may affect conservation, sustainable use and equitable access to natural resources;

(f) increase public awareness of the conservation of nature and natural resources through education and the wide dissemination of information; (...)

(l) collect, analyze, interpret and disseminate information, including by the preparation, publication and distribution of documents, legislative texts, scientific studies and other information.

The role of the different IUCN components

The Secretariat and the IUCN Director General

It is the IUCN DG’s responsibility to, among others, implement the policy and the programme of IUCN, and coordinate the work of the Secretariat with all other components of IUCN (article 79 of IUCN’s Statutes).

The IUCN Commissions

The IUCN Commissions, as they are “entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN” (article 73 of the Statutes), play a considerable role in connection with IUCN’s knowledge, broadly, and IUCN’s Programme. Amongst other, the functions of the Commissions (article 75 a, b, c, d, e of the IUCN’s Statutes):

- analyse issues and prepare assessments, reports, action plans, criteria and methodology and undertake research and other scientific and technical work;
- undertake tasks assigned to them within the integrated programme of IUCN;
- provide advice on any matter within their fields of competence;
- broaden knowledge and competence on matters relating to their mandates;
- work with Members and the Secretariat to develop activities within the various Regions, and to support Members and components of IUCN with necessary expertise

IUCN Council’s

It is part of IUCN’ Councils “oversight and general control of all the affairs of IUCN” (article 37 (b) (ii) of IUCN’s Statutes) to, among others:

- review the work of the Commissions (article 46 of IUCN’ Statutes), implied, including in relation with their contribution to Knowledge Products;
- review regularly the implementation of the IUCN Programme (article 46 (e) of IUCN’s Statute)
- approve the annual report of the Director General and the audited financial statements (article 46 (g) of IUCN’s Statutes),

which may all encompass reference to the work and the financing of the Knowledge Products, and to provide guidance on these subject matters.

The inference from the above points is that

As the Knowledge Products contribute to achieve IUCN’s objectives and are comprehended in IUCN’s Programme and in the Secretariat’s activities, the DG is responsible for their development and implementation, with the support of the Commissions.

Considerations on the Financial Aspects

The IUCN DG is responsible for the finances and accounting of IUCN (article 79 (c) of IUCN’s Statutes). The financial power of the DG includes in particular, the authority to establish as necessary, financial policies and procedures, accept grants, donors and other payments on behalf of IUCN and maintain an appropriate level of reserves (Regulations 88 (a), (b), (c)).

Again, the inference is that to “deploy new funding mechanisms for the “Knowledge Products”” (which was announced by the DG as a financial strategic objective in his Annual Report to Council and approved by Council in February 2022), falls within the remit of the DG’s responsibility. As far as the income sources for Knowledge Products is derived “*from membership dues, contracts, grants, donations, investments and from any other sources approved by the Council*” (article 87 of IUCN’s Statutes) there is no requirement for an additional express Council approval on any specifics. Since most Knowledge Products are developed in partnership with other organizations, which may be IUCN Members, they are usually enabled through contracts with various donors or with other partners contributing to the partnership either with staff time, funds or a combination thereof. In the context of such contracts, the agreed terms and conditions of use of data and results may include a reasonable fee to access the information, especially for certain types of users such, as the private sector.

There is no express provision in the IUCN’s Statutes that prevents IUCN from requesting a reasonable fee to access and use available information relating to Knowledge Products. As for other endeavours and services of IUCN, it is understood that the development and management of the Knowledge Products has a cost and that such cost may be borne (if only partly) by those who benefit from the

products available. This is implied, for example, in article 12 (a) (v) in connection with a fee regarding publications. This fee is meant beyond and above the membership fee that covers other services/products provided to the Members.

Annex 3: List of IUCN Resolutions with references to Knowledge Products

i. Resolutions that provide general guidance for the development and sharing of KPs

Some Resolutions provide general principles for IUCN to follow when developing and sharing KPs. Among them, many recall that IUCN is a signatory to the Principles of the Conservation Commons, supporting open access and fair use of biodiversity data, information and knowledge, while recognising the need to keep some data partially private (for research, education or security).

- 1) [WCC 2000 RES 2.023 Improving IUCN capacity for strategic information management/information technology](#) (Archived)
- 2) [WCC 2004 REC 3.085 Principles of knowledge sharing of the Conservation Commons](#) (Archived)
- 3) [WCC 2008 RES 4.012 IUCN policy and strategy for the management of biodiversity data and information](#) (Active)
- 4) [WCC 2008 RES 4.102 Advancing knowledge management in conservation](#) (Archived)
- 5) [WCC 2008 REC 4.108 Open access to biodiversity data and information](#) (Active)
- 6) [WCC 2012 RES 5.003 Prioritizing IUCN membership awareness and support](#) (Active)
- 7) [WCC 2020 RES 7.063 Urgent call to share and use primary biodiversity](#) (Active)

ii. Resolutions that relate to specific IUCN KPs

Other Resolutions relate to specific IUCN KPs, such as the Red List of Threatened Species, the Global Invasive Species Database and the Red List of Ecosystems amongst other. Among these Resolutions, some directly ask for the development of new KPs, while others focus on the improvement or further development of exiting KPs. The Resolutions below present some of the many Resolutions that deal with this matter.

IUCN Red Lists

- 8) [WCC 1996 RES 1.025 Guideline for Using the IUCN Red List Categories at the Regional, National and Sub-national Level](#) (Archived)
- 9) [WCC 2004 RES 3.013 The uses of the IUCN Red List of Threatened Species](#) (Active)
- 10) [WCC 2012 RES 5.017 Enhancing the usefulness of the IUCN Red List of Threatened Species](#) (Active)
- 11) [WCC 2012 RES 5.018 Support for the development and implementation of national and regional red lists](#) (Active)
- 12) [WCC 2012 RES 5.055 Consolidation of the IUCN Red List of Ecosystems](#) (Active)
- 13) [WCC 2016 RES 6.016 The IUCN Red List Index for monitoring extinction risk](#) (Active)
- 14) [WCC 2020 RES 7.061 Partnerships and further development of a Global Ecosystem Typology](#) (Active)

Invasive alien species

- 15) [WCC 2012 RES 5.021 Implementing the provisions on invasive alien species of the Strategic Plan for Biodiversity 2011-2020](#) (Active)
- 16) [WCC 2016 RES 6.018 Toward an IUCN standard classification of the impact of invasive alien species](#) (Active)
- 17) [WCC 2020 RES 7.096 Maximizing return on conservation investments and sustainable development: eradicating invasive alien species \(IAS\) to conserve island biodiversity and benefit society](#) (Active)

IUCN Green Lists

- 18) [WCC 2012 RES 5.035 Facilitating conservation through the establishment of protected areas as a basis for achieving Target 11 of the Strategic Plan for Biodiversity](#) (Active)
- 19) [WCC 2012 RES 5.036 Biodiversity, protected areas and Key Biodiversity Areas](#)(Active)
- 20) [WCC 2012 RES 5.041 Development of objective criteria for a Green List of species, ecosystems and protected areas](#)(Archived)
- 21) [WCC 2012 RES 5.076 Accelerating the global pace of establishing marine protected areas and the certification of their effective management](#)(Active)

IUCN's contribution to international processes

- 22) [WCC 2012 RES 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime](#) (Active)
- 23) [WCC 2012 RES 5.118 A significant role for IUCN in the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services \(IPBES\)](#) (Active)

- 24) [WCC 2012 RES 5.180 IUCN's engagement in the implementation of the Strategic Plan for Biodiversity 2011-2020](#) (Active)

Legal knowledge products and tools

- 25) [WCC 2008 RES 4.092 Maintenance of ECOLEX: the gateway to environmental law](#) (Archived)
26) [WCC 2008 RES 4.096 The International Academy of Environmental Law](#) (Active)
27) [WCC 2012 RES 5.130 ECOLEX-the gateway to environmental law](#) (Active)
28) [WCC 2022 RES 7.044 Climate crisis legal toolkit](#) (Active)

Education and knowledge learning

- 29) [GA 1988 RES 17.006 An Improved System of Information Management for Natural Resources Data](#) (Archived)
30) [WCC 2004 RES 3.026 Establishment of the World Conservation Learning Network](#) (Archived)
31) [WCC 2004 RES 3.027 Education for sustainable development](#) (Archived)
32) [WCC 2008 RES 4.104 The World Conservation Learning Network: next steps](#) (Active)

Others

- 33) [WCC 2004 RES 3.012 Governance of natural resource for conservation and sustainable development](#) (Active)
34) [WCC 2012 RES 5.079 Protection of the deep ocean ecosystem and biodiversity from the threats of seabed mining](#) (Active)
35) [WCC 2012 RES 5.084 Promoting ecosystem-based adaptation](#) (Active)
36) [WCC 2012 RES 5.098 The human right to water and sanitation](#) (Active)
37) [WCC 2016 RES 6.069 Defining Nature-based Solutions](#) (Active)

Annex 4: Status of Implementation of relevant Resolutions

Resolutions can be classified into two main categories: a. the Resolutions that provide general guidance for the development and sharing of KPs, and b. the Resolutions that relate to specific KPs. Both of these clusters, as well as a brief summary of the status of implementation of these Resolutions are presented below.

a. Resolutions that provide general guidance for the development and sharing of knowledge products

Some Resolutions provide general principles for IUCN to follow when developing and sharing KPs. Among them, many recall that IUCN is a signatory to the Principles of the Conservation Commons, supporting open access and fair use of biodiversity data, information and knowledge, while recognizing the need to keep some data partially private (for research, education or security).

[Resolution 2.23](#) *Improving IUCN capacity for strategic information management/information technology* confirmed that IUCN must make a serious and sustained commitment to build an information technology and information management infrastructure and requested the Secretariat to identify resources to develop and implement a strategic plan for information technology which is adapted to the organization's international mission.

[Resolution 3.085](#) *Principles of knowledge sharing of the Conservation Commons* called upon IUCN members, and all sectors of the international community, to endorse the Principles of, and participate in, the Conservation Commons.

[Resolution 4.012](#) *IUCN policy and strategy for the management of biodiversity data and information* urged the Secretariat to develop a clear policy and strategy for the management of biodiversity data and information in line with the Principles of the Conservation Commons, and called for IUCN to play an active leadership role in biodiversity data-sharing initiatives, and to ensure that all non-sensitive biodiversity data be made freely and openly available through these processes.

[Resolution 4.102](#) *Advancing knowledge management in conservation* invited all IUCN members to collaborate in improving knowledge management practices across the Union, requested Council to give urgent consideration to knowledge management within the Union's overall Programme, and called on IUCN to formulate standards and guidelines for better knowledge management across the Union.

[Resolution 4.108](#) *Open access to biodiversity data and information* recommended that a biodiversity data and information management plan, which supports open access to monitoring and research results and a long-term policy for archiving this data, accompany all new proposal for biodiversity assessments, conservation and research.

[Resolution 5.003](#) *Prioritizing IUCN membership awareness and support* requested that the Secretariat, Commissions, Members and relevant partners disseminate its resources through a programme focused on improving knowledge, understanding and application of IUCN's work and knowledge products among the membership and staff of Members and Commissions, as well as universities.

Finally, [Resolution 7.063](#) *Urgent call to share and use primary biodiversity in situ data* called on Commissions, Members and the global community of in situ data collectors to consider these data as a public good for the planet; readily deposit these data in globally available repositories and platforms, or public national biodiversity repositories; readily share these data at local, regional/national and global levels using the most unrestricted Creative Commons data-sharing licenses; ensure and demand that these platforms comply with the "Sensitive Data Access Restrictions Policy for the IUCN Red List"; and minimize the time that data are embargoed under any of these platforms to maximize their utility

for the conservation of species, while recognizing the need to keep some data partially private (for research, education or security).

b. Resolutions that relate to specific IUCN knowledge products

Other Resolutions relate to specific IUCN KPs, such as the Red List of Threatened Species, the Global Invasive Species Database, the Red List of Ecosystems or the Green List. Among these Resolutions, some directly ask for the development of new knowledge products, while others focus on the improvement or further development of existing knowledge products. The Resolutions below present some of the many Resolutions that deal with this matter.

[Resolution 6.018](#) *Towards an IUCN Standard classification of the impact of invasive alien species* requested SSC and the Secretariat to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species.

[Resolution 7.044](#) *Climate crisis legal toolkit* requested the Secretariat and WCEL to create a climate action toolkit to assist interested actors to implement relevant climate mitigation and adaptation actions and inform relevant policies and legislation.

[Resolution 5.017](#) *Enhancing the usefulness of the IUCN Red List of Threatened Species* recommended that the Red List Strategic Plan include clear strategic results by 2020 for expanding the taxonomic and geographic coverage of the Red List, encouraging repeat assessments of taxonomic groups completely assessed, and developing appropriate mechanisms to maintain and enhance the rigour of the IUCN Red List, among other things.

Status of implementation of these Resolutions

WCC Resolution 2.23 Improving IUCN capacity for strategic information management/information technology

1. CONFIRMS that IUCN must make a serious and sustained commitment to build an information technology and information management infrastructure which is commensurate to its size and international mission;
2. REQUESTS the Director General, in consultation with members and Commissions, to identify resources to develop and implement a strategic plan for information technology which is adapted to the organization's international mission and the Secretariat's Component Programmes, and which supports implementation of IUCN's Overall Programme;

Status of implementation: Implemented (archived Resolution). No other information available

WCC Resolution 3.085 Principles of knowledge sharing of the Conservation Commons

ACKNOWLEDGING that open access to sharing and use of conservation data, information, and knowledge resources by all sectors of society is essential both to enable effective decision-making and to empower those concerned with the conservation of biodiversity and the natural world; RECOGNIZING that global inequities directly restrict access to data, information and knowledge for many of the world's people, with adverse impacts on the conservation of biodiversity and the natural world;

1. CALLS UPON IUCN members, and all sectors of the international community, to endorse the Principles of the *Conservation Commons* annexed to this Recommendation;

Principle 1 - Open Access: The Conservation Commons promotes free and open access to data, information and knowledge for conservation purposes.

Status of implementation: Obsolete (Resolution archived).

- The first operative clause calls for IUCN to endorse the Principles of the conservation commons; which IUCN has done. (<https://www.iucn.org/content/conservation-commons>). However, the conservation commons are no longer an operational body; therefore, the second operative clause urging participation in the conservation commons is now obsolete.

WCC Resolution 4.012 IUCN policy and strategy for the management of biodiversity data and information

RECALLING that IUCN is a signatory to the *Principles of the Conservation Commons*, supporting open access and fair use of biodiversity data, information and knowledge;

1. URGES the Director General to develop a clear policy and strategy for the management of biodiversity data, information and expert analysis generated through the work of the IUCN Secretariat and Commissions;
2. REQUESTS that this policy and strategy, including clear access and use guidelines, support the fundamental principle of open access to these assets as called for in the *Principles of the Conservation Commons*; and
3. CALLS FOR IUCN to play an active leadership role in the work of global, regional and national-level biodiversity data-sharing initiatives, and to ensure that all non-sensitive biodiversity data generated by the Secretariat and Commissions be made freely and openly available through these processes.

Status of implementation: The Resolution is still active. No other information available.

WCC Resolution 4.102 Advancing knowledge management in conservation.

AWARE that the subsequent IUCN Knowledge Management Study in 2004 ([Mobilizing IUCN's Knowledge to secure a sustainable future](#)) recommended moving beyond producing knowledge to:

- a. influencing change;
 - b. making better use of IUCN's intellectual capital by strengthening relationships and sharing knowledge;
 - c. strengthening both external and internal aspects of managing IUCN's knowledge; and
 - d. creating an enabling information and communication technology environment;
2. REQUESTS IUCN's Council to give urgent consideration to knowledge management within the Union's overall Programme before the 5th Session of the World Conservation Congress;
 3. REQUESTS the Director General, with the assistance of IUCN's Commissions, to formulate standards and guidelines for better knowledge management across the Union.

Status of implementation: Implemented (archived Resolution).

WCC Resolution 4.108 Open access to biodiversity data and information

1. CALLS ON IUCN's members to:
 - b. endorse the Principles of the Conservation Commons; and
 - c. ensure open access to all non-sensitive biodiversity data collected through conservation efforts and scientific research;
2. RECOMMENDS that IUCN's members:
 - b. take full advantage of existing global, regional or national open-access mechanisms for publishing biodiversity data (e.g. GBIF, Inter-American Biodiversity Information Network (IABIN), and the Reference Centre on Environmental Information (CRISA), among many others); and
 - c. ensure that species/specimen-level data, geospatial data, associated metadata, and information on conservation results are made available through openaccess mechanisms; and

3. RECOMMENDS that a biodiversity data and information management plan, which supports open access to monitoring and research results and a long-term policy for archiving this data, accompany all new proposals for biodiversity assessments, conservation and research.

Status of implementation: The Resolution is still active. No other information

WCC Resolution 5.003 Prioritizing IUCN membership awareness and support

1. REQUESTS the Director General, in collaboration with IUCN Commissions, IUCN Members and other relevant partners, in line with the One Programme, to disseminate its resources through a programme focused on improving knowledge, understanding and application of IUCN's work and knowledge products among the membership and staff of Members and Commissions, as well as universities and other teaching institutions; and
2. ASKS that the progress of this Membership awareness and support programme be monitored and reported on to the next Congress

Status of implementation: The Resolution is still active.

- Members' knowledge, understanding and application of IUCN's work and knowledge products have been improved since all components of IUCN now share a common platform of resources and information.

WCC Resolution 7.063 Urgent call to share and use primary biodiversity *in situ* data

1. CALLS ON Commissions, Members and the global community of *in situ* data collectors to:
 - a. consider these data as a public good for the planet and a valuable resource to manage, benefit and conserve biodiversity for the benefit of nature and people;
 - b. readily deposit these data in globally available repositories and platforms, or public national biodiversity repositories;
 - c. readily share these data at local, regional/national, and global levels using the most unrestricted Creative Commons data-sharing licenses such as CC0 (public domain) or CC-BY (attribution generic); but
 - d. ensure and demand that these platforms comply with the 'Sensitive Data Access Restrictions Policy for the IUCN Red List' such that the exact sampling locations for sensitive species are obscured for their protection;
 - e. minimise the time that data are embargoed under any of these platforms to maximise their utility for the conservation of species, while recognising the need to keep some data partially private (for research, education or security); and
 - f. share needs concerning specific knowledge products at local, regional and global scales;

Status of implementation: The Resolution is still active. No other information available

Resolutions relating to IUCN Red Lists

WCC Resolution 1.25 Guideline for Using the IUCN Red List Categories at the Regional, National and Sub-national Level

1. REQUESTS the SSC, within available resources, to complete the development of guidelines for using the IUCN Red List Categories at the regional level as soon as it is practicable, in an open and transparent manner in collaboration with:
 - a. experts and institutions throughout the world who are involved in monitoring and managing species at the regional level;

- b. the Environmental Law Centre, members of the Commission on Environmental Law, NGOs and others involved in developing legislation and regulations concerning threatened species;
2. FURTHER REQUESTS the SSC :
 - a. to convene a representative international workshop as part of the process to develop these proposed guidelines;
 - b. to strengthen participatory processes whereby regional assessments feed into global assessments;
5. REQUESTS the Director General and the Chair of SSC:
 - a. to obtain the comments of IUCN members, SSC members and others on the draft guidelines once they have been developed;
 - b. to consider such comments, to revise the proposed guidelines and to circulate them to SSC members for further comments before submitting them to Council for formal adoption;
6. REQUESTS the Chair of SSC and the Director General to communicate with the SSC network of members, IUCN members and others to promote the appropriate use of the guidelines, once developed, on a national level.

Implementation status: Implemented (Resolution archived)

- Guidelines for use of the IUCN developed, peer reviewed and available for download on IUCN Red List website

WCC Resolution 3.013 The uses of the IUCN Red List of Threatened Species

2. REGARDING use of the IUCN Red List of Threatened Species to support the implementation of international conventions:
 - e. REQUESTS the SSC, as a matter of urgency, to implement the Sampled Red List Index based on repeated Red List assessments for a stratified selection of species that is representative of biomes (including marine, freshwater and arid ecosystems), regions and taxonomic groups (including invertebrates and plants); and
 - f. FURTHER REQUESTS the SSC, in partnership with other organizations, to expand the taxonomic coverage of the IUCN Red List of Threatened Species to enhance its representativeness, thereby enabling the Red List Index to be more robust, and with this in mind, to:
 - i. complete comprehensive assessments for all mammals, reptiles, freshwater fish, sharks and molluscs;
 - ii. regularly reassess the status of amphibians and birds; and
 - iii. give greater priority to initiating rigorous comprehensive assessments for selected groups of plants, marine species and invertebrates;
3. REGARDING use of the IUCN Red List of Threatened Species for conservation planning and priority setting:
 - b. REQUESTS the SSC, working in partnership with IUCN members, to convene a worldwide consultative process to agree a methodology to enable countries to identify Key Biodiversity Areas, drawing on data from the IUCN Red List of Threatened Species and other datasets, building on existing approaches and paying particular attention to the need to:
 - i. enlarge the number of taxonomic groups used for site-based priority-setting approaches;
 - ii. have quantitative, transparent and objective criteria to identify Key Biodiversity Areas; and
 - iii. report on progress towards achieving this objective at the 4th IUCN World Conservation Congress;

4. REGARDING implications of the IUCN Red List of Threatened Species for scientific research:
 - b. REQUESTS the SSC to develop technical guidance for IUCN members and others on precautions to be taken for species listed in particular Red List Categories, and under particular Red List Criteria, in order to help ensure that scientific collecting is beneficial, and not detrimental, to globally threatened species.

Status of implementation: The Resolution is still active. No other information

WCC Resolution 5.017 Enhancing the usefulness of the IUCN Red List of Threatened Species

2. RECOMMENDS that the Red List Strategic Plan include, among others, clear strategic results by 2020
4. REQUESTS SSC, the Director General and IUCN Members working in this field to continue to improve the IUCN Red List to address topics such as:
 - a. the response of species to changing climate (as called for in Resolution 4.016 Development of climate change guidelines for IUCN Red List assessments adopted by the 4th IUCN World Conservation Congress (Barcelona, 2008), with an SSC Task Force now working on the topic);
 - b. the consistent listing of species as Extinct and Critically Endangered (Possibly Extinct);
 - c. development of guidance on collection and harvest of threatened species as an annex to the “Guidelines for Appropriate Uses of IUCN Red List Data”, in order to help ensure that Red List data are used appropriately to guide regulation and management decisions;
 - d. the definition of “wild” populations (including reintroduced populations), and the implications for the consistent listing of species, for example, of species living within fenced areas within their natural ranges, of natural populations dependent on management interventions, and of populations resulting from “benign introductions” (as defined in the IUCN Reintroduction Guidelines) of threatened species outside their original ranges;
 - e. improvement of the “Guidelines for using the IUCN Red List Categories and Criteria” to foster application of the IUCN Red List Categories and Criteria to island States and insular species; and
 - f. means to reconcile the expected taxonomic coverage of the IUCN Red List with the need to maintain the highest scientific standards; and
5. CALLS ON the Director General, SSC and IUCN Members to encourage funding agencies, international organizations, multilateral conventions, and others to support the further development of the IUCN Red List in order to maintain it as the global standard for assessing species, and thereby inform policy and action at all levels throughout the world.

Status of implementation: The Resolution is still active.

In 2015, the Cambridge Office reported that:

- Draft guidelines on the harvesting of threatened species were prepared and circulated for comment. Once finalised and accepted, these were to be incorporated as an Annex into the SSC Guidelines for Appropriate Uses of IUCN Red List Data.
- The network of trained Red List Trainers continued to grow.
- The Red List Strategic Plan 2013-2020 was under review and all targets were being updated and revised where necessary. Good progress was made on this. This was shown through the continued growth of the number of species on the IUCN Red List and the growing numbers of plants, invertebrates, marine organisms and fungi that were being assessed.

- A major achievement in 2015 was the creation of PDF accounts for all global assessments on the IUCN Red List each with a unique DOI number making them permanently citable and retrievable.
- The SIS database system was enhanced through the development of a Data Uploader function to expedite bulk uploads of assessments from external database systems; which was a significant new development to help reach the 160,000 barometer of life target. National and regional assessment initiatives were supported where possible

WCC Resolution 5.018 Support for the development and implementation of national and regional red lists

1. CALLS UPON IUCN to continue supporting these initiatives through the production of tools, software and training materials, as well as training local experts to lead national red list assessments, data management and analysis;
6. CALLS UPON IUCN and countries developing or updating national red lists to work more closely together to ensure that data are exchanged and assessments of endemic species are harmonized as far as possible at the global and national scales;
7. REQUESTS the Director General to provide policy support to these national red-listing initiatives, in consultation with the IUCN Species Survival Commission (SSC) and the IUCN Commission on Ecosystem Management (CEM), in conjunction with their Secretariat focal points and the IUCN membership;
9. REQUESTS the Director General to bring the importance of performing periodic national red list assessments to the attention of the CBD and other relevant conventions, as well as to potential sources of financial support for these assessments

Status of implementation: The Resolution is still active.

- A number of National Red List training workshops were held to build capacity and the network of trained Red List Trainers is slowly being expanded to help with this.
- Tools for Red List work are being improved, a key advance being the development of the Data Uploader to import assessments into SIS from external database systems. This should improve the incorporation of endemics on national Red Lists into the IUCN Red List.
- The decision by the Red List Committee to allow assessments to be submitted and published in selected other languages will have a significant impact on the whole process.
- The various stakeholder meetings have helped to identify various issues and barriers to national Red List activities and there has been a general increase in activity as evidenced by the growth of the National Red List database.
- In 2015 it was reported that the Modes and Modalities paper that was being prepared would help us to engage with all stakeholders. Efforts were underway to look at better mechanisms for providing biodiversity data to policy-related processes like the compilation of NBSAPs, etc.

WCC Resolution 5.055 Consolidation of the IUCN Red List of Ecosystems

2. CALLS on IUCN Council, once the draft categories and criteria have been rigorously tested, to take the necessary steps for formal approval of the categories and criteria as an official IUCN data analysis protocol for use by Members and any other stakeholder interested in ecosystem risk assessment, after they have been finalized and are submitted to Council by CEM and the Secretariat;
3. REQUESTS CEM to work with the support of SSC and the Secretariat to raise the necessary funds for the development and implementation of an operational plan for The IUCN Red List of Ecosystems which includes a strategy for its integration with the IUCN Red List of Threatened Species and other knowledge products. This should ensure that adequate staff,

financial and technical resources are made available for the integration of these two IUCN Red Lists, such that their databases are linked, and users are able to conduct simultaneous searches on the status of species and ecosystems, including the coverage by Key Biodiversity Areas and the World Database on Protected Areas;

4. URGES CEM and the Secretariat to assess the status of the world's terrestrial, freshwater and marine ecosystems in order to be able to report on progress towards achieving Aichi Target 5: "By 2020, the rate of loss of all natural habitats, including forests, is at least halved and where feasible brought close to zero, and degradation and fragmentation is significantly reduced;"
5. REQUESTS CEM and the Secretariat to develop a mechanism for providing technical support and training for developing national ecosystem risk assessments, such that they are carried out in alignment with approved categories and criteria, making use of the best available data, and aimed at achieving maximum impact on biodiversity conservation policies, and at assuring human livelihoods and well-being; and

Status of implementation: The Resolution is still active.

- RLE criteria adopted by Council in 2014
- Version 1 of RLE Guidelines produced and about to be published in 2015
- The RLE for the Americas were being completed (overall and approx 10 national level RLE's), which supported the EU Red list of Habitats. Many smaller cases studies were being produced in 2015
- In 2022, CEM reported initial findings from applying four IUCN RLE criteria to 655 terrestrial ecosystems in temperate and tropical North America, or 8.5% of the global land surface.
- On-going actions: Extending experience of this red listing effort to data deficient ecosystem types in North America and applying results to identification of Key Biodiversity Areas in Canada and USA.

WCC 6.016 The IUCN Red List Index for monitoring extinction risk

2. REQUESTS the IUCN Red List Partnership, SSC and Director General to ensure that the IUCN Red List incorporates repeat assessments of taxonomic groups in order to calculate RLIs, and makes these accessible online to facilitate their incorporation, as appropriate, into, inter alia:
 - a. National Biodiversity Strategies and Action Plans (NBSAPs), Programme of Work on Protected Areas (PoWPA) Action Plans, and CBD National Reports; and
 - b. regional, thematic, and global environmental assessments including those by IPBES, GEO, and GBO;
5. ENCOURAGES the IUCN Red List Partnership and SSC to continue to develop the RLI methodology, including through refining methods for thematic and geographic disaggregation, calculating uncertainty, and projecting trends under alternative policy scenarios

Status of implementation: The Resolution is still active.

- The RLI and various disaggregations were included in the IPBES Global Assessment, published in May 2019, with the indicators extrapolated to 2020 to assess progress towards the Aichi Targets and to 2030 for the SDGs. The RLI and various disaggregations are profiled in the draft Global Biodiversity Outlook-5
- RLIs, disaggregated to national level, were included in the 'country profiles' on the Integrated Biodiversity Assessment Tool, and made available to CBD national focal points, among others.
- A Swiss Government-funded project led by IUCN Secretariat was supporting the development of functionality on the IUCN Red List website to serve up RLIs and various

disaggregations of them to users, and to support more streamlined production of these indicators each year.

WCC Resolution 7.061 Partnerships and further development of a Global Ecosystem Typology

1. TAKES NOTE of the ongoing work to develop a GET;
2. ENCOURAGES Council to:
 - a. promote and support Members, including indigenous peoples, local communities, and public actors, Commissions, and public and private partnerships, in applying the GET to support global, regional and national efforts to assess and manage risks to ecosystems;
 - b. support adaptation to national and regional levels of the IUCN criteria and categories for Red Lists of Ecosystems, as well as continued development of national Red Lists of Ecosystems to enhance implementation of action for conservation and sustainable use of ecosystems and their biological diversity;
 - c. support application of Red List of Ecosystems criteria to assess risk of collapse in the world's thematic priority ecosystems; and
 - d. as part of the IUCN Annual Report, report on progress on development of the Red List of Ecosystems database, integration of the Red List of Ecosystems approach, as well as in IUCN position and policy products for UN Sustainable Development Goals and Biodiversity Targets;

Status of implementation: The Resolution is still active.

Global Ecosystem Typology (GET):

- Scientific publication in Nature (<https://www.nature.com/articles/s41586-022-05318-4>) of the GET. In less than one month since publication, the publication has been consulted >33k times
- Adoption of IUCN GET as the reference typology for Ecosystem accounting in United Nations Systems- SEEA EA. <https://seea.un.org/ecosystem-accounting>

Red List of Ecosystems (RLE):

- Development of open online training course in the IUCN Academy on use of Red List of Ecosystems for Assessors.
- To date of this report >4k ecosystems across terrestrial, freshwater and marine ecosystems assessed

Resolutions relating to KPs and invasive alien species

WCC Resolution 5.021 Implementing the provisions on invasive alien species of the Strategic Plan for Biodiversity 2011-2020

1. REQUESTS the Director General and IUCN Commissions to:
 - c. improve interoperability between IUCN knowledge products with particular reference to the Global Invasive Species Database, the IUCN Red List of Threatened Species, the IUCN Red List of Ecosystems and the World Database on Protected Areas for supporting the identification of priority invasive alien species, and enhancing early warning systems and rapid responses to new invasions

Status of implementation: The Resolution is still active. No other information on this specific operative paragraph.

WCC Resolution 6.018 Toward an IUCN standard classification of the impact of invasive alien species

RECOGNISING the efforts carried out by the IUCN Species Survival Commission (SSC) Invasive Species Specialist Group (ISSG) for developing authoritative global knowledge products on invasive alien species, namely the IUCN Global Invasive Species Database and the Global Register of Introduced and Invasive Species;

1. REQUESTS the SSC and the Director General to conduct a consultation process involving all relevant stakeholders within the Union to develop EICAT, integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8;
2. REQUESTS Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above has been completed, as the Union's standard for classifying alien species in terms of their environmental impact;
3. CALLS ON all Members, and national, regional and global institutions, and the scientific community to work in collaboration with SSC on:
 - b. EICAT and the integration of its outcomes into the IUCN Global Invasive Species Database and The IUCN Red List of Threatened Species, as this information is essential to prevent and mitigate the impacts caused by invasive alien species; and
 - c. fostering the formal adoption of EICAT and promotion of its use as a decision support tool; and
4. CALLS ON the scientific community to apply EICAT, in coordination with SSC, providing comprehensive supporting information to be published in the IUCN Global Invasive Species Database.

Status of implementation: The Resolution is still active.

- IUCN Secretariat and SSC ISSG jointly ran a workshop to edit the EICAT proposed standard in response to comments received through the 1st IUCN-wide consultation (held in 2017). Following this, a second version of the EICAT proposed standard (and additional Guidelines for their application) was published. In August 2019 a second Union-wide consultation was run to solicit feedback on the second version of the EICAT standard. The consultation, using an online survey, went to all IUCN members, commissions and secretariat staff and ran for 5 weeks ending in September. Additional edits have been made to the EICAT standard and a version 3 will be submitted to the IUCN Editorial Board in early 2020, to be submitted to IUCN Council
- A number of EICAT training workshops have been run across Europe, including as part of the EU Life INVASAqua project for the Iberian Peninsula. Additional EICAT assessments have also been undertaken by members of the IUCN EICAT Authority.

[WCC Resolution 7.096 Maximizing return on conservation investments and sustainable development: eradicating invasive alien species \(IAS\) to conserve island biodiversity and benefit society](#)

2. CALLS ON the Director General and Commissions to:
 - a. promote and support transfer of knowledge products that inform prioritization of efforts, including the Threatened Island Biodiversity Database, IUCN Red List of Threatened Species, and Global Invasive Species Database, and to track returns on investments to biodiversity, people and communities, and sustainable development;

Status of implementation: The Resolution is still active.

- IUCN Secretariat along with the SSC ISSG have worked with the EC to produce awareness raising material, manuals, guidance and other scientific and technical outputs focused on IAS.

- In addition a member of Coalition Clean Baltic (Green Federation "GAJA" (Poland)) produced a Manual on combating invasive alien species (IAS) by anglers and hunters.
- IUCN has also published the first batch of IUCN Environmental Impact Classification for Alien Taxa (EICAT) assessments on the IUCN Global Invasive Species Database.
- IUCN worked with the International Maritime Organisation through its GEF GloFouling Project to produce guidelines on management of biofouling on recreational sailing vessels.
- The Comité national de l'UICN, France has also launched an analysis of the impacts of IAS on threatened species on the Red List in French overseas communities.
- The IUCN Secretariat and the SSC ISSG have continued to engage in discussions on the formulation of an invasive species target for the Global Biodiversity Framework.
- IUCN has also published its Global Species Action Plan which includes actions and resources to address IAS.
- IUCN and the Coalition Clean Baltic have participated in the Technical Working Group on IAS which supports implementation of the EU IAS Regulation.

Resolutions relating to IUCN Green Lists

[WCC Resolution 5.035 Facilitating conservation through the establishment of protected areas as a basis for achieving Target 11 of the Strategic Plan for Biodiversity](#)

3. REQUESTS the IUCN Commissions, IUCN Members, UNEP-WCMC, the ICCA Consortium and other organizations to collaborate in support of CBD Decision X/2 to:
 - e. promote guidance and training to expand regular assessment of management effectiveness to all protected areas and develop and implement a system for the voluntary appraisal of protected area management effectiveness and governance quality that will illuminate and communicate innovative and effective approaches to protected area management and governance (e.g. the IUCN Green List of Well-Governed and Well-Managed Protected Areas)

Status of implementation: The Resolution is still active

- Technical and policy guidance provided to the SCBD with practical recommendations on how to accelerate implementation of Target 11.

[WCC Resolution 5.036 Biodiversity, protected areas and Key Biodiversity Areas](#)

1. REQUESTS the IUCN Species Survival Commission (SSC), the IUCN World Commission on Protected Areas (WCPA), and the Director General to:
 - a. support the development of a data system for collection and publication of data linking biodiversity and protected areas, specifically:
 - i. standards for data quality and quantity;
 - ii. trends in the distribution and abundance of species inside and outside protected areas, and the linkage between species trends and protected area management inputs; and
 - iii. documentation of the global significance and protected area coverage of Key Biodiversity Areas;
 - b. implement such data system development in ways which build from, strengthen, and collaborate with, not duplicate, complementary initiatives such as the:
 - i. Living Planet Index
 - ii. Tropical Ecosystem Assessment and Monitoring programme;
 - iii. World Biodiversity Database;
 - iv. Integrated Biodiversity Assessment Tool; and

- v. Global Biodiversity Information Facility; and c. undertake such data system development in ways which draw from and link to the IUCN Red List of Threatened Species (and related systems such as the Global Invasive Species Database), the World Database on Protected Areas, including the associated management effectiveness data and emerging Green List of Protected Areas, and, at such a time as it becomes operational, the IUCN Red List of Ecosystems.

Status of implementation: The Resolution is still active.

- Compiled a unique global database on marine protected effectiveness and governance, drawing on the work of many other researchers, exploring link to Protected Planet.
- Completed a global review of all available Management Effectiveness Tracking Tools (METTs). identifying and cataloguing 2094 METT assessments from the GEF and UNDP PMIS project folders provided. These were placed into a quality-assured data base and shared with the UNEP-WCMP to be linked to Protected Planet.
- Enhance the Living Planet Index (LPI), particularly for protected areas, exploring link to Protected Planet.

WCC Resolution 5.041 Development of objective criteria for a Green List of species, ecosystems and protected areas

1. REQUESTS the IUCN Species Survival Commission (SSC), the IUCN Commission on Ecosystem Management (CEM), and WCPA, whose expert networks support and provide scientific guidance and information on species, ecosystem and protected area conservation respectively, to conduct international scientific consultations to develop objective, transparent and repeatable criteria for Green Lists that systematically assess successful conservation of species and ecosystems, including in protected areas;
2. REQUESTS SSC, CEM and WCPA to explore synergies with the criteria being developed for the Green List of Well-Managed Protected Areas, possibly with a view to developing a consistent approach to the Green List Criteria across IUCN;
3. REQUESTS the Director General to provide support to these efforts;
4. REQUESTS SSC, CEM and WCPA to report to the next IUCN World Conservation Congress on progress achieved;

Status of implementation: Implementation underway (archived Resolution)

WCC Resolution 5.076 Accelerating the global pace of establishing marine protected areas and the certification of their effective management

6. REQUESTS the Director General, in collaboration with IUCN Members and WCPA, to support the recommendations above and to jointly strive to achieve implementation of coherent, representative and effective networks of MPAs at all levels, as fundamental tools to give proper protection to species and to marine and coastal habitats, and resilience to marine ecosystems, by:
 - e. implementing management effectiveness assessment systems, by:
 - ii. developing and testing an IUCN certification scheme for effective and equitable management of MPAs, according to the IUCN categories, building upon the IUCN Green List, and making sure to take into account the specificity of the marine environment;

Status of implementation: The Resolution is still active. No other information on this operative paragraph

Resolutions relating to IUCN's contribution to international processes

[WCC Resolution 5.083 Advancing the role of nature-based solutions to climate change mitigation and adaptation and their potential to contribute to the global climate change regulatory regime](#)

REQUESTS the Director General to:

- a. develop key knowledge products that will contribute to the work of the IPCC and of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES); and in developing these products, draw upon, inter alia, regional information collected in the course of IUCN's project activities

Status of implementation: The Resolution is still active.

- Report produced on Adaptation-Mitigation linkages - produced jointly by GEMP and GFCP as a basis for future action

[WCC Resolution 5.118 A significant role for IUCN in the Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services \(IPBES\)](#)

2. AFFIRMS the interest of IUCN to play a significant role in IPBES based on its major assets; and REQUESTS the Director General to pursue this role with the governments and UN agencies involved with IPBES, including support to the governance structures, particularly subsidiary bodies such as the Multidisciplinary Expert Panel, regional structures, working groups and external review groups, and provision and management of scientific data and knowledge;
4. NOTES the scientific expertise of IUCN's Commissions and involvement of its government and non-governmental Members dedicated to biodiversity which IUCN can contribute to the future work programme of IPBES
6. ENCOURAGES IUCN Members, Councillors, IUCN National and Regional Committees, IUCN Commissions and the Secretariat to engage actively in IPBES as providers of knowledge and expertise and potential beneficiaries of its outputs; this involvement could take the form of, inter alia, nominating experts, proactively proposing tools and methodologies, offering data and knowledge, developing capacities of policy makers for the best use of IPBES knowledge and services, and disseminating and communicating IPBES activities and outputs; and

Status of implementation: The Resolution is still active.

- IUCN successfully mobilised, across the Union, nominations into MEP with several nominations accepted during IPBES-3.
- In 2015, IUCN experts are also well represented in groups working on IPBES deliverables, 1/8 to 1/6 of experts are from IUCN.

[WCC Resolution 5.180 IUCN's engagement in the implementation of the Strategic Plan for Biodiversity 2011-2020](#)

APPRECIATING THAT IUCN is the leading global authority on biodiversity conservation, and has a long history of creating and providing credible and trusted knowledge on biodiversity through its flagship knowledge products such as the IUCN Red List of Threatened Species and (with UNEP-WCMC) the World Database on Protected Areas, and therefore has a significant leadership role to

play in supporting the achievement of the Strategic Plan for Biodiversity 2011–2020; and, critically, the basis of key indicators to measure progress in their achievement

13. REQUESTS the Director General to:

- c. support the strengthening and integration of IUCN's key flagship knowledge products to underpin work for the achievement of the Targets and the development of indicators at the global and national level;

Status of implementation: The Resolution is still active. No other information available

Resolutions relating to legal knowledge products and tools

WCC Resolution 4.092 Maintenance of ECOLEX: the gateway to environmental law

2. CALLS ON the ECOLEX partners to participate financially, maintain its up-to-date content, continue to enhance its software and forcefully reach out to other possible partners and associates such as convention secretariats and other data providers with a view to building ECOLEX as the global cooperative hub for environmental law;
3. INVITES the Director General to continue and increase, as appropriate, IUCN's support and contribution to ECOLEX, maintaining IUCN's function as the ECOLEX Management Unit, and capitalizing on its success.

Status of implementation: Superseded by Resolution 5.130 (Resolution archived)

WCC Resolution 5.130 ECOLEX-the gateway to environmental law

4. REQUESTS the ECOLEX partners to intensify their efforts to promote the use of ECOLEX significantly beyond what has already been achieved, in particular by:
 - a. increasing online access of users, especially in developing countries and universities globally;
 - b. collaborating with institutions, programmes and projects which would benefit from cross-pollination with legal data, such as scientific/technical data on species and protected areas;
 - d. contributing to the efforts of Multilateral Environmental Agreements (MEAs) to develop information systems and platforms to share information facilitating synergies in their implementation, such as InforMEA, by establishing links from such systems directly to ECOLEX and vice versa;
 - e. developing products based on ECOLEX data to produce analytical information, subject-based (e.g. wildlife law) or country-based (i.e. country profiles); and
 - f. seeking collaboration with publishers of regularly updated specialized electronic environmental law series; and
5. INVITES the Director General to continue and increase, as appropriate, IUCN support and contribution to ECOLEX, in particular by:
 - b. maintaining the role of IUCN as a key partner in ECOLEX, as custodian of two databases (treaties; policy and law literature);
 - c. maintaining the IUCN Environmental Law Centre's (IUCN ELC) function as the ECOLEX Management Unit (MU) and enlarging its capacity; and
 - d. enlarging the capacity of the ELC and/or MU to take the lead in developing a node of biodiversity-related information on governance, policy and law for use by international institutions including the Intergovernmental Platform on Biodiversity and Ecosystem Services (IPBES), now co-located at the ELC, in Bonn (Germany).

Status of implementation: The Resolution is still active.

- In 2016, the technical revamp of the ECOLEX backend and interface was completed. A new database of decisions of the Conference of Parties of selected multilateral environmental agreements was added to ECOLEX.

[WCC Resolution 7.044 Climate crisis legal toolkit](#)

1. REQUESTS the Director General and World Commission on Environmental Law (WCEL) to create a climate action toolkit to assist interested national, sub-national and local actors, as appropriate, to implement relevant climate mitigation and adaptation actions, from which State Members can identify those most appropriate for their governance structure, judicial system and ecosystem, to inform relevant policies and legislation;
2. RECOMMENDS strengthening synergies and interlinkages between environmental law databases, such as ECOLEX and InforMEA, and increasing resources on climate change;

Status of implementation: The Resolution is still active.

- The IUCN Environmental Law Centre has developed "CLIMA" a practical toolkit to assess the effectiveness of climate change action and EbA measures worldwide.

Other Resolutions relating to knowledge products

[WCC Resolution 3.012 Governance of natural resource for conservation and sustainable development](#)

6. REQUESTS the IUCN World Commission on Protected Areas, through the refining of its guidance on Protected Area Management Categories and in other ways that are part of its mandate, to:
 - d. offer suggestions to the United Nations Environment Programme (UNEP) World Conservation Monitoring Centre for more complete reporting of governance types in the World Database on Protected Areas and the United Nations List of Protected Areas.

Status of implementation: Resolution is still active.

[WCC Resolution 5.079 Protection of the deep ocean ecosystem and biodiversity from the threats of seabed mining](#)

REMAINING CONCERNED about the potential impact on the marine environment of future deep seabed mining activities given the current level of knowledge and understanding of deep seabed mining

7. CALLS on all constituent parts of IUCN to cooperate to develop specialist groups and knowledge products on impacts of seabed exploration or mining activities;

Status of implementation: The Resolution is still active.

- The Commission on Ecosystem Management established a specialist group on Deep Sea Ecosystems and Mining
- The CEM Specialist Group on Deep Sea Ecosystems and Mining worked with The National Institute of Water and Atmosphere (NIWA) in New Zealand and prepared an information brochure on environmental issues associated with deep-sea minerals exploration.
- IUCN Provided best available scientific knowledge and generated new knowledge through oceanographic campaign for a better understanding of biodiversity and ecosystem functioning of Sea Mounts

[WCC Resolution 5.084 Promoting ecosystem-based adaptation](#)

6. REQUESTS the Director General to ensure that ecosystem-based adaptation is effectively deployed as a nature-based solution within the IUCN Programme 2013–2016 and in particular by:
 - e. encouraging the dissemination of knowledge products on lessons learned from ecosystem-based activities and projects

Status of implementation: The Resolution is still active.

- Report on EbA Mapping exercise of all EbA (and related) projects in IUCN (and this will then also include UNEP and UNDP as well as BMUB) to have a consolidated web site and ability to analyze EbA across the globe

WCC Resolution 5.098 The human right to water and sanitation

2. REQUESTS the Director General in collaboration with IUCN Commissions, Members and other relevant partners in line with the One Programme approach, to:
 - b. develop knowledge products which promote the fulfilment and the practical implementation of the right to water to be considered at the next IUCN World Conservation Congress

Status of implementation: The Resolution is still active. No other information available.

WCC Resolution 6.069 Defining Nature-based Solutions

3. CALLS ON the Director General and Commissions to finalise the NbS principles, parameters and guidelines for applying NbS, reporting as appropriate to Council on progress;

Status of implementation: This Resolution is still active. However, this operative paragraph has been implemented

- An extensive consultation process on the draft NbS global standard was carried out in 2019, involving over 800 individuals from commissions, membership and secretariat, spanning over 100 countries. IUCN members have provided technical feedback on criteria and indicators of the standard.
- In July 2020, IUCN launched the first-ever Global Standard for Nature-based Solutions.

Annex 5: Knowledge Products – detailed descriptions

i. The IUCN Red List of Threatened Species

Elements	IUCN Red List of Threatened Species
Governance	<p>The IUCN Red List of Threatened Species is governed by a Partnership Agreement. The IUCN Red List Partnership formed in 2000 and has 12 members. The Partnership Agreement expired in September 2020. A dialogue between IUCN and the Partners is underway to agree a new Partnership Agreement that will include changes to the governance structure.</p>
Work processes & management	<p>The high-level work processes in the IUCN Red List are set out in the IUCN RL Partnership Agreement.</p> <ul style="list-style-type: none"> • IUCN and the RL Partners each operate their own institutional work process and management to deliver the agreed obligations. The Partners, in addition to signing the overarching RL Partnership Agreement, also sign a bilateral commitment which details the specific contributions to the IUCN RL Strategic Plan. Decisions pertaining to the implementation of the IUCN RL Strategic Plan are made by the RL Committee. • There is an independent RL Standards and Petitions Committee to oversee maintenance of the RL Standard and the provision of guidance on its application plus adjudication on any petitions against published assessments. • The RL Unit and the Biodiversity Systems team within IUCN’s Science and Data Centre responsible for the day to day running of the whole process and the production of the periodic RL updates. • The Biodiversity Systems team are responsible for managing and undertaking improvements to the data infrastructure and for developing many of the tools used.
Legal Status	<p>IUCN is the custodian of The IUCN Red List and of The IUCN Red List Categories and Criteria, develops and maintains protocols and procedures for Red List assessments, and convenes a large network – mostly volunteers – through the IUCN Survival Species Commission (SSC) and the Red List Partnership. The Red List Partners, whose financial, technical and in-kind contributions have been considerable and whose continuing substantive commitments help advance and develop the IUCN Red List in a variety of ways including.</p> <p>The IUCN Red List Partnership Agreement has expired and a new Partnership Agreement is under negotiation.</p>
Use Conditions	<p>The type and quantity of use of the IUCN Red List is summarised in the 2016-2020 IUCN Red List Quadrennial Report. The primary use of the IUCN Red List is:</p> <ul style="list-style-type: none"> • Global Species Monitoring • Guiding Decision-making to Conserve Species • Catalysing Conservation Action • Science-based Species Conservation • Influencing Global Ambition for Species Conservation • Influencing Resource Allocation <p>In the period 2016-2020 the IUCN Red List has a user in every country of the world. The IUCN Red List website had 16.2 million unique visitors, 81.5 million-page views, 28 million website sessions and allowed the download of 190 million species maps.</p>
Costs of maintaining the current status	<p>The IUCN Red List Partnership estimated the full costs of implementing the IUCN Strategic Plan (2020-2030) to be CHF 77.2m (noting that this includes the IUCN Green Status of Species and the Red List Index). The IUCN Secretariat’s annual cost to maintain the IUCN Red List is ca. CHF 752k. Noting that the IUCN</p>

Elements	IUCN Red List of Threatened Species
	Secretariat's team is under-resourced, it's been estimated that the true cost would be CHF 1.2m annually. Further work on the costs of the IUCN Red List will take place in the Knowledge4Nature Global Environment Facility Medium-Sized Project as part of developing a sustainability plan.
Needed or potential improvements	<p>The IUCN Red List Partnership identified the major potential areas of improvement in the IUCN Red List Strategic Plan, and these included:</p> <ul style="list-style-type: none"> Automated methods developed to conduct preliminary screenings and model potential changes in threat status to guide re/assessment of species and i derive input data and key parameters for the assessment process An expert system is developed to guide Red List assessors through the steps of data analysis and modelling necessary for assessing the impact of climate change on species extinction risks The SIS user interface allows for efficient, intuitive and streamlined entry and edit of Red List and Green Status data by users SIS Connect is the primary mechanism used for importing and exporting assessments and data to and from external database systems, including Red List Partners and national Red List processes Spatial data are well-integrated with tabular data, including through: i) development of a spatial data upload portal (incorporating quality checks and generation of metrics) and ii) the ability for users The Red List API is maintained and improved so that it supports more advanced querying and manipulation of data, and improved spatial data outputs Dynamic publication of assessments to the Red List website ensures that species assessments are published promptly post validation
Costs of the improvements	The cost of the improvements in (vi) were estimated to be CHF 1.6m in 2020 by the Red List Partnership (see IUCN Red List Strategic Plan).

ii. *The IUCN Green Status of Species*

Elements	IUCN Green Status of Species
Governance	The IUCN Green Status of Species is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	Operates in the same way as the IUCN Red List. Assessments, training, research and development are conducted collaboratively between IUCN and the Red List Partners. Green Status assessments are published on the IUCN Red List of Threatened Species website through a process that is managed by the IUCN Science and Data Centre.
Legal Status	Part of the IUCN Red List and all governance and decision making takes place within the Red List committee structure.
Use Conditions	<p>Approved by IUCN Council in 2020 as a new component of the Red List of Threatened Species.</p> <p>Green Status assessments are the world's first standardised method for assessing species' progress toward recovery. It recognises that although preventing extinction is the first critical step toward successful conservation, it is not the end goal. Rather, the true mark of success would be to recover species to the point where they can fulfil their ecological functions throughout their range - resulting in species that are not just surviving, but thriving.</p>
Costs of maintaining the current status	<i>See above in IUCN Red List of Threatened Species</i>

Elements	IUCN Green Status of Species
Needed or potential improvements	<ul style="list-style-type: none"> • SIS Connect is the primary mechanism used for importing and exporting assessments and data to and from external database systems, including Red List Partners and national Red List processes • Spatial data are well-integrated with tabular data, including through: i) development of a spatial data upload portal (incorporating quality checks and generation of metrics) and ii) the ability for users • The Red List API is maintained and improved so that it supports more advanced querying and manipulation of data, and improved spatial data outputs • Dynamic publication of assessments to the Red List website ensures that species assessments are published promptly post validation
Costs of the improvements	

iii. The IUCN Red List Index

Elements	Red List Index
Governance	The IUCN Red List Index is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	The Red List Index tracks trends in aggregate extinction risk over time. It is generated each November by the Red List Unit in the Secretariat, disseminated to National Statistical Offices for consultation through the IBAT Country Profiles, and finalised for submission to UNSD each February. Annual generation of the Red List Index will be largely automated under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project – a project the Secretariat invested significant efforts and resources to secure during the extremely busy period of the 2021 Congress.
Legal Status	Part of the IUCN Red List and all governance and decision making takes place within the Red List committee structure.
Use Conditions	<ul style="list-style-type: none"> • Widely adopted in different policy contexts, including for assessing progress towards the Convention on Biological Diversity's 2010 target and Aichi Biodiversity Targets, the UN Sustainable Development Goals (for which it is official indicator 15.5.1), the Convention on Migratory Species (and several of its daughter agreements), etc. • Recommended as headline indicator (A.3) for the Goals and Targets in the CBD's post-2020 Global Biodiversity Framework. • used in the regional, thematic and global assessments of the Integrated Science-Policy Platform on Biodiversity and Ecosystem Services, the Global Environment Outlook, Global Biodiversity Outlook and other assessment reports and processes.
Costs of maintaining the current status	An annual investment of approximately CHF 46k in staff time is necessary to generate the annual Red List Index, run the annual consultation by National Statistical Offices through the IBAT Country Profiles, and submit the final data, graphics, and storyline to UNSD. This annual investment may be halved with planned automation of the submission.
Needed or potential improvements	Mechanisms are built and implemented to automatically generate the Red List Index on demand, and serve it through IUCN Red List web services to relevant platforms.
Costs of the improvements	Within the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project, CHF 277k is planned for automating annual generation of the Red List Index and serving it through the Red List website.

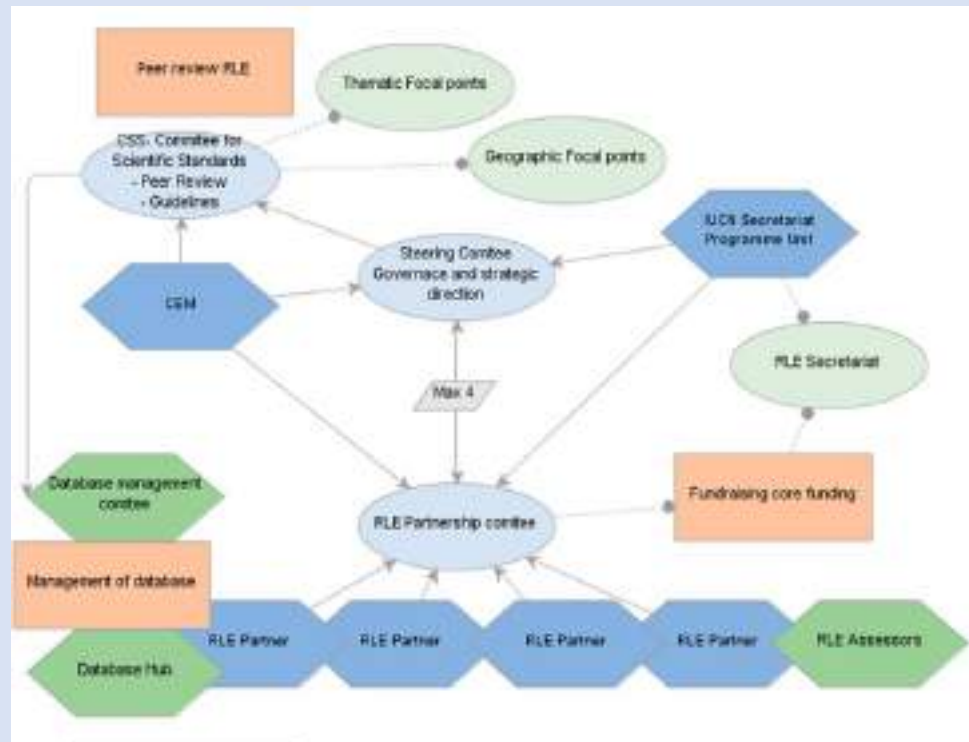
iv. *The IUCN Species Threat Abatement and Restoration*

Elements	Species Threat Abatement and Restoration (STAR)
Governance	STAR is part of the IUCN Red List and are governed by the IUCN Red List Partnership Agreement.
Work processes & management	The STAR metric uses global data from comprehensively assessed species groups on the IUCN Red List of Threatened Species to measure opportunities to contribute to species conservation goals, either by reducing threats or by undertaking restoration. STAR is served for commercial use through IBAT; its periodic generation and dissemination through an API from the Red List website will be largely automated under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project
Legal Status	A derived product from the IUCN Red List. It is framed through a series of peer-reviewed publications and does not have its own legal status.
Use Conditions	<ul style="list-style-type: none"> • Focuses on addressing the threats driving species extinction risk • Simple, standardised and scalable • Uses global data from comprehensively assessed species groups on the IUCN Red List of Threatened Species to measure opportunities to contribute to species conservation goals • Help businesses identify both opportunities and risks associated with their activities and value-chains. • Provide a basis for setting corporate “science-based targets” for biodiversity nature that contribute to global conservation goals.
Costs of maintaining the current status	STAR is a very new derived product; full financial evaluation of the costs of its maintenance and revenue generated are planned under the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project. It is estimated that once the infrastructure for serving STAR through the Red List website is in place, it will require CHF 46k of staff time annually to maintain this; it is anticipated to generate annual revenue of several times this figure through its licensing for commercial use through IBAT.
Needed or potential improvements	<p>Development and implementation for automated re-calculation, updating, and maintaining STAR metric and serving it through web services to relevant platforms such as IBAT.</p> <p>A marine and freshwater layer is developed for the STAR metric, incorporated into the global heat map and published in the literature.</p> <p>Current and historical Area of Habitat (AoH) are incorporated into Red List species pages and mechanisms developed for streamlining input of spatial information, maintenance and recalculation of AoH.</p>
Costs of the improvements	Within the 2022-2024 Knowledge4Nature Global Environment Facility Medium-Sized Project, CHF 199k is budgeted for automating generation and service of AoH through the Red List website, and a further CHF 202k for periodic generation and service of STAR through the Red List website.

v. *Red List of Ecosystems*

Elements	Red List of Ecosystems
Governance	Currently the RLE governance structure is composed of four informal bodies (i) RLE Partnership Committee, (ii) Committee of Scientific Standards, (iii) Database Management Committee, and (iv) RLE Steering Committee. The Steering Committee is composed of Chair CEM, Lead CEM RLE Thematic Group, Chair RLE Committee of Scientific Standards, Head, IUCN Biodiversity Assessment and Knowledge Team, IUCN Chief Scientist and RLE Partners.

Work processes & management



Legal Status

The RLE Partnership is based on a legal agreement between (i) IUCN, (ii) The University of New South Wales, Deakin University, Arizona State University, Provita, Wildlife Conservation Society, Coastal Oceans Research and Development – Indian Ocean and Conservation International (Colombia).

Use Conditions

At present there are two products within the Red List of Ecosystems

- Red List of Ecosystems Assessments
The IUCN Red List of Ecosystems is a tool to assess the conservation status of ecosystems. It is based on scientific criteria for performing evidence-based analyses of the risk of ecosystem collapse, including changes in geographical distribution and the degradation of the key elements of ecosystems. There are currently > 4000 ecosystem assessments across > 100 countries, mostly at the national levels. Currently, approximately 10% of these assessments are available publicly in a centralised database managed by Provita on behalf of the RLE Partnership (<https://assessments.iucnrle.org/>).
- Global Ecosystem typology
The IUCN Global Ecosystem Typology is a comprehensive classification framework for Earth’s ecosystems that integrates their functional and compositional features. This [new typology](#) helps identify the ecosystems that are most critical for biodiversity conservation, research, management and human wellbeing into the future and can be accessed [here](#). Through its [110 ecosystem functional groups](#) it provides the framework for completing an IUCN global ecosystem assessment.

Costs of maintaining the current status	The costs of maintaining the current status is CHF 69k annually (CHF9k database, CH30k assessments, CHF30k technical support from IUCN Secretariat). This is a fraction of the costs of completing, and maintaining, an IUCN global RLE assessment.
Needed or potential improvements	Key improvements identified for the RLE include: <ul style="list-style-type: none"> ● Improve RLE database capabilities to host spatial analysis and increase functionality including user experience ● Improve Global Ecosystem Typology database to host Level 4 units of IUCN Global Ecosystem typology, and allow user-friendly exploitation of results ● Importing existing assessments into the RLE database ● Integration of IUCN Global Ecosystem Typology in harmonised way with Ecosystem Accounting (UN SEEA EA) and Ecosystem Risk Assessment ● Improve map quality for ecosystem functional groups that are not up to standard Complete global assessment of full ecosystem functional groups and incorporation of these assessments into IBAT
Costs of the improvements	The minimum cost of improvement is CHF 250k for the database but the full estimated costs of implementing the suite of required changes for mapping (see Resolution 061) and assessments is CHF 17m ²¹ .

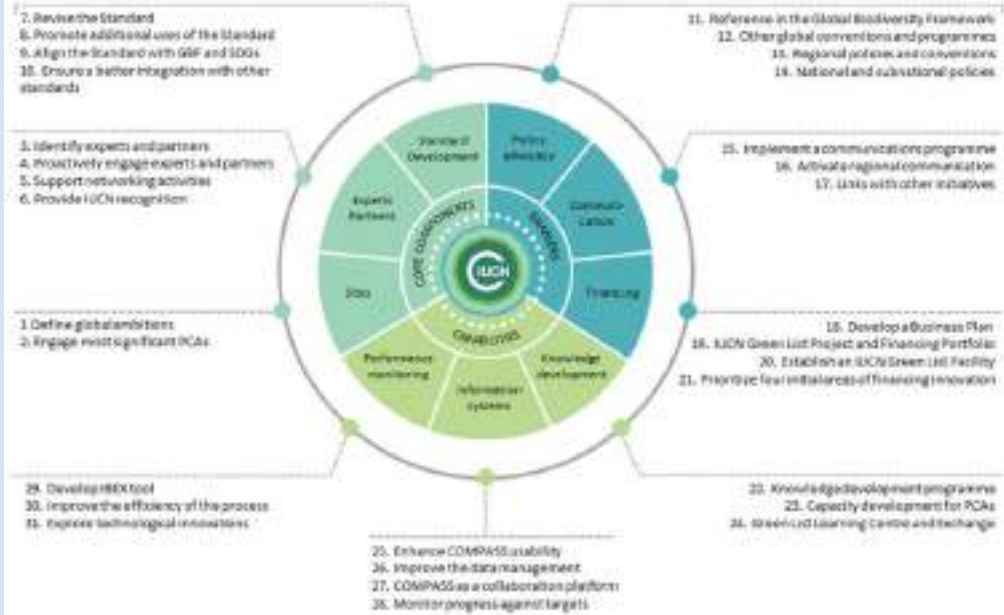
vi. *Green List of Protected and Conserved Areas*

Elements	Green List of Protected and Conserved Areas
Governance	<p>An independent evaluation is being undertaken of the governance and management arrangement for the IUCN Green List leading to recommendations to enhance these arrangements.</p> <p>Under the current arrangements, as set out in the IUCN Green List User Manual 1.2, the Green List Committee appointed by the Chair of the IUCN World Commission on Protected Areas oversees the review and maintenance of the IUCN Green List Standard and its adaptations in different jurisdictions, and governs the process for admitting sites to the IUCN Green List that achieve the Standard.</p> <p>The IUCN Green List Standard is the foundation of IUCN's work on enhancing the performance of protected and conserved areas worldwide to achieve effective conservation outcomes. The development of the Standard conforms to the ISEAL Codes of Good Practice: a global reference for standard-setting and impact evaluation for social and environmental sustainability standard systems. The Standard was approved by the IUCN Council in 2017.</p> <p>Appointed by the Chair WCPA, the co-chairs of the Green List Standard Committee appoint experts to maintain and review the Green List Standard and to ensure it reflects current scientific and technical best practice and remains relevant. The Standard Committee also provides technical review of any adaptations of the Generic Indicators proposed by Expert Advisory Groups (EAGs) in participating Green List jurisdictions and makes recommendations to the Green List Committee for approval.</p>
Work processes & management	Under the current arrangements, the Director General appoints the IUCN Green List Management Committee to coordinate implementation of Green List activities across IUCN. It oversees the strategic development and management of the IUCN Green List Programme, and ensures it achieves and maintains compliance with ISEAL Codes of Good Practice for standard-setting, assurance and impact assessment. The Management Committee sets the strategy and development plan for the IUCN Green List of Protected and Conserved Area Programme. It approves new jurisdictions in the IUCN Green List Programme, ensures that procedures for standard-setting, assurance, and impact assessment are ISEAL compliant, approves the User Manual, and guides and coordinates the implementation of projects involving the Green List across IUCN.

²¹Full details of costing estimation developed in 2022 in Cambridge with the IUCN Secretariat and CEM. Optimistic scenario would require CHF 16.8m, if fragmented funding or addressing complex Functional Groups, this could raise up to CHF 49.3m

	<p>The main elements of the work flow for the Green List are the identification and commitment of a Green List jurisdiction, the establishment of an Expert Assessment Group (EAGL), and the compilation of a set of candidate sites. EAGLs are jurisdictional expert bodies convened by WCPA and approved by an assigned Reviewer. In practice most experts are members of WCPA, and if not, are encouraged to become members of WCPA. The primary tasks of an EAGL are to ensure that the IUCN Green List Standard is applicable in their jurisdiction and to evaluate PAs against the Indicators of the Standard. To satisfy their roles and responsibilities as described below, EAGLs need to understand the IUCN Green List Standard and follow the User Manual's rules and procedures. By signing a Declaration of Engagement and implementing its provisions, the EAGL members demonstrate that this is the case.</p> <p>Nominating sites compile all of the information that provides evidence of meeting all of the 17 criteria of the Green List Standard, and upload these on the Compass information system. When the dossier is complete, the EAGL reviews the dossier and evaluates whether the site meets the standard, and may refer the dossier back for further information if needed. The EAGL also conducts a field visit to verify the information provided, and makes a recommendation to the Green List Committee for listing. The recommendation may include time-bound conditions for listing. An independent assurer certifies whether all of the process steps needed have been undertaken.</p> <p>Capacity development is undertaken at all levels, to build understanding of the process of compiling and submitting a dossier, but also to ensure that those involved have the necessary competences to address all of the dimensions of the criteria. In practice, the purpose of the Green List is to use the Standard to diagnose the capacity needs to implement effective conservation practice in the jurisdiction. A further quality control step is being introduced to ensure that the dossiers are comprehensive, prior to their consideration by the Green List Committee.</p>
<p>Legal Status</p>	<p>The IUCN Green List of Protected and Conserved Area Standard is the property of IUCN.</p> <p>Related to the development of the IUCN Green List Standard and its Generic Indicators, IUCN publishes on the COMPASS information system, the names and affiliations of organisations, groups and/or individuals invited to comment on the IUCN Green List Standard and its Generic Indicators during each stage of its development or revision. It publishes the comments and a synopsis of comments received during review of the Standard and how these were taken into account. IUCN also publishes the decisions of the governance and management bodies, and any complaints received about the IUCN Green List Standard, its Generic Indicators and the Green List User Manual. IUCN similarly publishes all of the information relating to the adaptation of the Standard in a particular jurisdiction</p> <p>Regarding the information contained in the dossiers of candidate sites, whereas these remain the property of the nominating authorities, IUCN publishes the names, locations, conservation values, contact information of all PAs that are applying for, have been added to or have been removed from the Green List; a narrative summary of each PA in English and in the regional language; the EAGL and Reviewer recommendations on PAs in English; and brief biographies of the members of Expert Assessment Groups. In certain cases, only restricted access is provided to information on COMPASS concerning potential triggers and negative comments by PA stakeholders who request confidentiality, information covered by PA confidentiality agreements, information that is the subject of relevant national privacy or data protection legislation, and information that, if published, could jeopardise the conservation mission of the PA (e.g. PA actions on combating poaching).</p>
<p>Use Conditions</p>	<p>The Green List is currently being developed in 60 countries in all regions of the world, with the ambition of the Development Plan to expand this to 100+ countries by 2030, and to involve 50% (by area) of the world's protected and conserved areas. The main users of the Green List Standard are the authorities responsible for the governance and management of the world's protected and conserved areas, as well as their stakeholders and rightsholders, the governments and non-governmental organisations involved in their establishment, and the development partners and funders who support their enhancement.</p> <p>The Green List Community is a growing network of practitioners, experts, and partners in the regions, countries and jurisdiction where the Green List is being implemented. Although steadily growing, by 2021, there were approximately 60 countries committed, and in 43 of these, regional/national/subnational EAGLs have been established, and 500+ protected area professionals are contributing in a variety of volunteer roles, as experts, mentors and applicants). Implementation in jurisdictions is supported by 30+ implementing partners (public/private, academic/research organizations) and by IUCN Commission members, notably the IUCN Green List and Management Effectiveness Specialist Groups of the WCPA. Beyond the global figures, there is great diversity in the organization of the EAGLs and implementing partners in the countries, with different levels of centralization,</p>

	<p>types of institutions and expertise represented. The implementation of the Green List has also highlighted the increasing importance of mentors to help sites meet the standard and the need for greater support for volunteer experts to ensure quality control.</p> <p>The mobilisation of experts and partners is central for strategic growth of the Green List. Engaging 100+ countries and 50% of the world's protected and conserved areas by 2030 will require the significant recruitment of experts and partners for IUCN, including experts from the IUCN Commissions and IUCN member organisations, e.g. the 200+ State and government agency members, local government, as well as 1200+ NGOs and indigenous people's organizations. The IUCN Green List network of experts will be diverse in terms of skills and knowledge, representative of regions, and inclusive with effective participation of young professionals, women and indigenous people. These principles also apply to partners, by promoting different levels of partnerships, with governments, NGOs and the private sector.</p>
<p>Costs of maintaining the current status</p>	<p>The current status of the Green List is maintained through a project portfolio with a value in 2022 of between CHF 300-500K, which includes operational support for the management of all Green List activities as well as substantive implementation of activities in jurisdictions and sites.</p> <p>The Green List Development Plan estimates that the operational support component will increase with the numbers of jurisdictions and sites to approximately CHF 1,125,000 per annum by 2030. The plan is to offset these costs through revenues derived from projects and sites that cover the operational costs of implementing the Green List.</p> <p>It should be noted that maintaining the current status and readying the programme for scaling up requires the improvement of information management and other infrastructure, estimated to cost an initial investment of CHF750K.</p>
<p>Needed or potential improvements</p>	<p>The Green List Development Plan systematically describes the improvements required to scale up the number of jurisdictions and sites in the following aspects (elaborated in 31 actions in the diagram below). The full description can be found here with a useful summary in : Green List Development Plan starting on Page 205</p> <ul style="list-style-type: none"> • Sites • Experts and partners • Green List Standard Development • Policy • Communication • Financing • Knowledge management • Information systems • Performance monitoring

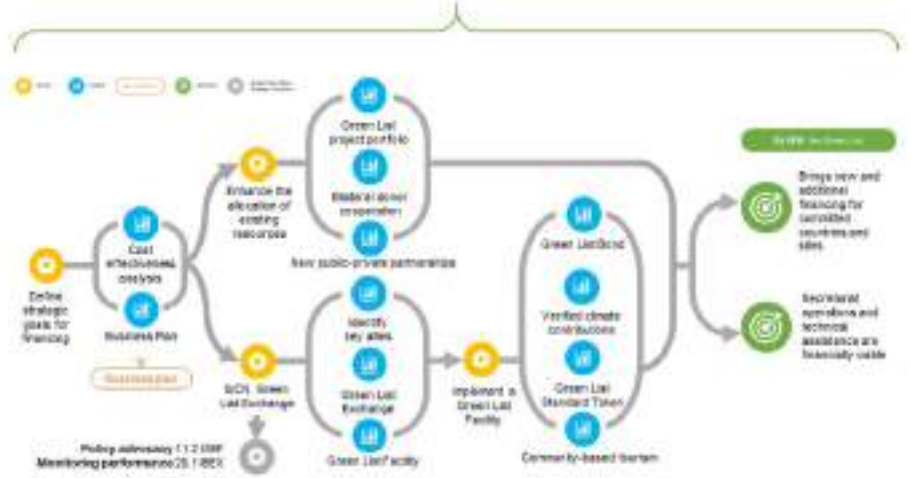


Costs of the improvements

The Green List Development Plan estimates the total cost of improvement to enable a fully-functional Secretariat and infrastructure to support implementation. It suggests that an initial capital investment of CHF 750K in 2022 is required and further investment totalling CHF 2.5m is required over the period to 2030.

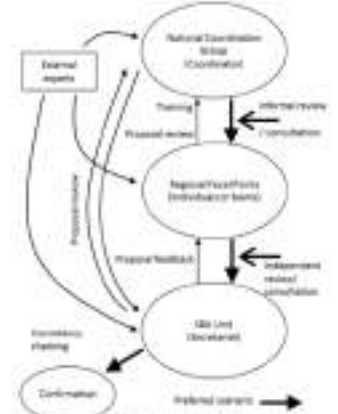
The main source of revenue for these improvements is through the operation of the GL programme itself, with sites paying a unit fee for the process of certification (and the costs for this coming from their own budgets or project support budgets in their hands or in IUCN's hands). But the Green List Development Plan also makes provision for a Green List Impact Bond, Verified Climate Contributions and a Green List Standard Token. The process for

Interconnectivity between actions



developing these is contained in the Development Plan.

vii. Key Biodiversity Areas

Elements	Key Biodiversity Areas (KBA)	
Governance	<p>The Key Biodiversity Areas Programme (https://www.keybiodiversityareas.org/working-with-kbas/programme) is governed by a Key Biodiversity Areas Partnership, under a Key Biodiversity Areas Partnership Agreement. There are 13 KBA Partners, including IUCN and BirdLife International designated as having permanent voting roles on the KBA Committee. IUCN has special responsibilities for maintaining the KBA Standard, and KBA Guidelines (version 1.2), and adjudicating appeals, through the IUCN SSC and IUCN WCPA -appointed Standards and Appeals Committee. BirdLife International has special responsibilities for maintaining the World Database of Key Biodiversity Areas.</p>	
Work processes & management	<p>The KBA workflow is visualised in Annex 2 of the KBA Partnership Agreement. In sum, identification process is undertaken at national levels through multi-stakeholder coordination groups, passes through regional review, for eventual publication in the World Database of Key Biodiversity Areas:</p>	
Legal Status	<p>The Key Biodiversity Areas Partnership Agreement provides the legal basis for the programme, including specifying IP arrangements in Annex 4. These then form the basis of the Terms of Use of the World Database of Key Biodiversity Areas.</p>	
Use Conditions	<p>The World Database of Key Biodiversity Areas is widely used by conservation organisations (not least, the KBA Partners, including >100 national organisations within the BirdLife and WWF national networks, many of them IUCN Members in their own right), national governments and intergovernmental agreements (KBA coverage by protected areas and other-effective area-based conservation measures is served as three official UN SDG indicators - 14.5.1 for marine, 15.1.2 for terrestrial and freshwater, 15.4.1 for mountains - and proposed as indicator 3.1 for the Post-2020 Global Biodiversity Framework), the private sector (its inclusion within the International Finance Corporation’s Performance Standard 6 drives extensive traffic to IBAT subscriptions from companies and pay-as-you-go reports from consultancies), and the general public.</p>	
Costs of maintaining the current status	<p>Juffe-Bignoli et al. (2016 “Assessing the Cost of Global Biodiversity and Conservation Knowledge” PLoS ONE) assessed the annual costs of maintaining the World Database of Key Biodiversity Areas as CHF 796k . In practice, the annual cash cost to each of the KBA Partners is currently approximately</p>	

	CHF 42k (currently reduced to CHF 23k with the Bezos Earth Fund investment in BirdLife International for comprehensive Key Biodiversity Area identification in the Andes and Congo).
<p>Needed or potential improvements</p>	<p>Full planned implementation of the Key Biodiversity Areas Programme are documented in the Key Biodiversity Areas Strategic Plan, encompassing seven result areas across a documented theory of change, as:</p>
<p>Costs of the improvements</p>	<p>Juffe-Bignoli et al. (2016 “Assessing the Cost of Global Biodiversity and Conservation Knowledge” PLoS ONE) assessed the one-time cost of reaching comprehensive global coverage as CHF 19.5m (mainly through National Coordination Groups), and the annual cost of maintaining the World Database of Key Biodiversity Areas as CHF 1.9m once this comprehensive global coverage has been reached.</p>

viii. Conservation Categories

Elements	Conservation Categories
Governance	The IUCN Guidelines for Protected Area Management Categories were first published in 1994. By Resolution IUCN WCC RES 3.048 a consultative process managed by a WCPA Task Force, and involving input from IUCN Commissions, IUCN Members and many stakeholders, the guidance, including the IUCN definition of a protected area, was revised and published in 2008, and remains current. IUCN WCC 4.035 adopted the IUCN protected area management categories as a basis for guidance and reporting on Aichi Target 11 of the Strategic Plan for Biodiversity 2011-2020. Further guidance on applying the system at national levels was added to the guidance in 2013.
Work processes & management	The IUCN Protected Area Management Categories are used in the reporting of protected areas to the World Database of Protected Areas, managed jointly by IUCN and UNEP World Conservation Monitoring Centre. Through a supplemental agreement between IUCN and UNEP WCMC, a joint work plan is managed for Protected Planet and its component databases, including the World Database on Protected Areas, maintaining information on, inter alia, the management categories of protected areas. Guidance on the use of the categories for reporting is contained in the User Manual . In practice, IUCN, WCPA and UNEP-WCMC address numerous questions from agencies and sites regarding the application of the categories.
Legal Status	The IUCN Guidelines on Protected Area Management Categories are published by IUCN and copyright is held by the IUCN. Their use in the World Database of Protected Areas is governed through the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on data and information pertaining to biodiversity and protected areas. Agencies reporting to the World Database on Protected Areas provide the information on protected area management categories in their jurisdictions in terms of a Data Contributor Agreement. This ensures that there is a written record of the data provider agreeing for their intellectual property (IP) to be included in the databases and the terms for which it is made available. The agreement specifically states how the data provided will be used and that redistribution or use of the data by third parties will be subject to the WDPA Terms of Use.
Use Conditions	<p>The World Database on Protected Areas (as a component of Protected Planet) enables a spectrum of users to access data for information-based decision making, policy development, and business and conservation planning. Businesses in a range of sectors including mining, oil and gas, and finance use the WDPA and associated databases to identify the biodiversity risks and opportunities of a given project. Conservation planners use the information to predict the outcomes of various proposals and focus on initiatives and areas that are most likely to result in positive impacts. The US Agency for International Development (USAID) uses the Millennium Challenge Corporation's (MCC) annual policy performance scorecards to inform decisions on allocations on funds; MCC uses the WDPA in its indicator to measure the effectiveness of policies related to Natural Resource Protection.</p> <p>In addition to serving as a business, conservation and aid investment planning tools, Protected Planet (see more below) provides the basis for monitoring and reporting on progress towards international environmental targets such as the Aichi Biodiversity Targets and the 2030 Sustainable Development Goals. Every two years, UNEP-WCMC releases the Protected Planet Report on the status of the world's protected areas and recommendations on how to meet international goals and targets.</p>
Costs of maintaining the current status	The costs of maintaining the IUCN PA Management Categories system relate mainly to the costs of providing technical advice on the use of the Guidelines. These costs are borne by volunteer experts of the IUCN World Commission on Protected Areas and by IUCN Secretariat staff. From time to time, IUCN Members and protected area management agencies request specific advice on the categorisation of a particular protected area. IUCN Secretariat or WCPA experts provide this advice. Where costs are involved, such as for a field visit, these are borne by the agencies themselves. The costs of incorporating the PA Management Categories into the WDPA and Protected Planet are better addressed in the context of the wider application of Protected Planet.

Needed or potential improvements	It has long been realised that all IUCN Secretariat staff, as well as WCPA members should possess a good understanding of the IUCN PA Management Categories (as well as the IUCN PA Governance Types). Several slide-show primers and MOOCs have been developed to provide this information. The availability and accessibility of training on the IUCN PA Management Categories could be improved. A more extensive suite of case studies could be provided to assist with capacity development. There is also a need to consider how the PA management categories could be applied to "other effective area-based conservation measures" where relevant. WCPA is planning to assess the need and opportunity to do so through a new Specialist Group or Task Force on definitions and standards.
Costs of the improvements	As was the case for the revision of the PA Management Strategies, the costs of workshops and consultations could amount to circa CHF 150k on a periodic (10 yearly basis). There are costs in making available the guidance in a broad spectrum of languages (probably CHF 10k per language), and for conducting training in a number of formats whether in-person or online (CHF 10k online to CHF 50k for group training in person. One-off costs for developing online training courses could amount to CHF 50k per course developed. Providing regular access to expert support by trained professionals would require appointing staff for this purpose. Volunteer experts could provide extensive support without compensation.

ix. *Protected Planet*

Elements	Protected Planet
Governance	<p>Protected Planet is an overall name given to a cluster of databases that inform the monitoring of the elements of goals for protected and conserved areas. These include the World Database on Protected Areas, the World Database on OECMs, the Global Database on Protected Areas Management Effectiveness, and the ICCA Registry. Protected Planet was conceptualised by IUCN and UNEP-WCMC within the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on Data and Information Pertaining to Biodiversity and Protected Areas. In addition to the component databases, Protected Planet allows for four dimensions to facilitate building and sharing knowledge:</p> <ul style="list-style-type: none"> • Deliver - The World Database on Protected Areas (WDPA) continues to be the authoritative and credible dataset of conservation areas globally. • Connect - Communication resources for interacting with key target audiences. • Analyze - Development of analytical tools and methodologies that can track progress in achieving biodiversity targets. • Change - Promoting implementation of biodiversity and environmental policies and best practice guidance. <p>The Supplemental Agreement provides for a Joint Programme Committee which serves as the oversight body for all activities under the Supplemental Agreement. It consists of a senior management representative nominated by each Party and up to four additional members nominated by each Party, including representatives of IUCN Commissions, for up to a total of ten JPC members. The senior management representatives of each Party co-chair the JPC. The JPC reports on its progress, and the progress of individual Joint Work Programmes, including that for Protected Planet, to the Executive Director UNEP and the Director General IUCN following JPC meetings, which are held annually. An important point of reference is that several decisions of the Conference of the Parties to the Convention on Biological Diversity request the support of IUCN and UNEP-WCMC to compile information on the status of protected and conserved areas, including several elements. CBD Decisions regarding Protected Planet .</p> <p>For example: COP X1/24, 2012 "Invites the UNEP World Conservation Monitoring Centre and its partners, including the World Commission on Protected Areas of the International Union for Conservation of Nature (IUCN), to continue to report progress towards achieving Aichi Biodiversity Target 11 and related targets through the Protected Planet Report".</p>

	<p>COP XIII/2, 2016 “Invites the International Union for Conservation of Nature and the World Conservation Monitoring Centre to work with Parties and other Governments to update the World Database on Protected Areas and also to contribute to the assessment of progress in the implementation of Aichi Biodiversity Target 11”.</p>
<p>Work processes & management</p>	<p>Protected Planet is a joint project between UN Environment Programme and the International Union for Conservation of Nature (IUCN). The compilation and management of the databases is carried out by UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), in collaboration with governments, non-governmental organisations, academia and industry. There are monthly updates of the data which are made available online through the ProtectedPlanet website where the data is both viewable and downloadable.</p> <p>Data and information on the world's protected areas, and the elements of the targets compiled through Protected Planet are used for reporting to the Convention on Biological Diversity on progress towards reaching the Aichi Biodiversity Targets (particularly Target 11), to the UN to track progress towards the 2030 Sustainable Development Goals, to some of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) core indicators, and other international assessments and reports including the Global Biodiversity Outlook, as well as for the publication of the United Nations List of Protected Areas. Every two years, IUCN and UNEP-WCMC releases the Protected Planet Report on the status of the world's protected areas and recommendations on how to meet international goals and targets.</p> <p>Guidance on the use of the Protected Planet databases are contained in User Manuals. All data contributed to the databases are managed through data contributor agreements, and no data are accepted without these agreements in place.</p> <ul style="list-style-type: none"> • For protected areas, the work flow is contained in the WDPA User Manual. • For OECMs, the work flow is contained in the WD-OECM User Manual. • The ICCA Registry collates information on Territories and Areas of Indigenous Peoples and Local Communities through a specific work flow. The ICCA Registry User Manual describes the work flow. • For protected area management effectiveness, the work flow is contained in the GD-PAME User Manual . This includes information on the PAME evaluations it contains, how these are collected, managed and distributed, and how the PAME information should be interpreted and used for analyses and research.
<p>Legal Status</p>	<p>Protected Planet is governed through the Framework Agreement of Cooperation between IUCN and UNEP, and the Supplemental Agreement on Cooperation on Data and Information Pertaining to Biodiversity and Protected Areas. Agencies and other contributors reporting information to the databases provide the information in terms of a Data Contributor Agreement. This ensures that there is a written record of the data provider agreeing for their intellectual property (IP) to be included in the databases and the terms for which it is made available. The agreement specifically states how the data provided will be used and that redistribution or use of the data by third parties will be subject to the Terms of Use of the databases contained in Protected Planet.</p>
<p>Use Conditions</p>	<p>UNEP-WCMC tracks use of the Protected Planet knowledge product. The Protected Planet website had over 1 million page views in 2022. While governments remain the Protected Planet Initiative's primary data providers, it also focuses on other stakeholders – both in their capacity as data providers to improve the data on non-state PCAs (specifically indigenous peoples, local communities and private actors), and in their capacity as data users. Users include:</p> <p>Data-contributors</p> <ul style="list-style-type: none"> • Parties to the Convention on Biological Diversity, and other national and sub-national governments (and bodies contributing data on their behalf, such as the European Environment Agency) • Governing authorities of PCAs (and bodies contributing data on their behalf) • International secretariats (and bodies contributing data on their behalf) <p>Users and Partners</p> <ul style="list-style-type: none"> • Parties to the Convention on Biological Diversity, and other national and sub-national governments

	<ul style="list-style-type: none"> • Governance and management authorities responsible for PCAs • International secretariats • Private and financial sector • Non-governmental organisations (NGOs) and inter-governmental institutions • Indigenous peoples and local communities • Educators • Media • Academics
Costs of maintaining the current status	UNEP-WCMC takes responsibility for the core operational costs of the Protected Planet suite of databases. Revenues are derived from commercial user licences, and from the Proteus Partnership as well as other donors. The Arcadia Fund is contributing significantly to Protected Planet costs between 2022 and 2026. Protected Planet costs around CHF 0.9m to run per year. IUCN has supported UNEP-WCMC with project funding, in particular through the European Commission-funded BIOPAMA programme to build the completeness and accuracy of the Protected Planet databases. The current commitment is for approximately CHF 500k over five years.
Needed or potential improvements	<p>At the last Joint Programme Committee, the following improvements were suggested in the medium term (to 2025).</p> <ul style="list-style-type: none"> • Deliver and enhance the core databases for Protected Planet PP Initiative: WDPA; WD-OECM; GD-PAME • Evolve to support the post-2020 Global Biodiversity Framework and continue to support SDGs • Deliver and enhance the Protected Planet website and communication materials. • Improve the accuracy and quality of data in the PP databases • Better integrate data on non-state PAs in the WDPA • Develop capacity on OECM data reporting • Collaborate with international secretariats to ensure relevant datasets are high quality • Collaborate to ensure the PP initiative is sustainably financed as UNEP-WCMC moves towards an open data policy • Incorporate quality metrics into Protected Planet <p>Plan for the future of Protected Planet Reports</p>
Costs of the improvements	UNEP-WCMC has a grant of CHF 4.6m to support the above improvements up to 2026. No cost estimates are currently available for the post-2026 period, and there is no direct call on IUCN to meet the financial needs of this knowledge product. IUCN and UNEP-WCMC have agreed as part of the Supplemental Agreement to jointly search for project funding support to sustain and improve Protected Planet.

x. *World Heritage Outlook*

Elements	World Heritage Outlook
Governance	WH Outlook is governed by the IUCN WH Panel, which is appointed under the mandate of the DG, and is composed of 12 members, who represent the different specialist groups of WCPA, SSC, Protected & Conserved Areas Team, and chaired by the Head of Heritage, Culture & Youth Team.

Work processes & management



Legal Status	WH Outlook is prepared by IUCN consistent with our statutory role as Advisory Body, but is a wholly owned produce of IUCN, with IP entirely our own regarding the brand, methods and outputs. The States Parties whose sites are reported on are signatories to the WH Convention, and therefore are mandated to ensure the protection of WH sites. The WH Outlook is a complementary monitoring mechanism under the Convention to support States Parties in meeting their obligations.
Use Conditions	WH Outlook is aimed at a broad range of WH actors, particularly the site managers and management authorities to provide an independent assessment of sites as a complementary mechanism to the statutory reporting, but it can also be used by NGOs and SOs to support any site-or policy-level activities.
Costs of maintaining the current status	Contract with the web developer for the maintenance of the WH Outlook website is CHF 20k /year, however the significant costs will be the next report scheduled for 2025 and thus fundraising plans are needed from 2023. The costs of producing the next edition of the report are estimated at a minimum of CHF 592k over the period 2023-25 (CHF 2,467 per natural WH site), but the programme could also be scaled up from this figure.
Needed or potential improvements	Significant improvements were made to the WH Outlook in its last update in 2020, particularly on its site assessment modules. Outlook Think-Tank sessions were organised following the launch of WH Outlook 3, in which some suggestions for improvements included linking Outlook to Green List.
Costs of the improvements	Improvements will be considered as part of the next update in 2025, and therefore the cost of the improvement alone cannot be costed for separately. In 2023 we are intending to transition Outlook to be more fully integrated with the IUCN Green List Standard and potentially take advantage of economies of scale.

xi. *Natural Resources Governance Framework*

Elements	Natural Resources Governance Framework
<p>Governance</p>	<p>The Natural Resource Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive, and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. The overarching goal of NRGF is to set standards and guidance for decision-makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature’s benefits, following good governance principles, such that improved governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability. The NRGF builds on and complements the governance-related work of multiple IUCN Centers, Offices, Commissions and Members. The overall NRGF initiative is co-convened by the IUCN Center for Society and Governance (former Global Programme on Governance and Rights-GPGR) and the IUCN Commission on Environmental, Economic and Social Policy (CEESP). Custody of the NRGF is supported by a Working Group.</p>
<p>Work processes & management</p>	<p>The NRGF was conceived in 2013, and has developed through three phases: research, consultation, and conceptual development; consolidation; and testing of diverse ways it can be used.</p> <p>Pilot uses include:</p> <ul style="list-style-type: none"> a) Assessing strengths and challenges in governance of a context or system and identifying pathways for change; b) Analysing ways to align / enhance environmental governance-related approaches and tools; c) Analysing ways that conservation activities / projects can enhance how governance principles are addressed. <p>The NRGF includes guidance tools and processes, and is built on a central framework with principles, criteria, and cross-cutting values to inform natural resource governance.</p> <div data-bbox="907 826 1765 1327" data-label="Diagram"> </div>

Legal Status	The NRGF is a knowledge product published and produced by IUCN, under correspondent copyright: © 2021 IUCN. ISBN: 978-2-8317-2161-3. DOI: https://doi.org/10.2305/IUCN.CH.2021.16.en The framework is an open source resource available online. Operational agreements include collaboration with IUCN Commission on Environmental, Economic and Social Policy (CEESP) and the IUCN CEESP NRGF Working Group.
Use Conditions	The NRGF provides an organizing framework that diverse stakeholders and rights-holders can use to assess and understand natural resource governance issues relevant to their contexts, and identify — through participatory processes — the actions needed to improve governance for equitable, rights-based, and effective conservation. The framework has a wide range of potential users and audiences, including conservation practitioners, Indigenous Peoples and local communities, policy makers, civil society organisations and others with an interest in better understanding and improving natural resource governance. The framework and other complementary elements and resources (such as resources for assessments of governance systems and contexts; assessments of natural resource projects, programmes and actors; and assessments of and alignment with other natural resource governance-related tools) will be updated and developed on an ongoing basis.
Costs of maintaining the current status	Maintaining current status does not imply additional costs.
Needed or potential improvements	As outlined in the Conservation as a pathway for good governance IUCN project, potential improvements include to specify NRGF interactions and complementarity with IUCN Environment and Social Management Standards (ESMS), and assessing and validating the desirability of upscaling the NRGF towards a global standard on governance, building upon the solid foundation of the framework, in collaborating with CEESP, the Working Group and the diverse range of individuals and organisations who contributed to its development over time.
Costs of the improvements	Estimated amount of CHF 350k-450K in a 2-3 years period, including coverage of staff time, consultancy services and consultation process.

xii. Urban Nature Index

Elements	Urban Nature Index (UNI)
Governance	<p>In Hawaii, 2016, IUCN Members voted to establish an ‘Urban Alliance’ (WCC 2016 Res 029) charged with “incorporating urban dimensions of nature conservation into the work of the IUCN.”</p> <p>In September 2018, IUCN launched the Urban Alliance – a broad coalition of IUCN constituents working towards “a world in which nature thrives in cities, delivering solutions to multiple environmental, social and economic challenges.” With the financial support of Arcadia – a charitable fund of Lisbet Rausing and Peter Baldwin, the IUCN Urban Alliance committed to developing an IUCN Urban Nature Index (UNI) to measure the ecological performance of cities. The UNI was intended to bring together existing tools, data sources and indicators to create a single coherent yet flexible tool of value for local governments.</p> <p>In Marseille, 2021, IUCN Members adopted two relevant motions: one to strengthen the Urban Alliance (WCC 2020 Res 067); and another to create a new membership category for subnational governments (WCC 2020 Dec 138). IUCN Members also adopted the Marseille Manifesto comprising a bold commitment “to expand universal access to high-quality green spaces and to enhance urban biodiversity in 100 cities, representing around 100 million citizens by 2025, and assess their impact according to the IUCN Urban Nature Index.” To date, over 30 cities have expressed their intention to implement the IUCN Urban Nature Index. Meanwhile, the Nature 2030 IUCN Programme comprises a prominent ‘Impact Target’ to ensure “Nature and people thrive in cities while delivering solutions to urban challenges and a sustainable ecological footprint.”</p>

	<p>As a response, in 2022, IUCN DG selected the Strategic Investment “Realizing the Urban Opportunity”, where the strategy for the Urban Nature Index future development must be rolled-out, including services the Union may offer for cities, for instance setting science-based targets for urban ecological performance building other standard and key knowledge products of IUCN (Red lists, STAR), validation and/or verification of ecological performance (results), standard/quality assurance.</p>
Work processes & management	<p>UNI built through 2 consultation phases, involved CSO, municipalities and IUCN Commissions and builds on other well-established tools. UNI guidance document currently going through peer-reviewing while the online platform of UNI shall become available in three languages by the end of January 2023.</p> <p>Urban team to finalize a toolbox that would improve cities’ understanding of IUCN knowledge products. For instance, NbS Standard, ROAM could help assess opportunities for urban NbS, design and verify them. Panorama can help cities learn from each other, including through on-site workshops.</p>
Legal Status	<p>IUCN owns Intellectual Property of the Urban Nature Index and is therefore responsible for publishing and updating the Urban Nature Index guidance documents. The maintenance of the UNI web-platform is also under full responsibility of IUCN, UNEP-WCMC will host the platform until February 2023 (end of current consultancy for the web-platform development).</p>
Use Conditions	<p>UNI will be the first biodiversity monitoring tool that offers a platform for cities to communicate on their results. UNI indicators are strongly aligned with IUCN threat classification scheme and would therefore allow reporting on threat calibration at urban level for cities to report their contributions to address biodiversity loss in accordance with IUCN approach to nature-positive development (red list of species and ecosystems).</p> <p>While the use of the UNI platform would be granted for free to cities, training and validation of results (by assessing adherence to UNI instructions) are services expected to be provided by IUCN secretariat and strategic partners, including members and commission experts.</p> <p>Based on UNI early application in IUCN-ORMACC, it appears cities are looking for IUCN expertise to assess the following indicators: Animal species, plant species, connectivity, and invasive species. Commissions experts (especially SCC) would be ideally positioned to support cities for these indicators.</p>
Costs of maintaining the current status	<p>Hosting, support and maintenance costs of UNI web-platform is estimated at CHF 9.8k /year. On-going support for addressing questions and reviewing results submitted by cities through UNI requires a minimum of 0.5 FTE of 1 programme officer (P1) (app. CHF 29k) with oversight from the programme coordinator (0.1 FTE – CHF 8357). Considering other indirect costs, maintaining current status would require a total of CHF 54k.</p>
Needed or potential improvements	<ul style="list-style-type: none"> • First proceed with a market analysis by defining the need, scope and requirements for developing a standard for ecological performance, considering UNI as a foundational basis: currently, authorities can choose different levels of assessment (partial to full) based on the city’s capacity. A market analysis and an internal stakeholder consultation could help define the extent of the assessment required for a certification scheme. • After starting engagement with cities in 2022 in both Europe (Berlin, Paris, Marseille) and Mexico, Central America and the Caribbean’s (City of Guatemala, Mexico, Comitán de Domínguez, Curridabat, Panamá) through IUCN Regional offices, IUCN will consolidate its work in those regions as well as expanding in other strategic zones, such as North America and Asia during 2023. In 2024, other regions (South America, Africa, Eastern Europe) shall be approached to provide global coverage by 2025. • Another opportunity for improvement is to develop a target-setting module in line with IUCN approach to nature positive development, where targets for urban ecological performance would be set according to main threats affecting ecosystems and species assessed through the Red List. • Positioning of Urban Nature Index as a flexible tool, which scope may be adapted to cities capacities, as a complementary monitoring tool for platforms that support cities in registering their actions for nature (i.e. City With Nature Action Platform, Nature Contribution Platform, Restoration Barometer). • Establishing a standard: based on the results of the market analysis, development of IUCN approach to nature positive metrics, and other complementary initiatives (NbS Standard) and work with cities, a decision will be made on whether creating a standard for verifying progress toward urban nature-positive development, considering the Urban Nature Index a foundational effort, is desirable.

Costs of the improvements	Considering the development of consultation, a market analysis and potential development of a standard for verifying cities ecological performance, a target-setting module for urban nature-positive development and/or additional guidelines for applying NbS in cities, would require an additional CHF 172k per year (2023-2025) considering staff time, external services and indirect costs.
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xiii. *Restoration Barometer*

Elements	Restoration Barometer
Governance	<p>The Restoration Barometer is a <u>project</u> funded by the government of Germany’s International Climate Initiative. It is managed by the Forest and Grassland Team/Centre for Conservation Action with the active participation of the donor BMUV. Many other IUCN teams provide strategic inputs, including the Ocean team, Species Conservation Action team, Red List of Species Team, Urban Alliance and others in the IUCN network. The donor (BMUV) is a very active partner who provides inputs on and endorses the overall strategic direction and any changes in it.</p> <p>The Barometer project was first funded in 2016 as the Bonn Challenge Barometer - a progress-tracking framework and tool to support pledgers in meeting the critical need to assess and report on the implementation of national and subnational forest landscape restoration (FLR) pledges made under the Bonn Challenge. <u>The Barometer protocol</u> was launched in 2017 and further refined with in-depth application in five countries – Brazil, El Salvador, Mexico, Rwanda and the United States – in 2018. Additionally, in-depth application was begun in Sri Lanka. A rapid application of the protocol was undertaken in 13 additional countries to provide a broad snapshot of progress, which was presented in a report <u>in 2019</u>.</p> <p>By this point it was very clear that there was broad demand from countries for the Barometer. More than 50 countries have endorsed the Barometer via regional declarations (Astana, COMIFAC, Dakar, Lilongwe). Most recently the Government of Canada endorsed the Barometer upon announcing a 19 million ha pledge to the Bonn Challenge during COP15 and upon the publication of the Restoration Barometer <u>2022 report</u>, including data from 18 countries.</p> <p>In 2021, in recognition of the adoption of the UN Decade on Ecosystem Restoration and reflecting the interests of both IUCN and the donor, the applicability of the Barometer was expanded to all terrestrial ecosystem types including coastal and inland waters. In light of these changes, the tool was rebranded as the Restoration Barometer. This expansion was underpinned by the development of IUCN’s <u>Restoration Intervention Typology</u> for Terrestrial Ecosystems, building on IUCN’s Typology of Ecosystems and involving a wide range of IUCN teams, commission members and other experts.</p> <p>In addition, a new user pathway was opened under the Barometer for companies as a pilot involving 30 companies working with the World Economic Forum. Decisions about the strategic direction of the Barometer are recommended by IUCN and taken in partnership with the donor BMUV.</p>
Work processes & management	<p>The process for the application of the Barometer has changed from 2016-2019 to current times, for a number of reasons including that limitations caused by COVID revealed and encouraged other effective modalities. In the beginning applications in countries were enabled and supported through consultative processes to gather and validate data that could take a year. This was not sustainable and the donor was not interested in funding such a burdensome process. At the same time, country demand for the Barometer sky-rocketed, causing real capacity challenges.</p> <p>For all of these reasons the Barometer process changed to the following workflow:</p> <ul style="list-style-type: none"> • Gathering of data for the authority responsible for implementation of a restoration pledge • In-country validation of that data • Review of the data by IUCN regional colleagues • Posting of the data on the RB website • Presentation of highlights and trends in a report (most recently December 2022). <p>The RB can monitor progress on ANY hectare-based restoration pledge, including under the Decade on Ecosystem Restoration and now Target 2 of the GBF.</p>

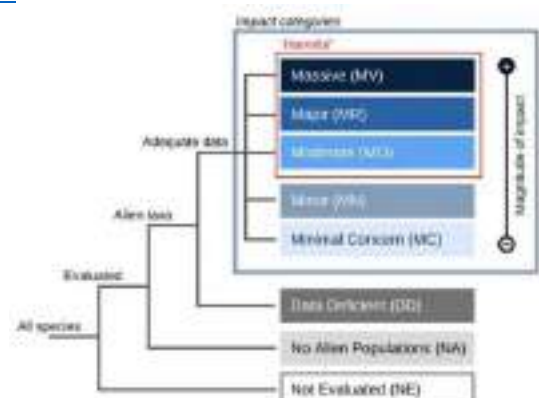
	<p>There are 8 indicators, which were developed in consultation with the first pilot group of countries as well as IUCN experts, and since refined, in partnership with other teams in IUCN, including for example the Species and Economics teams.</p> <p>The private sector pilot in 2022 has secured data from 30 companies which will be presented jointly with the World Economic Forum in January 2023. The data lives on the website and can be updated any time by participating countries (and companies), providing a real time picture of real progress. A project manager is assisted by a team built for purpose of about 30 global, regional and country colleagues under the overall guidance of the Head of the Forest and Grassland team.</p>
Legal Status	<p>As indicated above, the legal status of the Restoration Barometer is an IUCN project funded by BMUV. The project was to end in January 2023 but a no-cost extension was secured to June 2023, at BMUV's suggestion, to enable adequate time to consider funding for the next phase of activity. Barometer reports are published in the name of IUCN "with the support of BMUV".</p> <p>IUCN has IP rights over the data. Participating governments sign data consent forms. By choosing to report on restoration progress by submitting data to the Barometer, governments and companies are volunteering to make information public about the nature of the progress they are making on restoration. When the private sector pathway moves from the development of company profiles to the submission of data on the dashboard/website, companies will be signing data consent forms.</p>
Use Conditions	<p>By Q2 2023, the Restoration Barometer website will show data from more than 35 countries. It is expected to continue to the end of the Decade on Ecosystem Restoration in 2030, reporting on progress in at least 1 billion hectares of ecosystem restoration.</p> <p>The main users are the governmental authorities responsible for the implementation of restoration commitments, be they in country NDCs, Bonn Challenge pledges, Decade on ER flagships, or other restoration pledges. Thirty companies who have made 1t.org restoration pledges are also now applying the Barometer. Governments and companies provide data. They sign data consent forms. IUCN owns the IP. IUCN packages the data and makes it available on an open-source basis.</p>
Costs of maintaining the current status	<p>The costs of maintaining the Restoration Barometer pertain – at the most basic level – to the maintenance of the website, which is covered by project funding. On top of this, the donor supports country applications – more specifically IUCN staff time to develop capacities in countries, provision of technical advice (e.g. the "Guides" to the RB), collaboration with other platforms (e.g. RESTOR with its project level data), and promotion of the Barometer and the results of its applications.</p> <p>Basic maintaining (without additional full applications or improvements but some rapid applications) costs around CHF 98k/yr, covered by the project.</p>
Needed or potential improvements	<p>Next steps for the Barometer – rather than improvements per se – include:</p> <ul style="list-style-type: none"> • Further country and company applications. • Further functional linkages with the Contributions for Nature platform (A member of the Quality Assurance Management team has been supported specifically to do this.) • Addition of the private sector pathway to the website. • Further development of linkages to reporting under the GBF target 2 on restoration.
Costs of the improvements	<p>A functioning secretariat and infrastructure to support implementation (support to users, development of guidance as needed, development of periodic reports) will require an investment of about CHF 750k in 2023 and an estimated investment of CHF 2.8m to 2030.</p>

xiv. *EcoLex*

Elements	ECOLEX
Governance	<p>ECOLEX is an information service on environmental law, operated jointly by FAO, IUCN and UNEP. Its purpose is to build capacity worldwide by providing the most comprehensive possible global source of information on environmental law. This unique resource, which combines the environmental law information holdings of FAO, IUCN and UNEP, seeks to put this information at the disposal of users world-wide, in an easily accessible service, employing modern technology.</p> <p>IUCN Members passed several resolutions related to the IUCN Environmental Law Centre library and ECOLEX e.g. Jeju: WCC-2012-Res-130-EN ECOLEX – the Gateway to Environmental Law -- inviting the IUCN Director-General to continue and increase IUCN support and contributions to ECOLEX. Currently, the ELC Library’s collection contains more than 90,000 items; more than 40,000 of those are in ECOLEX.</p>
Work processes & management	<p>As part of the recently completed thematic programme restructure, the HQ Library, ELC Library and ECOLEX became part of the Knowledge Management and Library team in the Centre for Science and Data. As part of this team, the IUCN Libraries and Library services will work together to curate and makes easily accessible all relevant conservation knowledge produced by the IUCN Secretariat, Membership, and Commissions – and beyond – to IUCN staff, members and the broader conservation community; manage all physical literature collections, preserve and disseminate IUCN archives and publications, and create and maintain metadata and knowledge-based taxonomies.</p>
Legal Status	<p>To join forces and combine the strength of the three organizations therefore made eminent sense, and while cooperation in this field between UNEP and IUCN was firstly mandated by the Governing Council of UNEP in 1995, it is in 2001 that a Partnership Agreement was signed by FAO, IUCN and UNEP for the integration of their data, and of FAOLEX into ECOLEX.</p> <p>The resulting combined information resource is the largest available on environmental law globally, with over hundred thousand references to relevant documents already being available on the web.</p> <p>ECOLEX contains copyrighted material and/or other proprietary information and thus, are protected by intellectual property agreements and copyright laws and regulations worldwide. This User Agreement sets forth the terms and conditions of a license for users to use ECOLEX.</p>
Use Conditions	<p>The ECOLEX database includes information on treaties, international soft-law and other non-binding policy and technical guidance documents, national legislation, judicial decisions, and law and policy literature. Users have direct access to the abstracts and indexing information about each document, as well as to the full text of most of the information provided.</p> <p>What is now available on the web (www.ecolex.org) owes much to a project funded by the Dutch government, which ascertained the feasibility of a joint service, and set the stage for the implementation of the resulting partnership between FAO, IUCN and UNEP. This joint service is now being further refined and developed by the three partners to best meet the needs of the user.</p> <p>The users will be granted a license to use, download and print the materials contained in ECOLEX solely for non-commercial purposes and in accordance with this User Agreement, provided that users do not alter or remove any copyright symbol or other identification concerning authorship of any of the materials contained on or otherwise made available in ECOLEX. FAO, IUCN and UNEP and their licensors are the sole and exclusive owners of all right, title and interest, including trademarks, copyrights, trade names, trade secrets and other intellectual property rights, contained in the data and software of ECOLEX.</p>
Costs of maintaining the current status	<p>The persistent reduction of core funding support over the years have also jeopardised IUCN’s capacity to fulfil its role as an ECOLEX partner.</p> <ul style="list-style-type: none"> • Staff, Documentation Officer, Library (P1) -- 100% = CHF 90k/year (calculated started from mid-level as indicated by HR Bonn, based on figures for 2023) • ECOLEX IT support (external), incl. necessary framework upgrades, hosting and basic system maintenance (external) = CHF 15k/year
Needed or potential improvements	<p>ECOLEX must be maintained, refined and further developed with a view to serving the end users as efficiently as possible. In this context, the long-term objectives of ECOLEX in building capacity worldwide are as follows:</p>

- Maintain, refine and develop the environmental law databank and its related information and resources;
- Present these data in a user-friendly format, facilitating searches for references and full texts through the development of multilingual retrieval possibilities (English, French, Spanish);
- Provide global access to the database in an efficient and cost-effective manner;
- Address the special needs and access problems of users;
- Develop a distributed network of associates, at regional and national level;
- Develop special ECOLEX products and services aimed at increasing knowledge and building capacity in environmental law at the local, national and regional levels; and
- Expand the consortium of partners of ECOLEX.

xv. *IUCN Environmental Impact Classification of Alien Taxa (IUCN Global Invasive Species Database)*

Elements	Environmental Impact Classification of Alien Taxa	Global Invasive Species Database
Governance	<p>The Environmental Impact Classification for Alien Taxa (EICAT) is the IUCN global standard for measuring the severity of environmental impacts caused by animals, fungi and plants living outside their natural range. This tool alerts scientists, conservation practitioners and policy makers to the potential consequences of alien species, guides the development of prevention and mitigation measures, and assists in the prioritisation of management actions.</p>	<p>The Global Invasive Species Database is a free, online searchable source of information about alien and invasive species that negatively impact biodiversity. The GISD aims to increase public awareness about invasive species and to facilitate effective prevention and management activities by disseminating specialist's knowledge and experience to a broad global audience. It focuses on invasive alien species that threaten native biodiversity and natural areas and covers all taxonomic groups from micro-organisms to animals and plants.</p>
Work processes & management	<p>EICAT can be applied at the national, regional and global levels. All global EICAT assessments will be published on IUCN's Global Invasive Species Database.</p>  <p>The flowchart illustrates the EICAT assessment process. It starts with 'All species' on the left, which branches into 'Evaluated' and 'Not Evaluated (NE)'. 'Evaluated' further branches into 'Adequate data' and 'No Alien Populations (NA)'. 'Adequate data' leads to 'Impact categories', which are listed as 'Invasive (I)', 'Major (M)', 'Moderate (MO)', 'Minor (MI)', and 'Minimal Concern (MC)'. A vertical arrow on the right of the impact categories indicates the 'Magnitude of Impact'. 'Invasive (I)' is highlighted in red, 'Major (M)' in blue, 'Moderate (MO)' in light blue, 'Minor (MI)' in grey, and 'Minimal Concern (MC)' in white. 'Not Evaluated (NE)' is shown in a white box at the bottom.</p>	<p>GISD is managed by the Invasive Species Specialist Group (ISSG) of the IUCN Species Survival Commission. It was developed between 1998 and 2000 as part of the global initiative on invasive species led by the erstwhile Global Invasive Species Programme (GISP).</p> <p>The GISD database structure including the GISD interface and presentation of information underwent an update in 2004/2005 supported by the NBII of the USGS. In 2013/2014 the GISD underwent a major redesign with support from the Abu Dhabi Environment Agency, the Italian Ministry of Environment and ISPR - the Institute for Environmental Protection and Research, Italy. This redesign aimed at better presentation of data and information, enhanced search and download function, inclusion of information components focused on key areas such as Threatened species, Islands and Protected Areas. Crucially the redesign facilitated the inclusion of key identifiers such as IUCN Red List species codes, WDPA (World Database of Protected Areas) codes, ISO country codes etc. that allow seamless integration with allied databases such as the IUCN Red List of Threatened Species and the WDPA, as well as other invasive species resources. The</p>

		<p>most recent restructure took place in 2021 and 2022 to incorporate the results of Environmental Impact Classification for Alien Taxa (EICAT) assessments.</p>
<p>Legal Status</p>	<p>Resolution WCC-2016-Res-018-EN Toward an IUCN standard classification of the impact of invasive alien species was adopted at the 2016 IUCN World Conservation Congress. This Resolution requested the SSC to develop EICAT, and to consult with all relevant stakeholders within the Union to inform this process. It also requested that the SSC integrate the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8. Additionally, the Resolution requested IUCN Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above had been completed, as the Union’s standard for classifying alien species in terms of their environmental impact.</p>	
<p>Use Conditions</p>	<p>Invasive alien species are one of the main drivers of biodiversity loss and species extinctions, and one of the most serious and rapidly growing threats to food, health and livelihood security. EICAT is a key tool for prioritising alien species that could lead to the most harmful environmental impacts, helping to make the best use of resources to prevent or limit their negative consequences.</p> <p>The EICAT Categories and Criteria provide a simple, objective and transparent method to classify alien species into one of eight categories, according to the severity of their environmental impact. This is determined by the extent to which native species are affected and whether the impact is reversible.</p>	<p>The GISD focuses on invasive alien species that threaten native biodiversity and natural areas. It covers all taxonomic groups from micro-organisms to animals and plants in all ecosystems. GISD have targeted some of the worst invasive species by consulting with international experts and analysing available data to identify species with serious impacts on biological diversity and/or human activities, and their illustration of important issues surrounding biological invasion.</p> <p>The life blood of the GISD flows from the generous contribution of invasive species information by ISSG members and invasive species specialists and programmes all over the world. They share their knowledge for the good of us all and their names appear as reviewers, principal sources and contact people on each species profile.</p>
<p>Costs of maintaining the current status</p>		<p>The development of the GISD, and population and enhancement of content over the past decade and more has been supported through key partnerships with the erstwhile National Biological Information Infrastructure (NBII) of the United States Geological Survey (USGS), University of Auckland- New Zealand, Manaaki Whenua-Landcare Research- New Zealand, and Critical Ecosystem Partnership Fund (CEPF). Additional financial support has been provided by The Global Environment Facility (GEF), La Fondation d’Entreprise TOTAL, US Fish and Wildlife, The Pacific Development and Conservation Trust, New Zealand Aid, the Terrestrial and Freshwater Biodiversity Information System (TFBIS) Programme (NZ), Taiwan Biodiversity Grant, Biodiversity Research Centre Academia Sinica (BRCAS), IUCN French Committee, United Kingdom Overseas Territories Programme (UKOT). The GISD until 2014 was hosted by the University of Auckland, New Zealand; with the launch of the revised GISD.</p>

<p>Needed or potential improvements</p>		<ul style="list-style-type: none"> • Links to/data integration with the Global Register of Introduced and Invasive Species (GRIIS) to ensure that the distribution information mobilized for GRIIS is reflected in the species accounts of the GISD. • Investment is needed to update and increase the number of invasive alien species accounts on GISD, which can be prioritised through the EICAT assessment process. • Links to the IUCN Red List of Threatened Species also need to be updated/improved.
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xvi. *Global Register of Introduced and Invasive Species*

Elements	Global Register of Introduced and Invasive Species
<p>Governance</p>	<p>The Global Register of Introduced and Invasive Species (GRIIS) was developed as a concept and prototype by the IUCN SSC Invasive Species Specialist Group (ISSG) in 2006 as part of a project undertaken for the Defenders of Wildlife on the Regulation of Live Animal Imports into the United States. The concept was revisited and expanded by the ISSG to address Aichi Biodiversity Target 9 and support its achievement. GRIIS hosted by the ISSG compiles annotated and verified country-wise inventories of introduced and invasive species. Development and population of the GRIIS was undertaken by the ISSG within the framework of activities of the Information Synthesis and Assessment Working Group of the Global Invasive Alien Species Information Partnership (GIASIP). The GRIIS was previously hosted by ISPRA (Italy) and is now hosted/run by La Trobe University in Australia.</p>
<p>Work processes & management</p>	<p>A summary of the process</p> <ul style="list-style-type: none"> • The compiler team will conduct a comprehensive lit review of authoritative and credible source information and develop a draft annotated country inventory of introduced and invasive species. • Annotations include species name (accepted name and synonym if used by the source), higher taxonomy, environmental/system in which the species occurs, biological status (provenance and invasiveness-evidence of impact), • Country editor/editors are identified and consulted with for advice including knowledge of any key resources • The draft inventory is posted on the GRIIS website and also as a checklist on Global Biodiversity Facility (GBIF). • Draft inventories are submitted to country editors for a review for both accuracy of information and for any significant gaps. Revisions are implemented based on feedback. • Every species record includes a check (indication) if the status has been verified as feedback is received. In cases where 'evidence of impact' information is gathered from peer-reviewed literature or reports; the species status will be considered 'verified' • Names of the editors as well as the complete reference list of sources consulted is recorded. Updates will be implemented six-monthly including change in status of species or any new records
<p>Legal Status</p>	<p>The development of the Global Register of Introduced and Invasive Species (GRIIS) is an initiative supported by the Secretariat of the Convention on Biological Diversity (CBD) and is implemented within the framework of the Global Invasive Alien Species Information Partnership. The IUCN SSC Invasive Species Specialist Group is the project lead. The resource will be a support to Parties to make progress to Achieve Aichi Target 9 -in the development of their National Biodiversity Strategy and Action Plans, their National Invasive Alien Species Strategy and Action Plan, target setting and monitoring.</p>

Use Conditions	<ul style="list-style-type: none"> • The data are supplied only for conservation purposes, scientific analysis or research. • The recipient of the data will provide a full and appropriate acknowledgement and citation in any materials or publications derived in part or in whole from the data; relevant citation details will be provided with each dataset. For any publications making substantial use of the data, IUCN Invasive Species Specialist Group (ISSG) welcome the opportunity for co-authorship, collaboration and to comment prior to publication. • Reproduction of the dataset or products derived from it, either whole or in part, for commercial purposes is prohibited without prior written permission from a representative of IUCN ISSG.
Needed or potential improvements	<p>Investment is needed to improve the search functionality and data access on the GRIIS site</p> <p>Investment is also needed for the continued updating of the country checklists, and other data associated with the records (e.g. pathways, impacts).</p>

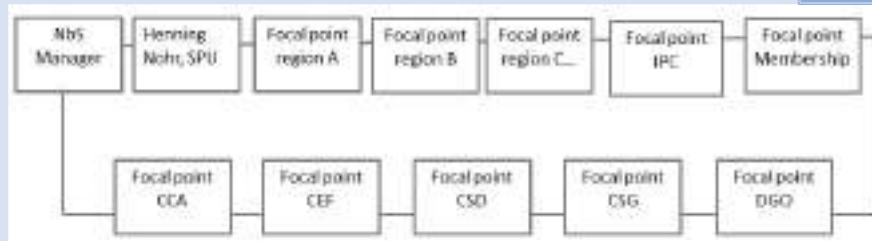
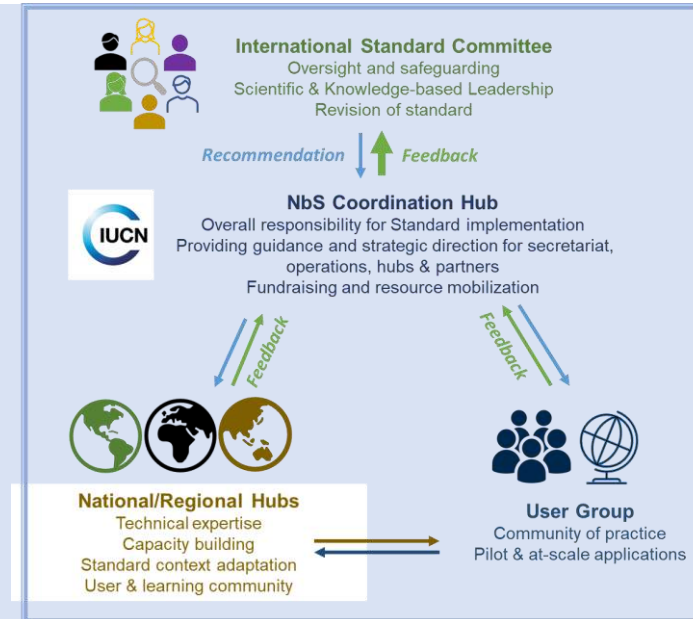
xvii. *Nature based Solutions Standard*

Elements	NbS Standard
Governance	<p>IUCN is the originator of the NbS concept. Building on the past 2-3 decades of experiences with ecosystem management approaches, IUCN launched the formal definition of NbS1 - “actions to protect, sustainably manage and restore natural or modified ecosystems, that address societal challenges (e.g. climate change, food and water security or natural disasters) effectively and adaptively, simultaneously providing human well-being and biodiversity benefits” in 2016. Following this, IUCN authored and launched a global standard for NbS in 2020. The standard launch triggered several major outcomes for financing, policy, knowledge and capacity, as well as implementation. IUCN Headquarters, regional, sub-regional, outposted and country offices are currently, actively supporting policy and implementation of NbS globally, regionally and across about 108 countries. Daily demands for NbS technical support, policy advice, best practices, information on financing NbS and capacity building are received from Governmental agencies, the private sector, civil society, donors and research or higher education entities.</p> <p>The IUCN Global Standard on Nature-based Solutions is the foundation of IUCN's work on providing a framework for design, implementation and monitoring and evaluation of NbS interventions. The development of the Standard conforms to the ISEAL Codes of Good Practice: a global reference for standard-setting and impact evaluation for social and environmental sustainability standard systems. The Standard was approved by the IUCN Council in 2020.</p> <p>The center of the governance system of the NbS Standard is IUCN's International Standard Committee (ISC), which aims to guide the robust application of the IUCN Global Standard for Nature-based Solutions, oversee proactive learning based on practitioner experience, and lead periodic revisions in line with ISEAL best practice guidance. The Standard will undergo reviews every four years, with changes endorsed by the IUCN Council. In fulfilment of its mandate, the ISC will liaise with the three other affiliate bodies of the Standard's governance structure:</p> <ul style="list-style-type: none"> • Science and Knowledge Committee that is responsible for the scientific oversight of the Standard, providing the scientific and knowledge-based evidence behind their revisions, and setting and exploring a research agenda; • User Group that drives the learning and feedback for evolving the Standard through lessons learnt from applications; • National/Regional Hubs that support the adaptation of associated guidance for the Standard to the local context.
Work processes & management	<p>The IUCN Global Standard is developed in joint collaboration with the IUCN Secretariat and IUCN Commissions, in specific the Commission of the Ecosystem Management (CEM). IUCN Headquarters, regional, sub-regional, outposted and country offices are currently, actively supporting policy and implementation of NbS globally, regionally and across about 108 countries. Daily demands for NbS technical support, policy advice, best practices, information on financing NbS and capacity building are received from Governmental agencies, the private sector, civil society, donors and research or higher education entities. The IUCN CEM Nature-based Solutions Thematic Group is also working on developing and improving the knowledge base on NbS. It is helping to better integrate NbS in</p>

planning and decision-making, and developing practical tools to be implemented on the ground, to address global societal challenges. An NbS Management Hub/Group will also be established in 2023 to enable dedicated capacities to rollout NbS knowledge, products and services.

The IUCN Global Standard on NbS is available in eight languages and is also accompanied by a [guidance](#) document and an assessment tool, which has been developed to enable Standard users to assess the adherence of their intervention against the IUCN Global Standard for NbS. The assessment tool is the centre-piece in the different services IUCN provides to the different sectors who seek assistance in regards to NbS.

NbS Management Group below:



The International Standard Committee (ISC) provides the scientific, local and Indigenous knowledge-based leadership of the Global Standard for Nature-based Solutions (NbS Standard).

The International Standard Committee is the guardian of the NbS Standard, its integrity and its evolution. The purpose of the ISC is to (1) **ensure the general oversight and safeguarding** of the NbS Standard and its criteria and indicators based on the ISEAL code for Standard Development, (2) periodically lead consultations to review the Standard, in the light of current scientific and technical best practice, and make recommendations for any necessary modifications to the IUCN Director General, (3) advise on the **best** (scientific, traditional, local and Indigenous Peoples-based) **knowledge** available, as well as most **recent policy developments**, to be considered in the Standard’s evolution and ongoing improvement.

	The ISC regularly liaise with the NbS Coordination Unit, who will ensure clear lines of communication with the IUCN NbS secretariat and operations teams, National & Regional Hubs and with the User Group to.
Legal Status	The IUCN Global Standard for Nature-based Solutions lists the Criteria and Indicators, as adopted by the 98th Meeting of the IUCN Council in 2020. The centre of the governance system of the NbS Standard is IUCN's International Standard Committee (ISC), which aims to guide the robust application of the IUCN Global Standard for Nature-based Solutions, review the Standard every four years, oversee proactive learning based on practitioner experience, and lead periodic revisions in line with ISEAL best practice guidance. The Standard and its accompanying guidance document are available for public access through IUCN library. However, the assessment tool is only available through registration at the IUCN User Group. IUCN is also in partnership with several certification schemes for the certification on NbS interventions in accordance with the IUCN Global Standard for Nature-based Solutions. Under this NbS certification system entities from the public and private sectors interested in obtaining certification of their NbS intervention, will be able to apply for certification through one of several existing sustainability certification schemes recognised by IUCN. IUCN is currently working on launching a pilot of the certification scheme on NbS in 2023, in partnership with the Gold Standard.
Use Conditions	The rapidly growing IUCN Global Standard for NbS User Group shows highest levels of demand coming from NGOs and research institutes, as well as business, for access to the self-assessment tool of the Standard. The analysis from over 1600 registrations of the User Group shows that the main societal challenges in demand are "Environmental degradation and biodiversity loss" and "Climate change", followed by "Economic and social development", "Disaster risk reduction" and "Water Security". IUCN tracks the interest in NbS through the data from the IUCN User Group. Data from over 1800 registrations from 148 countries shows that the main societal challenges in demand are "Environmental degradation and biodiversity loss" and "Climate change", followed by "Economic and social development", "Disaster risk reduction" and "Water Security". The demand is mostly from non-governmental organizations (23%), followed closely by research institutes (22%) and the private sector (20%).
Needed or potential improvements	To leverage the range of roles as business opportunities, IUCN will focus on the following priorities – <ul style="list-style-type: none"> • Develop and implement communication and marketing strategies to promote IUCN products on NbS – definition, standard, self-assessment tool. Public sector market is still expanding, in some instances, quite rapidly and IUCN's first objective must be to remain a central player in this field, including through the provision of relevant tools, knowledge, expertise and overall leadership to ensure investments are well informed and that NbS potential is fully leveraged; • Develop tools, analysis and service agreements (e.g ongoing with Canada, France and the United Kingdom) to ensure public sector expenditure aligns with IUCN standards, thereby creating conditions and benchmark for private sector to follow. A clear pathway needs to be established for IUCN to support public and private sector markets for NbS, while maintaining and protecting its competitive advantage on NbS. • Operationalise the certification scheme, which will further enforce IUCN's definition and standard. • Expand IUCN's Professional trainings on NbS to cover different sectors and themes. There is a lack of knowledge management strategy to manage existing knowledge and identify existing gaps in expertise and staff knowledge. • Internal alignment and adherence to the IUCN NbS value proposition across the organisation (consistent use of tools, standard, NbS platform, etc). A mapping of technical expertise, skills and knowledge within the Secretariat will be carried out to establish both, availability and gaps. Staff may need training and upskilling in some areas of NbS service provision.
Costs of the improvements	An investment allocation 2023 is planned for NbS, the funding priorities for the investment include: Business Developer, Marketing & Branding Officer, IUCN's landmark NbS event conceptualisation and execution, Pilot testing IUCN NbS Regional hubs, Finalised NbS prospectus, NbS series of dialogues and events, Legal expertise to finalise IUCN's IP ownership, with a total investment around CHF 600k. IUCN NbS group has received an investment of 750K from the DGO to support the above improvements in 2023. Cost estimates are currently available for the various improvements needed across the Secretariat and the roles IUCN can potentially play within the NbS arena, which needs prioritisation within the available budget. A summary of these actions and roles are:

- Knowledge provider: Providing technical assistance for the design, implementation and monitoring and evaluation of NbS interventions
- Executor: Prioritizing, monitoring, and managing all of the applicable project constraints: schedule, cost, scope, quality, and resources
- Capacity builder: Developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to adapt, design and implement NbS.
- Prospector: Working with customers governmental agencies/NGOs/Private sector to identify potential market search
- Implementor: An intermediary between an investor and other market participants. This includes intermediating among investors, legal authorities, and implementors/contractors.
- Investor: Resource mobilization and committing capital with the expectation to eventually receive financial returns
- Public Affairs: Policy alignments and regulatory frameworks – Mobilising and providing access to scaled-up NbS finance
- Certification: Ascertains whether the intervention meets the criteria of IUCN Global Standard on NbS (In partnership with existing certifying schemes)

Annex 6: IBAT Strategy 2022-2027 Executive Summary

Vision

Authoritative biodiversity data results in organisations taking positive action for nature

Mission

IBAT provides data, tools and guidance that help organisations act on biodiversity related risks and opportunities, and generates sustainable funding to support biodiversity datasets

Purpose

What does IBAT do?

IBAT changes business' behaviour by:

- Shaping decisions about where businesses operate
- Shaping decisions about how businesses operate in sensitive locations
- Guiding businesses in identifying opportunities for positive action on biodiversity
- Providing a sector specific and actionable understanding of exposure to biodiversity related risk
- Increasing the efficiency of business processes (saving time and money)

IBAT generates revenue to invest in biodiversity data, contributing to the long-term sustainability and update of global public good biodiversity datasets.

How does IBAT do it?

- Provides fast, easy and integrated access to globally authoritative, critical biodiversity information
- Provides actionable and operational insights that are relevant to a user's business case, transforming data into knowledge
- Delivers an intuitive and evolving tool that is equally useable by technical and non-technical users alike
- Delivers first class user support via a dedicated IBAT secretariat
- Powers other decision support tools, platforms and indices through robust and scalable APIs and data delivery services
- Leverages the knowledge and expertise of the IBAT Alliance partners
- Relies on the IBAT Alliance partners to leverage their networks, relationships and reputation to advocate for IBAT
- Helps alignment between business action and civil society and governments, by providing a common data foundation that is accessible to all

IBAT prioritises businesses that are having the largest negative impacts on biodiversity and are looking to take positive action to address those impacts. This includes businesses that could influence the actions of many actors.

IBAT focuses on the following sectors:

- Minerals and metals extraction, oil and gas, infrastructure, renewable energy (with large direct physical impacts on biodiversity)

- Finance (including ESG data providers and insurance)
- Food and soft commodity production (including supply chains)

What problem are we solving?

Biodiversity continues to be lost through economic activity that is unable to appreciate or measure the impact businesses are having on biodiversity. IBAT provides businesses with actionable information that allows them to identify nature related risk and reduce that loss.

Current state of IBAT

The IBAT platform currently has two main components; i). the delivery of raw biodiversity data provided through direct download or APIs, and ii). bespoke risk screening reports that provide aggregated biodiversity information.

IBAT provides access to spatial information in an accessible way and is useable by the full spectrum of technical and non-technical users. At the end of 2021, IBAT was used by 135 organisations and now has 10,000 registered users on the platform. The total revenue for 2021 was \$1.83 million, an ~36% increase from 2020. However, IBAT could improve its value-added services and automation throughout the platform, while tracking its user-base for better insights and service.

IBAT in its current form is a good product fit for businesses with large direct physical impacts on biodiversity and has reasonable market penetration in this area. IBAT currently has users in some financial sectors (Development Finance institutions, Export Credit Agencies), and limited presence in food and soft commodity production. While there are several promising partnerships incorporating IBAT into third party tools targeting expanded reach in the finance sector, these are currently in the development stage. Further development will be needed to expand into the finance and food and soft commodity sectors.

IBAT therefore needs to move beyond the provision of biodiversity data into providing actionable and valuable knowledge and insights to remain relevant in the current marketplace and expand its impact. This will require increased investment in IBAT.

Strategic Goals

5 Year Goals (2027)

1. Impact

IBAT's knowledge products are being used by a minimum of 20 out of the top 100 companies in identified key focal sectors. IBAT is being used as a key platform to track commitments to disclosure, reporting and progress towards nature positive targets.

2. Investment

IBAT has a sustainable long-term investment model, weighted towards investment in data (~10% innovation, <30% operational, >50% investment in data). IBAT is investing a minimum of \$1 million in each dataset in 2027. A core part of IBAT's revenue is generated through strategic partnerships (IBAT inside approach).

3. Growth

IBAT has a stable growth rate with the appropriate support mechanisms in place (30% growth rate in 2022-2024, 20% growth rate 2025-2027).

The first phase of the implementation of the IBAT strategy will invest to remove barriers to growth (such as security, lack of automation, etc.) and develop key knowledge products and insights. There are 5 milestones for this phase from 2022-2024, as explained below.

3 Year Milestones (for 2022-2024)

1. Increased investment in IBAT infrastructure, operations, and innovation (2022-2023)

Investment in the IBAT platform to create a robust, automated, scalable technical platform. Investment in sector specific knowledge products that provide actionable and operational insights.

KPIs:

- Increased technical support capacity (one additional IBAT technical officer, 2 additional contract developers) by mid-2022 that allows IBAT to develop new data insights and added value, while supporting existing users
- Creation of an innovation pipeline for new product development by mid-2022
- \$2 million invested in IBAT Innovation by 2024 prioritising security, new knowledge products, automation and user tracking features. This might include additional investment in individual datasets to function optimally with new infrastructure and security features.

2. Growth in revenue (2022-2024)

IBAT achieved exceptional growth in revenue of ~37% in 2021. This level of growth will be more difficult to sustain in future years and will require further investment in the capacity of the IBAT secretariat. IBAT will explore the use of commission-based salespeople to help fuel the growth of IBAT.

KPI:

- Annual growth in revenue to \$2.2 million by the end of 2022, \$2.7 million by the end of 2023 and to \$3.5 million by the end of 2024

3. Expanded reach and collaboration (2022-2024)

IBAT achieves impact by influencing business' behaviour. This is measurable both by the uptake of IBAT by an increasing number of subscribers and users, and by the adoption of sector specific knowledge products.

KPIs:

- 30% increase in number of subscribers by 2024 (175 subscribers)
- 30% increase in number of users by 2024 (1,300 users)
- 20% of revenue derived from collaboration with ESG data providers by 2024

4. Increased influence & impact (2023)

IBAT plays a key role in helping the private sector meet requirements of the Taskforce for Nature Related Financial Disclosures, Global Reporting Initiative, Science Based Targets Network and Post-2020 Global Biodiversity Framework

KPIs:

- IBAT has developed 3-5 new knowledge products by 2024 that enable businesses to respond to the post-2020 GBF and other policy/regulatory requirements, SBTN guidance, as well as reporting and disclosure frameworks such as the TNFD, GRI, SFDR and EU Taxonomy
- IBAT expressly mentioned in guidance provided by TNFD, GRI and SBTN by 2024
- Sector specific knowledge products being used by 50% of subscribers in key focal sectors (direct physical impact, finance, food and soft commodity production)
- IBAT's knowledge products are being used by a minimum of 10 out of the top 100 businesses in identified key focal sectors by 2024.
- Collection of 10 case studies from IBAT subscribers, detailing how they use IBAT and how it has changed behaviour

5. Evaluate IBAT Inside (2023)

IBAT will continue to explore the incorporation of IBAT's datasets into third party tools and platforms as a mechanism to increase both IBAT's impact and revenue. While several promising agreements have been reached in 2021, it will be important to evaluate their ongoing performance.

KPIs:

- Streamline the data request process by establishing a pricing model for [onward] data distributors by 2023
- Undertake evaluation of revenue sharing agreements in 2023

6. Continued investment in IBAT's core datasets (2024)

Investment in datasets remain an essential purpose of IBAT. Investment will continue at 2021 levels to 2023 and will increase from 2024 onwards.

KPI:

- Investment in data to remain constant at \$150,000 per dataset for 2022 and 2023
- Minimum investment of \$250,000 per dataset in 2024

IBAT Investment

Investment in IBAT will fall under two broad categories: infrastructure and operations, and innovation.

Infrastructure and Operations

Investment in infrastructure and operations is aimed at removing barriers to growth within the IBAT platform. To meet the ambitious goals of this strategy IBAT needs a robust, automated, and scalable

technical platform. These investments will help streamline IBAT's internal processes, making it easier to onboard new clients and support the increasing number of IBAT subscribers. Such investments may include:

- External review of IBAT's security posture and implementation of suggested findings
- Certification against commonly used security standards
- Review of IBAT's commercial license agreement, and general terms and conditions
- Review of IBAT's technological architecture, and investment in core technologies (e.g. databases, APIs, development tools)
- Investment in IBAT Alliance partner infrastructure to improve data update process
- Development and deployment of improved tooling within the IBAT platform to capture user insights
- Investment in marketing and sales capabilities (commission-based salespeople, marketing expertise)
- Investment in IBAT secretariat (capacity building or expansion) to support current and future subscribers

The IBAT manager will oversee investment in infrastructure and operations, supported as appropriate by the IBAT secretariat and sub-committees, and reported to the IBAT Governance Committee.

Innovation

Investment in innovation is aimed at generating new knowledge products for the IBAT platform. These knowledge products could take several forms:

- Improvements in existing reports (e.g. incorporation of updated critical habitat layer into PS6 report, calibrated STAR report)
- Bespoke reports targeting new sectors, helping them measure and manage biodiversity related risks (e.g. renewables specific risk screening report, agricultural supply chain report)
- Bespoke reports aligned with the evolving nature related reporting and disclosure landscape (e.g. SBTN report, GRI 306 report)
- Guidance documents helping businesses understand how IBAT can help them on their biodiversity journey (e.g. guidance on how to use STAR to align with the post-2020 global biodiversity framework, guidance on appropriate boundaries to select for an Area of Influence for different sectors)
- Incorporation of new or derived datasets

New product development will be tracked in IBAT's innovation pipeline. To populate this innovation pipeline, IBAT will draw on the expertise and ideas of the IBAT Alliance partners and potentially external organisations (e.g. existing IBAT clients, TBC).

IBAT will rely on Alliance partners to generate and develop ideas for incorporation into IBAT. IBAT will provide funds to partners to ideate and develop products – once sufficiently developed, the IBAT secretariat will implement the products within the IBAT platform, guiding products through the piloting, feedback and release process.

Role of the IBAT Alliance

The roles of the IBAT Secretariat and Alliance in relation to the IBAT Strategy are outlined below:

1. IBAT Manager

The IBAT Manager is responsible for the implementation of the IBAT Strategy, and the management of the IBAT Secretariat. They will oversee the investment in innovation, consulting as appropriate with the IBAT sub-committees and referring significant investment decisions to the IBAT Governance Committee. They will be responsible for developing and overseeing the innovation pipeline. Progress against the IBAT Strategy will be regularly reported to the IBAT Governance Committee.

2. IBAT Secretariat

The IBAT Secretariat is responsible for the daily implementation of the IBAT Strategy. These responsibilities include maintaining and improving the IBAT product, supporting existing IBAT users, outreach to potential new users, invoicing of existing IBAT clients and reporting on investment expenditure. The IBAT team will implement new products within the IBAT platform once they have been sufficiently developed. The IBAT secretariat may expand in coming years to accommodate the anticipated growth of IBAT.

3. IBAT Governance Committee

The IBAT Governance Committee will oversee the IBAT Manager and help shape the direction of the IBAT Strategy. They will exercise decision making authority on large investment decisions in alignment with the strategy. They will act as the primary focal point for their respective IBAT Alliance organisation.

4. IBAT Technical Sub-Committee

ITeC will assess the technical feasibility of potential new products and provide guidance on implementation decisions. They will play a significant role in decisions regarding investment in infrastructure.

5. IBAT User Sub-Committee

UsCo will ensure that potential new products in IBAT will suit the needs of new/existing IBAT users. They will play a key role in helping IBAT achieve its growth targets (milestones 2 and 3), by identifying business development opportunities, introducing IBAT to contacts in key sectors, ensuring IBAT is well known throughout their respective partner organisation, and integrating IBAT into corporate partnerships where possible.

6. IBAT Scientific Advisory Committee

The IBAT Scientific Advisory Committee will ensure that potential new products in IBAT are scientifically robust before implementation into the IBAT platform.

IBAT Alliance partners

IBAT is the product of the IBAT Alliance, a unique collaboration model between four global conservation organisations – BirdLife International, Conservation International, IUCN and UNEP-WCMC. The IBAT Alliance partners support IBAT by hosting the IBAT secretariat and providing a variety of supporting functions (legal, financial, administrative etc.) For the IBAT Alliance to achieve its shared

strategic goals, it will need the continued support of the IBAT Alliance partners. Under this new strategy, there are additional opportunities for further engagement with IBAT in two key areas:

7. Innovation

IBAT Alliance partners have a deep understanding of the core IBAT datasets, and expertise in how they should be used appropriately to support a nature positive agenda. IBAT Alliance partners, through funding provided by IBAT, will play a key role in brainstorming, prioritising and developing knowledge products that the IBAT secretariat can implement in the platform.

8. Influence

The IBAT Alliance partners have extensive name recognition and reach. IBAT Alliance members are involved in key discussions regarding policy and regulatory frameworks, including TNFD, GRI, SBTN and Post 2020 global biodiversity framework. IBAT Alliance partners, through their participation in such discussions, will leverage their networks, relationships, and reputation to advocate for IBAT, particularly in areas such as technical working groups. The IBAT secretariat and sub-committees will ensure there are robust feedback loops in place, to ensure consistent messaging between the IBAT Alliance partners and to help guide IBAT's ongoing product development.

IUCN Academy Strategy

1. Introduction

a. Knowledge and capacity as a toll of change towards IUCN vision

In the seven decades since its foundation, IUCN has developed a wealth of expertise in the area of nature conservation, and has produced knowledge and instruments which often operate today as international standards. The credibility of this knowledge and the instruments derived from it, namely stems from their deep anchorage in work on the ground, notably through contributions of IUCN Members and Commissions.

The transmission of this knowledge and the topic of education has always been important for IUCN. In 1970, the organisation even provided the first internationally recognised definition of environmental education: *“Environmental education is a process during which values are discovered and concepts are explained in order to develop skills and attitudes pertaining to an appreciation of the relationship between man, his culture and his biophysical environment. Environmental education also includes the practice of decision making and the formulation of a personal code of conduct on matters affecting the quality of the environment.”*

And among many other initiatives, IUCN also supported Agenda 21 recommendations calling for education to be reoriented towards sustainable development

Today, as yesterday, IUCN recognises the fundamental role knowledge and capacity building play to act towards a “just world that values and conserves nature”.

The IUCN Academy was created with these principles in mind, and in the belief, it can have a multiplier effect on the scale of dissemination of IUCN knowledge and tools, and on its efficiency, reinforcing the impact of the Union work *to conserve the integrity and diversity of nature*.

b. IUCN mission in capacity building as defined in the IUCN Statutes

The role of IUCN and its Secretariat in capacity building for sustainable development, today delivered with the support of its IUCN Academy, directly stems from the IUCN Statutes:

Article 2 of the Statutes states:

“The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.”

Participants to the IUCN capacity building include representatives of government, civil society and the private sector who commit to promote and share the standards and values of IUCN, concretely contributing to IUCN influence in the domain.

Article 3 of the Statutes states:

To attain these objectives, IUCN:

- (a) mobilizes its Members, components and partners to build alliances for conservation;
- (b) strengthens the institutional capacity of its Members to conserve biological diversity and safeguard ecological life-support processes at global, regional, national and local levels;

- (c) promotes enhanced cooperation between its governmental and non-governmental Members to strengthen the capacity of its Members and partners;
- (d) encourages research related to the conservation of nature and natural resources and disseminates information about such research;
- (e) provides a forum for discussion of conservation issues, including their scientific, educational, legal, economic, social and political dimensions, at global, regional, national and local levels;
- (f) develops expert networks to support its Members and components

The mission of the IUCN Academy and its activities are fully aligned with all these elements (see section c. below).

Through their participation in the capacity building and training activities proposed by the Secretariat and IUCN as a whole, IUCN Members' capacities are strengthened. The diversity of the membership attending those activities also contributes to enhancing cooperation between governmental and non-governmental Members, as they offer an opportunity to exchange and build a common understanding on conservation issues.

In addition, the dissemination of the training and capacity building programmes to an audience going beyond IUCN Membership supports a broad dissemination of IUCN knowledge, tools and research.

Finally, the capacity building activities of IUCN, rely on existing IUCN expert networks to support the development and delivery of the content of its courses, thereby supporting the development and maintenance of those networks.

The Academy initiative has been designed to professionalise the delivery of such capacity building by IUCN Secretariat, with a view to increase its quality, efficiency, and effectiveness.

c. IUCN Academy mission and vision

In line with IUCN definition of Environmental Education and the IUCN Statutes, the IUCN Academy has been launched with the following, mission and vision:

- **IUCN Academy Mission**

To harness IUCN's expertise to develop and promote the delivery of high quality and innovative training and capacity building activities, that support the mission of IUCN, and build the capacity of citizens of the world eager to make their contribution in the field of nature conservation more efficient and meaningful, equipping them with the right knowledge and skills to support the green transition our societies are calling for, in application of article 2 and 3 of IUCN Statutes.

- **IUCN Academy Vision**

To become a key contributor to IUCN' reputation as a provider of capacity building for individuals and organisations looking for high quality and innovative training in the field of nature conservation, where the wealth of capacity building activities delivered by IUCN has gained global visibility and where the latest topics around nature conservation are being taught and debated across sectors.

d. General Assembly Resolutions about Secretariat's role in capacity building

The General Assembly of IUCN has emphasised the importance of environmental education in several instances, especially during the World Conservation Congresses of 2004 and 2008.

Among the resolutions adopted during the WCC in 2004, an important one is resolution 3.028, which requested the Director General to act on the matter.

While acting in the field of capacity building to support sustainable development is a necessity for IUCN, the IUCN Academy is also the response to a General Assembly resolution, which is still active today.

2. Intent of the IUCN Academy

The Academy is one of the important initiatives presented by the DG in 2020 during the selection process, which led to his nomination. The intent to concretise this initiative was repeated during multiple Council meetings in 2020 and 2021 before the work concretely started.

The IUCN Academy was launched during the World Conservation Congress in 2021 with two main objectives:

- Improve the delivery of capacity building in the Secretariat project portfolio
- Improve the ability of the Secretariat to serve IUCN membership through the provision of capacity building

The IUCN Academy has also been presented and consulted with IUCN Members through multiple channels including: DG engagements with all National and Regional Committees in 2021, the Marseille Members Assembly, as part of the [DG Report to Congress](#) welcomed by Members with applause, and through numerous bilaterals with Members as part of the DG's day to day work.

a. Improve the delivery of capacity building in the Secretariat project portfolio

The IUCN Academy aims at ameliorating the quality, efficiency and effectiveness of the capacity building in the Secretariat project portfolio.

It began its work by analysing existing capacity building activities inside the Secretariat project portfolio, which led to the following conclusions:

1. The Secretariat has developed a wealth of training content since its creation, but these were spread all over the institution and existed with very few to no connections with each other, causing duplication, lack of consistency and difficulties to reuse content.
2. Most Secretariat staffs delivering capacity building received little to no training in the domains of andragogy and pedagogical engineering, which has a potential impact on the quality and efficiency of the capacity building delivered
3. Until recently, the Secretariat capacity building activities were mostly delivered in face-to-face format, while existing online training was often using basic online learning techniques, which did not reflect the latest technological and pedagogical developments in the domain.

As a response to the above, the Secretariat -through its IUCN Academy- launched three projects to support the strategic objective of improved quality, efficiency and effectiveness of the capacity building activities of IUCN project portfolio.

The virtual classroom project, consisting in the development of a platform including a State-of-the-Art learning management system, to respond to the changes in learning practices accelerated by the pandemic, and to improve the quality of the learning experience.

The training library project, using the IUCN Academy learning platform to raise awareness inside the Secretariat on project capacity building activities, and to create the basis for a library of reusable learning content for projects.

The quality assurance project, concretised by the development of tools and processes proposed by the Academy to increase the quality of projects' capacity building activities -in management, pedagogical approach, and content-, coupled with train of trainers activities offered to the Secretariat staff to support the delivery of effective and impactful capacity building.

To support its work towards achieving this strategic objective, the Academy reached out to highly recognised institutions, which have become its academic partners. Those partners include University of Cambridge, University of California at Berkeley, Stellenbosch University, ETH Zurich, Australian National University, Tsinghua University, Unicamp (Brazil).

b. Improve the ability of the Secretariat to serve IUCN membership through the provision of capacity building

The Academy also aims at improving the ability, as well as the financial capacity, to support capacity building of IUCN Members.

Since its creation, the Academy started working on the identification of capacity building needs of IUCN Members, notably through a survey led during the Youth Summit in 2021, and to define how it could best respond to those.

As the Union is lacking the financial means to support this objective, the Academy has been actively exploring business models to accrue financial resources to subsidise scholarships and other advantages related to capacity building for IUCN members.

3. Modality and condition to deliver

a. Improved delivery of capacity building in the Secretariat project portfolio

i. Prepare

The Academy supports the Secretariat to shape better capacity building activities in the project design phase through didactical and methodological knowledge. The objective is to ensure the capacity building component of the project is designed as an element to serve the strategic objective supported by the project, while ensuring maximum efficiency and effectiveness in its delivery.

A series of methodological tools and templates have been developed to help the Secretariat staff think the capacity building component of their projects in a more systematic and strategic manner.

The Academy also helps colleagues develop their concepts and fill in the various templates during joint sessions with project staffs.

ii. Support delivery

Learning concepts and techniques have evolved at an unprecedented pace, notably due to the transformation in work and learning habits induced by the pandemic, as well as the multiplication of new technologies supporting learning. The objective of the Academy in this context is to support Secretariat staffs in the delivery of their capacity building activities

- (i) Through the IUCN Academy Learning Platform, which provides a place to centralise all information about capacity building activities (whether online, face-to-face or hybrid), thereby increasing collaboration among the Secretariat project teams, reuse of content, and pooling of expertise.
- (ii) Through the inclusion inside the platform of a state-of-the-art Learning Management System (LMS), providing high quality distance learning experience to participants engaged in capacity building activities.

- (iii) Through the provision of tools and tailored advice to project teams, to identify the best approach for high quality learning, applying principles of andragogy and pedagogical engineering.
- (iv) Through the offering of train of trainers sessions to build the capacities of the Secretariat staff.

iii. Financial aspects

The support provided to the Secretariat by the Academy is funded through the project portfolio. Its responsibility to deliver the above-described services to the projects is imbedded into the project contract and implemented through internal agreements between the Academy Unit and the project Unit concerned. The cost of the Academy services charged to the project are aligned with all donor requirements on the matter.

b. Capacity building elements of specific interest for the conservation community and Members

i. Identify elements

Since its creation, the Academy started working on the identification of capacity building needs of IUCN Members, notably through a survey led during the Youth Summit in 2021, and to define how it could best respond to those. Discussion have also been ongoing with projects and the Membership Unit on how best to pursue the identification and prioritisation of those needs.

ii. Prepare and deliver capacity building elements

As a result of the above discussions, and in line with the financial resources available, the Academy has launched and is designing several courses, including “Introductory courses” to cater for the most basic needs, which have also served as pilots to test and identify priorities for further development of the Academy Learning Platform.

In this context, a course on “World Heritage and Conservation” has been launched and others on “The Green List of Protected Area”, “The Red List of Endangered Species” and “An Overview of IUCN” are being worked on.

Support (technical and financial) has also been provided to an important ongoing initiative to develop a course for Assessors for the Red List of Ecosystems.

Among other priorities, the Academy is also developing a course on the IUCN Environmental and Social Management System (ESMS), as requested by IUCN Members.

Following these pilots, the Academy will continue developing a systematic approach to capacity building of IUCN Members.

iii. Financial aspects

For capacity building serving the conservation community and IUCN Members not funded through a specific project, the development and delivery -including remuneration of contributing experts of IUCN networks- are funded through student fees collected on some specific courses which allow:

- (i) to offer free or reduced fees to certain categories of participants to these fee-earning courses (such as IUCN Members or participants from Developing and LDCs);
- (ii) to reinvest in the development and delivery of free courses open to all (such as the introductory courses)

The IUCN Academy is also exploring the possibility to fund these activities through the participation of students sponsored by third parties such as governments and philanthropy.

Finally, it is important to note the Academy is financially self-sustainable since the beginning of 2022, while the investment made into the initiative in 2021 was limited to the salary of the IUCN Academy Project Manager for the period March to December 2021.

c. Capacity building elements of broad interest for the conservation community, members, and beyond

i. Identify elements

In some instances, there might be a very broad interest inside and beyond the IUCN community to access self-paced online courses on important conservation-related topics.

ii. Prepare and deliver capacity building elements

IUCN Academy would pre-finance the development of such courses, which have a potential very broad audience, building on the expertise of IUCN as a whole and including the remuneration of experts inside the IUCN networks to develop the course content.

iii. Financial aspects of the business model

Courses in this category would be offered against a small fee and provide a simple Certificate of completion from the Academy to those who have successfully completed them.

The collection of those fees would reimburse the Academy of its investment, allowing it to reinvest further in similar projects.

d. Recognition and quality assurance of the capacity building delivered by the IUCN Academy

The IUCN Academy proposes different categories of capacity building programmes with different levels of recognition:

- Certificates of Completion (most common, no formal assessment of participants beyond integrated test activities in e-learning)
- Certificates of Attendance (Recognising the sole participation to a training)
- Professional Certificates (mini credential - though with no academic value - offered by the Academy)

While the first two categories of programme include basic processes of validation of the knowledge and/or skills acquired through the capacity building activities, the latter category entails formal validation of successful completion of a programme.

In an attempt to constantly improve the quality of those programmes, and to make sure they align with the quality standard of award of similar informal (non-academic) credentials, the Academy has put in place a system of external evaluation of its Professional Certificates.

The evaluation is done based on terms of reference equivalent to those applying to similar programmes delivered by the academic partners of the IUCN Academy, and the evaluators are members of the academic staff of those academic partners.

Domains of evaluation notably include:

- (i) Comparison of academic standards of the IUCN Academy programme, and of achievements of its participants, with other programme delivered by Universities' executive education or comparable institutions;

- (ii) Rigour and fairness of the assessment process of participants;
- (iii) Quality of the learning content provided to participants and of the requested assignments;
- (iv) Comment on application of good practice and innovation in learning;
- (v) If applicable, whether issues raised in any previous evaluation were responded to and have been, or are being, properly considered, and where applicable, acted upon.

4. Roles of the components of the Union

a. Secretariat

The role of the Secretariat is to implement the capacity building activities of its project portfolio. In this context, the IUCN Academy Unit is supporting these activities to improve their quality, efficiency and effectiveness.

The Secretariat also fundraises for projects, and to sponsor members participation in IUCN Academy courses.

b. Commissions

The Commissions are ideally equipped to provide (in general against remuneration) the content of the courses proposed by the IUCN Academy. In many instances, they also have teaching capacity to support the delivery of the capacity building activities.

As members of the IUCN Academy Advisory Board, they will support the development of its activities, and advise on future plans. They are also the channel to build the contact with the Commissions Members.

c. IUCN Members

IUCN Members' staff participate in the activities of the Academy as students or lecturer, as applicable. As an example, the Academy would like to look into the possibility to co-create a course on traditional knowledge in conservation, in partnership with IPO members.

d. Council

The Council supervises at the strategic level the programmatic and financial alignment of the Academy, as it does for all other aspects of the programme implementation by the Secretariat and the Commissions.

ANNEX I: Review of IUCN General Assembly Resolutions of capacity building

There are 4 relevant resolutions but they are very difficult to use in this context as they are old resolution and I could retrieve very little to no information about their implementation status.

Resolution 3.028 and 4.105 are probably the most promising, but I am afraid using those in the strategy without knowing what has been done might turn against us.

In any case, here is a summary of what I found:

1. Res 3.027 on **Education for sustainable development (elapsed)**

Paragraph 4: *REQUESTS the IUCN Commission on Education and Communication and the IUCN Director General to present to IUCN Council a draft policy on Education for Sustainable Development before the 4th World Conservation Congress.*

The Secretariat's note on the resolution says it has elapsed and has been superseded by res 4.015. It also mentions the "draft policy on Education for Sustainable Development was developed (see policy review 2009)". Unfortunately, I have neither been able to retrieve the draft policy, nor to find out what happened after its presentation at the 4th WCC.

2. Res. 3.028 on **Policy on capacity building and technology transfer (active)**

Paragraph 4: CALLS UPON the IUCN Director General, in association with other parties sharing the same objectives, to develop a strategic action plan, which provides for a more coherent and coordinated approach to capacity development activities, and for more effective programmes of capacity development.

The Secretariat's note on the resolution says the status of the resolution is active, but I couldn't find any strategic action plan on the matter.

3. Res 4.105 on **Communication, Education and Public Awareness (CEPA) in conservation (active)** is superseding resolution 3.027 (as decided by the retirement committee who reviewed IUCN resolutions)

The resolution does not mention the Policy on Education for Sustainable Development anymore. The focus is on Members, the articles related to "the DG" are about the implementation of the IUCN Programme 2009-2012.

(...) provides the following guidance concerning implementation of the IUCN Programme 2009-2012:

Paragraph 2: REQUESTS the IUCN Director General to:

(a) launch regional programmes to support strategic professional capacity development on CEPA for implementing environmental conventions and the work on synergies among such conventions;

(b) incorporate specific activities and goals in relation to CEPA; and

(c) assist the IUCN membership in reconnecting people, especially children, and nature as a priority in order to assure responsible stewardship of the environment for generations to come; and

The Secretariat notes on the resolution indicate the following: CEC Chair, Deputy Chair and the Co-Chair of the IUCN #NatureForAll were consulted. IUCN has done significant work related to the resolution such as the Love not Loss campaign and #NatureForAll. However, with the exception of paragraphs 2 (c), which is #NatureForAll, and 3, which is obsolete, work on all items of the resolution is either ongoing or still required to be initiated. Consequently, the status should remain Active.

4. Res 4.104 on **The World Conservation Learning Network: next step (active)**

(...) provides the following guidance concerning implementation of the IUCN Programme 2009-2012:

REQUESTS the Director General, in collaboration with the Chair of the IUCN Commission on Education and Communication (CEC), to facilitate the further growth of regional networks and of the IUCN/UNU Institute to promote network interaction and access to knowledge, to enhance capacity development in conservation and sustainable development.

There is no information about the status of these networks or the IUCN/UNU (United Nations University) Institute in the Secretariat's notes. The resolution mentions an MoU was signed between IUCN and UNU. I asked OLA for a copy, but they couldn't find it either.

EVALUATION UPDATE

Prepared by the Programme Planning, Monitoring and Evaluation Unit for the 108th Council meeting – November 2022

I. Project Evaluations

The analysis below provides an update on project evaluations during the timeframe from 01-06-2021 to 31-10-2022. All published evaluations can be found on the [Evaluation Database](#) of the IUCN website. This page is regularly updated with new reports and management responses.

Evaluation type and status

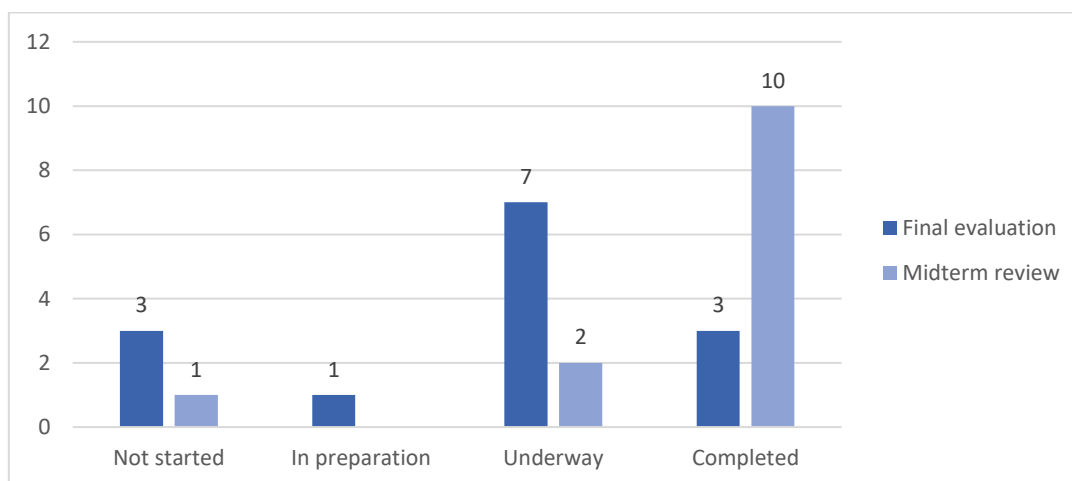


Figure 1: Evaluation status (01/06/21-31/10/22)

From 01-06-2021 to 31-10-2022, IUCN led the following evaluations:

- 13 IUCN-led evaluations were completed, of which 10 were Mid-Term Reviews (MTR), and 3 were Final Evaluations.
- 9 evaluations are underway (7 final and 2 MTRs)
- The procurement process is underway for 5 evaluations (4 final and 1 MTR) that have not yet started or are under preparation.

In addition to these evaluations managed by IUCN, 2 donor-led final evaluations have been completed during the period.

The coverage of evaluations completed is low relative to the total number of projects closed and meeting the IUCN Monitoring and Evaluation Policy requirement for evaluation. The Secretariat has recently created three new Regional Monitoring, Evaluation and Learning Coordinator positions in the PACO region, ORMACC-SUR hub, and ARO-ORO hub. Under the technical supervision of the PPME Unit they are proactively working to increase the coverage of evaluations through increased awareness, training and support to project managers.

Distribution by Centres and Regions

Among the IUCN-led evaluations either under procurement, underway or completed for the period, 16 (5 final and 11 MTRs) were on projects led by the IUCN regions, and 11 (9 final and 2 MTRs) for projects led by the IUCN Centres, as shown in the figure below.

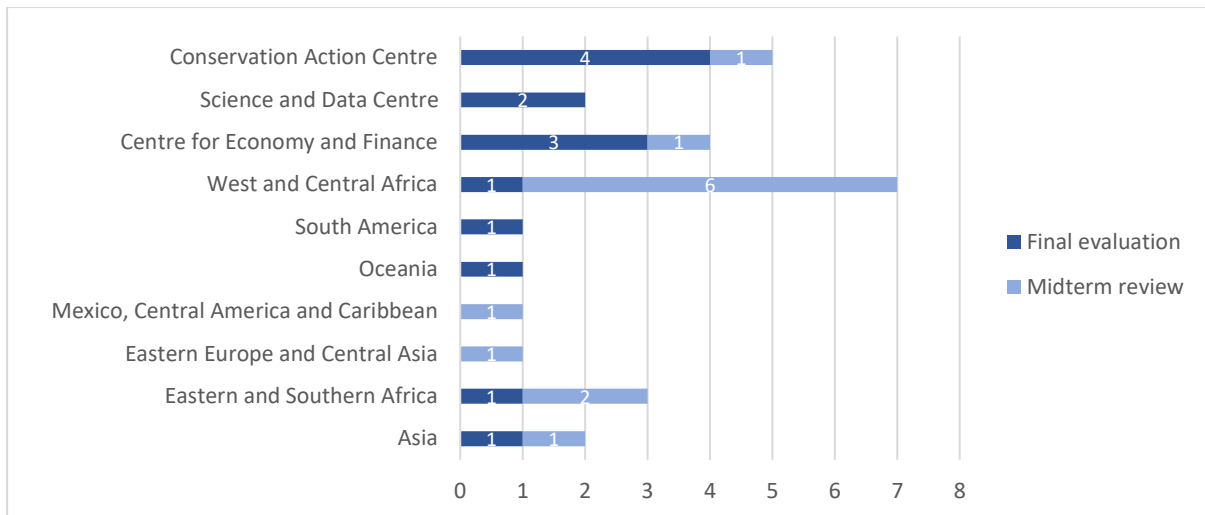


Figure 2: Evaluations per Region/Centre

Budgets

The budgets of the projects being evaluated during the period range from CHF 0.17m to CHF 17m.

Evaluation budgets (final and MTR) range from 7,950 CHF to 61,122 CHF. The average and median budgets for MTR and final evaluations over the period are presented in the table below.

Table 1: Average and median budgets for projects, final evaluation and MTR

	Average budget	Median budget
Projects evaluated	CHF 5.13m	CHF 4.60m
Final evaluation	CHF 27,411	CHF 24,356
Midterm review	CHF 21,854	CHF 20,000

Overall, the evaluation budgets are low compared to industry standards, especially for final evaluations. In its forthcoming new project costing framework and guidelines for project proposals, the Secretariat will require a minimum budget for final project evaluations, to be adjusted upwards for projects covering multiple countries or for programme evaluations.

Pipeline

A further 22 project evaluations managed by IUCN are expected to be completed by the end of 2023, of which 8 are MTR and 14 are final evaluations. 13 of the evaluations are of projects led by regions and 9 are of projects led by the Centres. In addition, 10 IUCN projects will be the subject of donor-managed evaluations before the end of 2023.

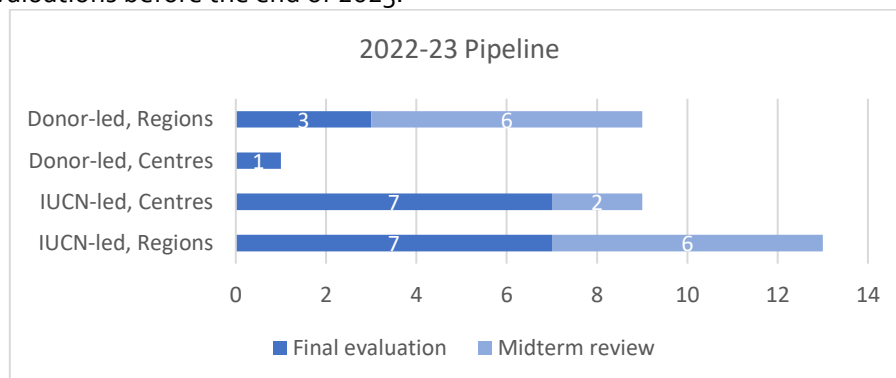


Figure 3: Evaluation pipeline 01-11-2022-31-12-2023

II. Programmatic evaluations and strategic reviews

In addition to project evaluations covered by project donor budgets, IUCN undertakes programmatic evaluations and strategic reviews paid by framework funds. This includes the quadrennial External Review of the IUCN Programme.

Strategic reviews and institutional evaluations underway

Two strategic reviews and one external independent evaluation commissioned by the Director General are underway: the strategic review of IUCN's future engagement with the World Heritage Convention (final report due October 2022), the strategic review of IUCN's engagement with the GEF as a GEF agency (final report due in December) and the Independent Evaluation of the IUCN Leaders Forum in Jeju (final report due February 2023). These evaluative pieces are supported by framework funds and share the common objective of identifying how performance and delivery can be improved.

As part of the implementation of Congress Decision 147: Development of a 20-year strategic vision and financial plan for the Union, the Finance and Audit Committee of Council requested IUCN to retain a financial consultant to review IUCN's finances. The objective is to assess the current financial model and provide recommendations for improvements to be implemented over the next 5 years. As this effort is part of the wider 20-year Strategic Vision work, the review is intended to feed into the development of the long-term financial plan for IUCN.

Finally, an evaluative piece will also be launched in 2023 to evaluate the relevance, efficiency, effectiveness and sustainability of the Parks Congresses that took place in 2022, namely the IUCN Africa Protected Areas Congress (APAC) and the 2nd Asia Parks Congress.

Programmatic evaluation pipeline

In 2023 IUCN will open the tender for the External Review of the IUCN Programme 2021-2024 to align with the Strategic Vision development process and inform the development of the next quadrennial, as per standard practice. The External Review is jointly commissioned by the IUCN's Director General and Framework partners, as part of the framework agreements signed by both parties.

For 2022-2024, SDC allocated CHF 500,000 to support programmatic evaluations of societally transformational work undertaken in the regions.

The injection of funding also aims to support the enhancement of IUCN's evaluation function and, to this end, includes the creation of a temporary Evaluation Advisory Board composed of IUCN and SDC staff to provide strategic thought leadership to the evaluations and enhanced evaluation function.

Based on the criteria above, programmatic evaluations in 2023 and 2024 may include the following or similar evaluations:

- Review of the effectiveness and impacts of < Region's > policy work on regional environmental policy
- Review of the effectiveness and impacts of IUCN's support to regional and transboundary water governance in < Region >
- Meta-evaluation of the last five years of programme and project evaluations at IUCN to inform enhancement of evaluation function
- Evaluation of the IUCN World Conservation Congress (2024)

Other topics may include: gender mainstreaming in the portfolio, review of the ESMS function.

108th Meeting of the IUCN Council, Abu Dhabi (UAE)
17-19 January 2023

Agenda Item 8.2

Progress in the implementation of Resolutions and Recommendations adopted at the World Conservation Congress in Marseille, 2021

Origin: Director General

Required action:

The PPC is invited to take note of the Report on the progress on the implementation of Resolutions and Recommendations and consider putting in place any necessary actions in order to further enhance the implementation of those Resolutions and Recommendations.

Introduction

1. This constitutes the first comprehensive report on the implementation of the 137 Resolutions and Recommendations¹ adopted by electronic vote in October 2020 and at the World Conservation Congress in Marseille in September 2021. The next annual follow-up report will be presented to Council in November 2023.
2. The aim of this report is to provide an overview of the progress in the implementation, identify a number of challenges and possible systemic issues and mobilize action to fill implementation gaps.

Box 1: Resolution reporting system refresher

Resolutions focus on many topics relating to the work of IUCN and provide the general policy of the Union. Usually, Resolutions are to be implemented within the four-year intersessional period, ideally through a One-Programme approach.

Information on the implementation of Resolutions is gathered annually from a variety of sources, but in particular from:

- A Secretariat focal point for each Resolution
- A Member-assigned focal point (assigned by sponsors at motion submission)
- One or more designated Commission focal points (as relevant)

This information takes the form of:

- **Activity Reports** on actions carried out, results achieved and obstacles encountered, which are collected from all IUCN constituents during the year. A broad call for inputs is issued; not only among focal points.
- **Progress Reports** prepared by the Secretariat focal points at the end of the year, synthesising the Activity Reports and complementing them with any additional information.

3. This stocktaking exercise was exceptionally conducted two years after the adoption of some of the Marseille Resolutions (those adopted by electronic vote in October 2020). Indeed, due to

¹ For ease of communication, these will both be called 'Resolutions' throughout this report.

COVID-19, the World Conservation Congress was postponed and the second batch of Resolutions was only adopted in September 2021 in Marseille.

4. For this first reporting cycle (October 2020-October 2022), there has been wide participation in reporting. In total the following reports were received:
 - 215 activity reports
 - 109 from Members
 - 30 from National and Regional Committees
 - 46 from Commission Members (16 SSC, 10 WCPA, 8 CEM, 6 WCEL, 5 CEC, 1 CEESP)
 - 29 from Secretariat
 - 1 from IUCN Council
 - 112 Progress reports
5. Overall, there has been significant progress in the implementation of most Resolutions. Indeed, implementation has at least started on 84% of the Resolutions, with a substantial portion more advanced.
6. This report is structured in two main parts. Part I presents findings on the implementation of the Resolutions in more detail, overviewing the relative prevalence of the kinds of activities carried out, which constituents contributed to implementation, and the challenges faced. Part II presents the estimated cost of implementing the Marseille Resolutions. Funding being one of the key challenges encountered to implement Resolutions, costs have been estimated to measure the fundraising efforts needed to fully implement the Resolutions. Finally, the document concludes with some thoughts on how to further improve implementation, including linkages with the motions process.

PART I: Progress in implementing the Marseille Resolutions and Recommendations

A. Assessment of Progress Reports

7. The vast majority of the Marseille Resolutions for which Progress Reports were submitted have begun to be implemented since adoption. Implementation is underway or advanced on 38% of the Resolutions, and initiated on 46%, while in 16% of the cases implementation has not yet started.²

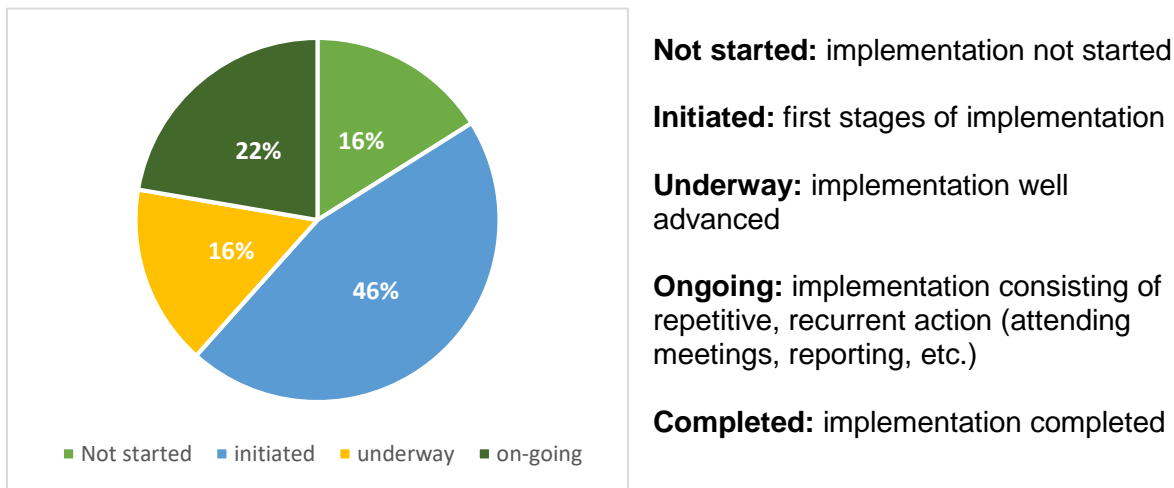


Figure 1: Implementation status in November 2022

8. If we compare these results to the ones obtained in 2018, one could note that the 2022 results are less optimal. While it is difficult to identify clear reasons for this difference, one could argue that the restructuring of the Secretariat led to important shifts in staffs' TORs, which might have hindered the coordination of the Resolutions' overall implementation and follow-up. In addition, a clear – and shared – understanding regarding the joint responsibility in implementing Resolutions across IUCN constituencies might be lacking. Furthermore, the effects of COVID-19 (e.g. reduced number of MEA meetings, decreased number of field activities conducted, and scarcer fund-raising opportunities) might have also played a role.

The table below presents the difference between the implementation status of the Hawaii Resolutions in April 2018 (one year and a half after they had been adopted), and of the Marseille Resolutions in 2022.

Implementation status	% of Resolutions in 2018	% of Resolutions in 2022
Not started	9%	16%
Initiated	38%	46%
Underway	25%	16%
Ongoing	20%	22%
Completed	8%	0%

² Note that percentages in this report consider the 112 Progress Reports rather than the 137 Marseille Resolutions.

B. Actors involved in the implementation of Resolutions

9. A variety of actors across the Union are involved in the implementation of the Marseille Resolutions, including a number of non-IUCN entities, such as International Organisations.

In 2022 the participation was as follows:

- Members were involved in the implementation of 82% of the Resolutions
- Commissions were involved in the implementation of 76%
- The Secretariat was involved in 79%
- Non-IUCN entities were involved in 54%
- 16% were being implemented by only one single IUCN constituent type
- 59% were being carried out in a One-Programme approach

10. In total, 198 IUCN Members were identified as being actively involved in the implementation process. The distribution across the IUCN Membership categories was as follows:

- Category A: 37 Members (17.5% of all Category A Members)
- Category B: 149 Members (13% of all Category B Members)
- Category C: 6 Members (24% of all Category C Members)
- Category D: 6 Members (11.5% of all Category D Members)³

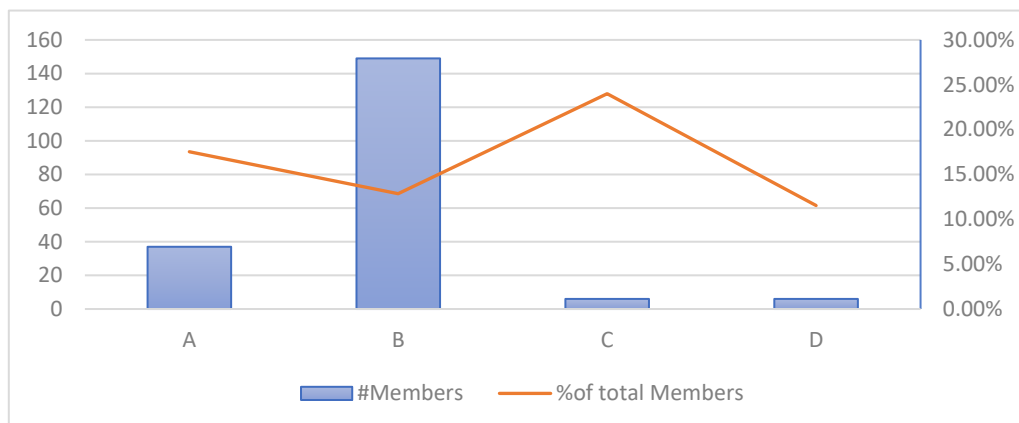


Figure 2: Implementation by membership category

11. Of the 137 Resolutions, Commissions in general are called on, requested, asked or encouraged to be engaged in 45 Resolutions. Furthermore, 63 Resolutions are addressed to one or more specific Commissions, as follows:

- Commission on Education and Communication (CEC): 2
- Commission on Ecosystem Management (CEM): 10
- Commission on Environmental, Economic and Social Policy (CEESP): 10
- World Commission on Protected Areas (WCPA): 12
- World Commission on Environmental Law (WCEL): 11
- Species Survival Commission (SSC): 18

³ These data are for specifically-cited contributions by Members.

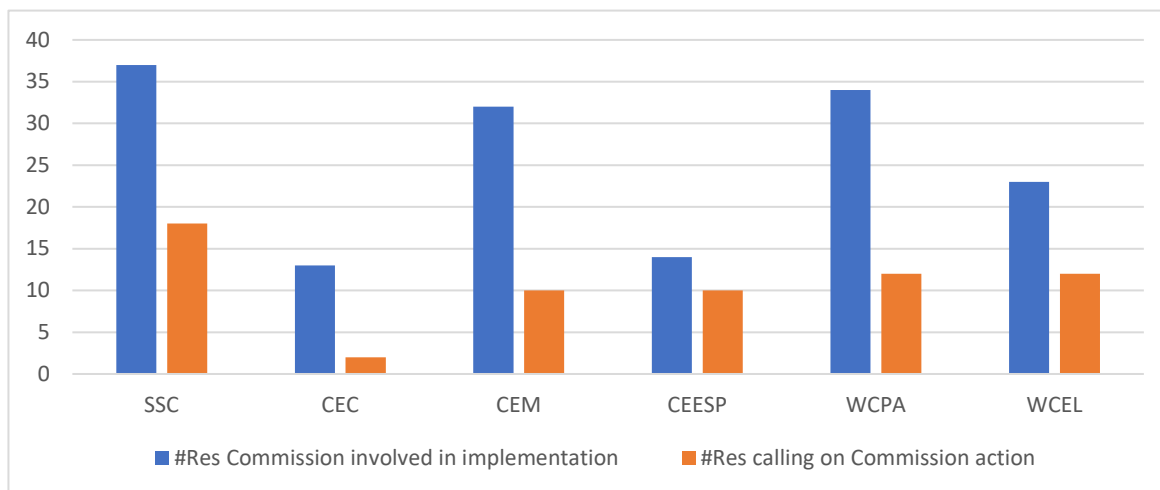


Figure 3: Implementation by Commissions

12. As indicated in the figure above, all six Commissions⁴ are involved in the implementation of more Resolutions than they are specifically called on to undertake some action. For the period under consideration, Commissions are effectively involved in implementing 85 of the Resolutions according to the Progress Reports submitted. Nevertheless, further action is required in order to ensure that all Commissions initiate action on those Resolutions that call on them specifically or require some sort of contribution from Commissions in general.

C. Activities carried out

13. Since the Marseille Resolutions were adopted, the most carried out activities to implement them were convening stakeholders, policy influencing and engaging in education/ communication activities. The activities that were conducted the least were field activities and fundraising.

14. In most cases, Resolutions are being implemented through a variety of activities. Not surprisingly, the data gathered show that Resolutions which are being implemented using a number of different activities have a more advanced status of implementation compared to Resolutions for which only one activity is being carried out.

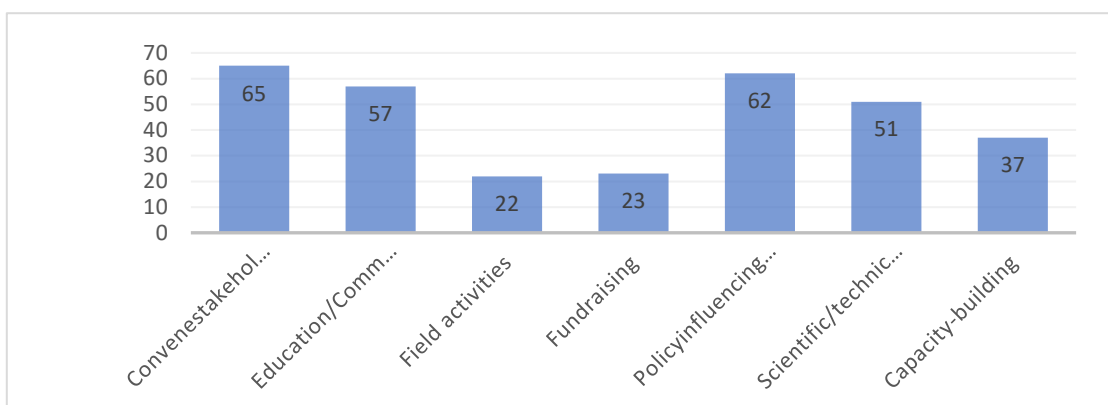


Figure 4: Activities carried out between 2021 and 2022

⁴ Note that the Climate Crisis Commission is not yet included here

PART II Cost of implementation of the Marseille Resolutions

15. In order to complement the information compiled through the Progress Reports, a call to the Secretariat focal points was made at the end of September 2022 to estimate the costs of implementation of the 121 Marseille Resolutions.⁵ A questionnaire was prepared and 110 responses were received (covering 90.9% of the Resolutions). The information is summarized below.
16. The data collected indicates that the estimated cost of implementation of the Resolutions is high (the median cost of a Resolution as a whole is USD750,000, and the median for the requests to the Secretariat is USD272,500⁶). Furthermore, it is noteworthy that in 90.7% of the cases⁷, Secretariat focal points stated that the implementation of the Resolution as a whole would require external funding. In other words, the regular IUCN budget is insufficient to cover the full cost of implementing most Resolutions.

A. Estimates of the resources needed to implement the Resolutions as a whole

17. Secretariat focal points were asked to provide an estimate of the resources needed to implement the Resolution as whole (i.e. the costs of all the asks in the Resolution to all constituents) including staff time, in USD. Of the 110 responses received from Secretariat focal points, 94 contained this information (i.e. 16 were unable to estimate these costs). The amounts are summarized below (see annex 2 for details).
18. The total estimated cost of implementation of the 94 Resolutions for which IPC received information amounts to **USD 764.6 billion**. On average, the cost of implementation of a Resolution is **USD 8.1 billion**. However, the median cost is much lower, at **USD 750,000**. The median being an alternative measure of central tendency, it is more robust to outliers than the mean and is often more informative with skewed distributions. Since our data include important outliers, the median is better suited to analyse the cost of the Resolutions.
19. The highest estimate for the total cost is **USD 698 billion** (\$174.5 billion annually) for [Resolution 7.032 - Ocean impacts of climate change](#). This estimate is clearly an outlier and stems from the fact that Resolution 7.032 is very high-level and cross-cutting in nature⁸. Hence the Secretariat focal point thought best to use the estimated amount needed from the international community to stay on track to implement Sustainable Development Goal 14, as this is the most analytically rigorous figure that is currently being used for climate/blue finance⁹.

B. Estimates of the resources needed to implement the requests to the Secretariat/ Director General

20. In total, 81 Marseille Resolutions require action from the Secretariat. Out of those 81 Resolutions, the International Policy Centre (IPC) received estimates on the cost of implementing the requests

⁵ The 16 Recommendations were not included in this exercise, as by definition they do not call for action from any IUCN constituent.

⁶ The “cost of implementation of a Resolution as a whole” includes the costs of all the requests included in the Resolution. Thus, it contains the costs of the requests to the Secretariat, Council, Commissions, but also Members and third parties. The “cost of implementation of the requests to the Secretariat”, only includes the cost of the action that has to be undertaken by the Secretariat.

⁷ In some cases, the focal points were not able to decide whether or not the implementation of the Resolution would require external funding. This figure only refers to the Resolutions for which an answer to this question was submitted (n=110).

⁸ As reported by the Secretariat focal point.

⁹ [WEF Tracking Investment in and Progress Toward SDG14.pdf \(weforum.org\)](#)

to the Secretariat/Director General for 70 Resolutions. The results are summarized below (see table 2 for details).

21. On average, the cost of implementation of the requests to the Secretariat is **USD 2.3 million**. However, the median cost is much lower, at **USD 272,500**. The reason for this is again that important outliers are included in the data. Hence, the most robust measure is the median cost.
22. The highest estimate of the cost of the requests to the Secretariat for a single Resolution is **USD 111.21 million** for [Resolution 7.009 - Protecting and restoring endangered grassland and savannah ecosystems](#). In this case, the Resolution includes one request to the Secretariat: “1. CALLS ON the Director General to support actions to address urgent issues relating to conversion and degradation of these ecosystems”. The table below presents estimations by activities.

Activity	Estimated financial resources required (USD)
Field Activities	100,000,000
Scientific activities	100,000
Education / communication / raising awareness	250,000
Fundraising	100,000
Policy influencing	250,000
Convening stakeholders/ networking	200,000
Capacity building	200,000
Other	10,110,000
Total	111,210,000

The estimation was based on the following calculations:

- **Field activities:** On-the-ground rangeland restoration in Africa (60M), South America (10M), Asia, Middle East and others (30M)
- **Scientific activities:** Rangeland knowledge products and science generation (25,000/ year)
- **Education communication and capacity building:** Global and regional: 150,000; national: 100,000
- **Fundraising:** Staff Time M – 20,000 SP – 40,000 P2 (2) at 20,000 each
- **Convenings:** Global and regional 130,000 National 70,000
- **Capacity building:** Global and regional 130,000, National 70,000
- **Other** – 10% covering overheads and administration

23. While this estimate can seem large, it is important to note that nearly **USD 50 million** in ongoing GEF projects are estimated would contribute directly to the overall cost of implementation of this Resolution. The table below provides more details on those projects that support the implementation of Resolution 7.009.

Project No.	Project	Estimated Amount (USD)	Grant	Region	time
P02886	TWENDE	35,000,000	GCF	ESARO	2020 - 2024
P04275	Strengthening Civil Society Role in Achieving Land Degradation Neutrality	1,000,000	GEF	Global	2022 - 2025

P03780	LDN in LandUse	2,000,000	GEF	Global	2022 - 2024
P03162	SFM Dryland Sustainable Landscapes in Kenya	5,000,000	GEF	ESARO	2021 - 2024
P03162	Drylands IP	8,056,881	GEF	Global	2021 - 2026
	Total	51,056,881			

C. Assessment of the need to fundraise to implement Resolutions

24. The form also asked the Secretariat focal points whether or not they believe that the **Resolution as a whole** could be implemented within the regular budget of IUCN. In **90.7%** of the cases, focal points assessed that this is not feasible.

25. The focal points were then asked to assess whether **the requests to the Secretariat** could be implemented either through the Programme (project portfolio), or through (additional) external funding, or if both would be needed. The results are summarized below.

	#of Resolutions	% of Resolutions
Implementable through IUCN's Programme	7	9.7%
Implementable through external funding only	31	43.1%
Implementable using both Programme and external funding	34	47.2%

26. Out of the 65 Resolutions that require external funding¹⁰ for implementing the requests to the Secretariat, focal points provided estimates of the amount that needs to be fundraised for 58 Resolutions. The total amount that needs to be fundraised to implement these 58 Resolutions is **USD 163.9 million**. On average, one would need to fundraise **USD 2.8 million** to fully implement one Marseille Resolution. The median is again lower and amounts to **USD 200,000**.

D. Important remarks on the estimates

27. The results reported above should be taken with a grain of salt (especially estimates relating to the costs of the Resolutions as a whole). Indeed, IPC received many emails from Secretariat focal points asking about the purpose of the exercise, lack of understanding and/or expressing concerns on the actual feasibility of the exercise. These remarks included, among other things:

- a. The fact that this exercise would require broad consultation with Members, which was not feasible due to time constraints.
- b. The fact that providing estimates for the requests addressed to actors other than the Secretariat would require a study on the resources necessary for implementation. This, in turn, would require funds and the support of experts (i.e. project managers and economists).

28. Estimating the cost of implementation of Resolutions is a difficult exercise for several reasons (see Annex 3 to consult examples of such issues):

¹⁰ Includes Resolutions that can partly be implemented through Programme, but still require external funding.

- a. Some Resolutions are addressed to IUCN but also contain requests to third parties. Estimating the cost of implementation of all these actions is extremely difficult.
 - b. In some cases, the requested actions are not clearly defined and are subject to interpretation.
 - c. Resolutions aim to set IUCN's general policy. These Resolutions contain normative guidance and not necessarily actions to fulfil and which can be quantified.
29. In this context, some Secretariat focal points decided not to provide estimates of the cost of implementation. Many suggested that their "wild guess" would not be helpful and they did not want to randomly include a number. Some suggested the exercise should be centralised and carried out by one Team equipped with staff with the necessary "accounting" and project management skills.
30. It is also important to note that in other cases, Secretariat focal points only provided estimates for the costs they felt they could properly estimate and left out the rest of the requests. This is for example the case of [Resolution 7.022-Establishment of a mid-frequency active \(MFA – 1 to 10 KHz\) sonar moratorium for maritime military exercises conducted in Macaronesia](#), where the only cost included is for lobbying. These omissions could lead to an underestimation of the cost of implementation of the Marseille Resolutions.
31. Finally, it is worth noting that due to the highly cross-cutting nature of the Resolutions, simply compiling the cost of implementation of individual Resolutions might lead to biased estimates of the total costs. For instance, several Resolutions¹¹ relate to protecting 30% of the planet by 2030, or to limiting global warming to 1.5 degrees. Therefore, implementing one Resolution could lead to implementing part of another one and resources used to implement one could equally contribute to another. This is not addressed in the present exercise, but should more precise estimates be needed, this should be taken into consideration. Indeed, the complementary and shared goals of the Resolutions could lead to an overestimation of the cost of implementation of the Marseille Resolutions. Taken with the presence of estimate omissions, these countervailing forces introduce a great deal of uncertainty into the actual costs required to implement the Marseille Resolutions.

¹¹ E.g. Resolutions 7.025, 7.032, 7.116, and 7.128

Conclusion

A. Main challenges encountered

32. While the implementation of most Resolutions has been initiated, many face a number of challenges in 2022. Indeed, in 93% of the cases, challenges were reported.
33. The most significant challenge in 2022 was **lack of funding** for implementation (41% of Progress Reports identified this as an obstacle). This challenge impacts two aspects of the implementation of Resolutions:
- a. **Lack of funding prevents or delays actions to be carried out to implement the Resolutions.** When the Resolutions are adopted, there is no assessment of their financial implications.¹² In a limited number of cases, the proponent and/or co-sponsors of the original motion pledged money or other in-kind resources to implement the Resolution. However, most Resolutions are adopted without any source of funding clearly identified. Practically speaking, this means that task forces cannot convene, face-to-face meetings cannot take place, and technical activities called for in the Resolution are not undertaken.
 - b. **Lack of funding negatively impacts the coordination and reporting role of the Secretariat focal points.** Being a Secretariat focal point is time-consuming. Without appropriate funding, staff are unable to dedicate time to implementation or follow-up, a condition exacerbated in cases when there is poor alignment between the Resolutions and the Programme. During this reporting cycle, it has been noted that without responsibilities associated to the Resolutions and their implementation formally included in staff's workplans, reporting becomes extremely challenging. Indeed, this is seen as an additional unforeseen or budgeted task (no staff time) and one that cannot be easily charged to projects. In a limited number of cases, fundraising activities have facilitated the implementation of Resolutions since their adoption, while in others attempts at fundraising have been unsuccessful.
34. The second challenge is linked to **coordination on implementing and reporting** between different IUCN constituents (19%).¹³ There are several examples of Resolutions, which lack substantive reports on account of unresponsive focal points and no Activity Reports in the portal. Even though Members assigned a focal point at the time of submission for each Resolution, there continues to be divergence as to how available these focal points are. While many supports this process proactively, some remain unresponsive, which hampers implementation and reporting. This likewise applies to focal points from Commissions and the Secretariat. Staff turnover and the recent restructuring of the Secretariat (which led to changes to staff TORs) are also a driver of reporting gaps, and while capacity building can help, this is likely to remain a challenge.
35. The final significant challenge noted in the Progress Reports was the **lack of awareness** of the Resolution's subject matter or issue that it is trying to address, or political will to implement the actions to tackle such an issue (9%). For example, it was reported for Res-7.009 "Protecting and restoring endangered grassland and savannah ecosystems" that there are still limited investments in grassland restoration globally and although there is overwhelming evidence on the importance of drylands, decision-makers are not paying enough attention to their sustainable management, which is leading to increased vulnerability in these systems, which is exacerbated by climate change.

¹² The motion submission form for the 2020 World Conservation Congress did require proponents to complete a high-level budget. However, in many cases the inputs received were inconsistent or unrealistic.

¹³ This figure understates the challenge as several Secretariat focal points did not submit Progress Reports for lack of response and information for other constituents.

36. Other reported challenges include the fact that the Secretariat does not necessarily work on all the topics covered by the Marseille Resolutions, as they fall out of programmatic priorities. Furthermore, the lack of clarity of Resolutions, mostly regarding who is accountable for implementing the Resolutions, and what actions need to be conducted to implement them, has also been reported as an important challenge.

B. Considerations of measures to address issues of implementation

37. This is the first implementation progress report following the Marseille World Conservation Congress and there is an opportunity to address some of the reported issues before 2025 when this cycle ends.

38. While IPC organized a webinar for all Secretariat focal points in April 2021 to increase capacity on the implementation of Resolutions, it seems that ensuring a better understanding of the TORs for all focal points, and ensuring regular communication among them will be needed to address challenges, as well as improving the quality of reporting. IPC will organize calls with the Secretariat focal points that need more guidance.

39. The lack of resources allocated to the activities required of the Secretariat focal points (coordination and reporting on Resolutions) leads to poor quality reports and negatively impacts the implementation of Resolutions. Some focal points suggested considering the creation of a “central” budget line that Secretariat focal points could use to charge the time spent to coordinate the implementation and reporting on the Resolutions.

40. Finally, the revision of the Motions’ process should have a positive impact on the implementation of the Resolutions. In this respect, Council may wish to consider the following ways of improving this process:

a. **Addressing the funding gap at the motion submission stage.** Based on the recommendation of the Governance and Constituency Committee’s Task Force to update the motions process, the Council approved a revision of the motion submission form before the Marseille Congress (C/96/21). Among other things, an additional question on the estimated cost of implementation was inserted in the form, so that the proponent would consider the cost resulting from the adoption of the motion. Furthermore, the proponent was encouraged to pledge resources for the implementation of the future Resolution. While this reform may have been a step in the right direction, many motion proponents did not provide estimates (or when they did, the numbers provided were not precise enough to be useful). The Council may wish to consider revising this section of the submission form prior to the next Congress to further support Members’ reflections on the financial implications of IUCN’s Resolutions.

b. **Aiming for clearer Resolutions.** The Council may also wish to consider a way of ensuring better quality control before the adoption of the Resolutions by the Members’ Assembly. Indeed, the vagueness of the text of the Resolutions can hinder the implementation process and create confusion on who is accountable to implement the Resolution. One possible approach would be to provide more extensive guidance to Members, both in writing and at the Regional Conservation Fora, on the development of motions. Another could be to add a step to the motions’ process to allow Members to revise their motions based on the Motions Working Group’s advice.

Annex 1: Focus on the implementation of subsets of Resolutions and Recommendations

The next section will look at a subset of Resolutions/Recommendations, focusing on 1. Resolutions for which implementation is facing challenges, 2. Resolutions explicitly mentioning Council.

Focus 1: Resolutions for which implementation is facing challenges or with deadlines

Deadlines & lack of coordination mechanisms:

Resolution-7.023- Reducing impacts of incidental capture on threatened marine species

“1. REQUESTS the Director General and the Species Survival Commission (SSC) to:

a. by 2022 produce a comprehensive analysis of the impacts of non-selective fisheries on ETP species, involving all Commissions and addressing small-scale artisanal to industrial fleets, as well as a full range of marine taxa (e.g. invertebrates, fishes, reptiles, mammals, seabirds); and

b. by 2023 support the implementation of effective policies involving all stakeholders, including governments, civil society, local communities, and the private sector, and development of a 'toolbox' of potential solutions adaptable to individual situations, to reduce and, wherever possible eliminate, bycatch of marine taxa, particularly of threatened and depleted species;”

Due to lack of clarity on who should be carrying out these activities (either IUCN Secretariat or SSC) and of established coordination mechanisms to ensure follow-up, the Resolution will probably not be implemented within the deadlines that were requested by the Members' Assembly.

The DG and the Chair of the SSC should discuss how best to address this moving forward.

Lack of funding:

Resolution – 7.124- Taking action to reduce light pollution

“1. CALLS ON the Director General to assist efforts of Members and Commissions to reduce light pollution.”

However, IUCN's project portfolio does not directly address the issue of light pollution and in general this is a topic in which IUCN has not strongly engaged – Secretariat or Union-wide - to know the relevant actors in this field and be able to support Members and Commissions in fundraising efforts. Therefore, funding agencies should be targeted for IUCN Secretariat to effectively support Members and Commissions in working together to achieve the Resolution's goals.

Lack of political will:

Res-7.033 - Promoting biodiversity preservation through environmentally friendly energy transformation measure

- 1. REQUESTS the Director General to cooperate with Commissions, Members, Committees and affiliates in providing guidance and technical cooperation;*
- 2. URGES Commissions, Members and experts to assist governments, municipalities and industries:*
 - a. to design and implement plans proposing to achieve 100% clean energy by 2050, using mechanisms such as: (i) eliminating all fossil fuel subsidies; (ii) eliminating use of coal for energy; (iii) reducing other fossil fuel consumption; while (iv) compensating low-income families for their transition costs;*
 - b. to design and adopt extensive but, environmentally friendly renewable energy measures and energy efficiency programmes for all residential, business and industry buildings and operations; and*
 - c. to repeal laws and policies that obstruct energy efficiency and renewable energy use while working to ensure that environmental and social impacts of such measures are effectively and equitably managed; and*
- 3. REQUESTS Members to share successes and lessons learned in developing national and sub-national targets and plans, so as to assist others in the creation and implementation of successful strategies.*

The Resolution calls for Members, Commissions and others to assist governments in repealing laws and policy that obstruct energy efficiency and renewable energy use and the removal of fossil fuel subsidies. These are issues under the sovereign responsibility of States and so far, especially with the current war in Ukraine, there seems to be limited appetite to go this route and repealing such legislation.

Focus 2: Resolutions explicitly mentioning Council

A number of Resolutions specifically identify the Council as one actor in their implementation. In some cases, this means that the Council should be kept informed about the implementation of a given Resolution, while in others it requires specific action by the Council. It is important to note that in May 2022, Council adopted a process for the implementation of all Resolutions requiring action from Council (refer to [Decision C107/11](#)).

The table below provides more details on the status of implementation of 9 of the 12 Resolutions that PPC follows¹⁴.

Not Started
Initiated
Underway
On-going

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews	<p>4.a. continue to work intersessionally to review and refine the criteria used to initially populate the archive in the light of feedback from the online discussion, to review the implementation of active Resolutions and Recommendations and to recommend to the next Members' Assembly, applying these criteria, a list of Resolutions and Recommendations for retirement and archiving, together with the criterion for which each is to be retired and archived;</p> <p>4.b. undertake a policy review before the next Members' Assembly of all active Resolutions and Recommendations, and archived Resolutions that have established IUCN policy that remains active and in force, with a view to assembling (and potentially proposing consolidation of) Resolutions that deal with the same or</p>	<p>PPC has discussed this Resolution in its virtual and in-person meetings, and has assigned a focal point to form a Task Force to undertake the work requested in operative paragraph 4.</p> <p>The focal point has been in touch with the International Policy Centre (IPC) of the Secretariat, and have produced draft TORs, to be considered and adopted by the PPC at its next meeting.</p> <p>Challenges: It is anticipated that resources will be a challenge</p>	<p>Adopt the Task Force TOR (PPC)</p> <p>Coordinate with the IPC on exactly how to go about the asks in operative paragraph 4.</p> <p>Undertaken a review of all active Resolutions to recommend which should be archived, how they can be assembled or consolidated, and how such reviews should be managed in the future.</p>

¹⁴ In some cases, the information was not available (i.e. no progress report was submitted).

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
	<p>closely related issues to help ensure that IUCN's policy positions are collated, clear and accessible;</p> <p>4.c. consider the need for, and modalities of a mechanism for the ongoing review of Resolutions and Recommendations adopted in future Members' Assemblies, with a view to moving to the archive those that are implemented, obsolete, or for which a specified interval has elapsed or a milestone has been achieved, while ensuring their continued policy currency and relevance.</p>		
Res 002 — Strengthened institutional inclusion concerning indigenous peoples	<p>2. promote the full and effective participation of indigenous peoples' organisations, in the ongoing work of the Union and to strengthen these organisations through regional focal points;</p> <p>4. assess IUCN's compliance with the United Nations Declaration on the Rights of Indigenous Peoples in IUCN's work and programmes; (*)</p>	<p>Involved IPLCs in APAC outcomes and actions</p> <p>The Congress had 2,500 people attending. Indigenous peoples' and local communities' voices were well represented during the week and some powerful collective statements and declarations were issued and got good media coverage.</p> <p>IUCN WCPA co-convened the indigenous peoples' and local communities' forum at the Asia Parks Congress. The participants concluded the Api Api Declaration for not only the whole of the Asia Parks Congress but also specifically addressing the World Parks Congress</p>	<p>Seeking additional indigenous peoples' organisations to join the IUCN WCPA networks of professionals.</p> <p>Preparation for effective and full participation of indigenous peoples and local communities in processes leading into the World Parks Congress</p>

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
		Challenges: Funding	
Res 061 – Partnerships and further development of a Global Ecosystem Typology	<p>2.a. promote and support Members, including indigenous peoples, local communities, and public actors, Commissions, and public and private partnerships, in applying the GET to support global, regional and national efforts to assess and manage risks to ecosystems (*)</p> <p>2.b. support adaptation to national and regional levels of the IUCN criteria and categories for Red Lists of Ecosystems, as well as continued development of national Red Lists of Ecosystems to enhance implementation of action for conservation and sustainable use of ecosystems and their biological diversity; (*)</p> <p>2.c. support application of Red List of Ecosystems criteria to assess risk of collapse in the world's thematic priority ecosystems; (*)</p> <p>2.d. as part of the IUCN Annual Report, report on progress on development of the Red List of Ecosystems database, integration of the Red List of Ecosystems approach, as well as in IUCN position and policy products for UN Sustainable Development Goals and Biodiversity Targets; (*)</p>	<p>Global Ecosystem Typology (GET) - Scientific publication in Nature (https://www.nature.com/articles/s41586-022-05318-4) of the GET. In less than one month since publication, the publication has been consulted >33k times</p> <p>Adoption of IUCN GET as the reference typology for Ecosystem accounting in United Nations Systems- SEEA EA (The SEEA Ecosystem Accounting (SEEA EA))</p> <p>Red List of Ecosystems (RLE) - Development of open online training course in the IUCN Academy on use of Red List of Ecosystems for Assessors. To date of this report >4k ecosystems across terrestrial, freshwater and marine ecosystems assessed</p>	The Commission on Ecosystem Management (CEM) to be consulted for guidance

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
Res 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks	<p>a. support cooperation between faiths and relevant stakeholders while working towards common goals of natural-resource conservation and sustainable living practices;</p> <p>b. encourage relations between faith-based organisations and environmental groups, as the latter may provide guidance to facilitate the knowledge and practice already present in faith-based groups.</p>	No Reports	No Reports
Res 104 – Next IUCN World Park Congress	5. support the preparation and delivery of the next IUCN World Parks Congress.	No reports	No reports
Res 110 — Establishing a Climate Change Commission	2. provide guidance on the process to establish an interim Commission Chair and Steering Committee; (*)	<p>At its first meeting since the 2021 Congress in February 2022, the IUCN Council established a process for the establishment of the IUCN Climate Crisis Commission. (Decision C107/2)</p> <p>Following a call for expressions of interest, Council appointed the Interim Chair of the Commission at its meeting in May 2022 (Decision C107/12)</p> <p>On the proposal of the Interim Chair, the Council appointed the members of the Interim Steering Committee of the Commission in October 2022. (Decision C/III)</p>	The Council expects to receive from the Interim Chair and Steering Committee a proposal for the Terms of Reference for the IUCN Climate Crisis Commission, in time to approve it at the Council meeting in January 2023.
Res 113 — Restoring a peaceful and quiet ocean	1. establish an Inter-Commission Panel of Experts, comprised of Species Survival Commission (including specialists of cetaceans, mysticetes and odontocetes	In 2022, IUCN Council and Commissions have initiated the discussion on the establishment of an expert group and guidance on the	Finalize the IUCN global issue brief with input from the Commissions and interested Members as soon as possible;

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
	<p>from SSC), World Commission on Protected Areas (WCPA) and the International Maritime Organization (IMO) members and representatives of the underwater noise-generating sectors, to seek an integrated approach to abating anthropogenic underwater noise pollution, in cooperation with entities such as the Global Alliance for Managing Ocean Noise (GAMEON) initiative and the Maritime Environment Protection Committee under the International Maritime Organization; (*)</p>	<p>application of a precautionary principle as called for by the resolution, with the scope and roles to be further specified and agreed as soon as possible</p> <p>Challenges: Need to clarify the scope/role of the proposed expert panel in the context of the implementation of this resolution.</p> <p>Lack of awareness, finding consensus amongst delegations and stakeholders around effective implementation of the IMO guidelines, securing resources to support various</p>	
<p>Res 114 – Integrated solutions to the climate change and biodiversity crises</p>	<p>2. a. Create a comprehensive and integrated climate change and biodiversity policy framework to help guide and coordinate work in these areas across all IUCN components that is coherent with the findings of the UNFCCC and the CBD and commensurate with the urgency and scale of the climate and biodiversity crises, in order to represent an accelerated and ambitious IUCN response</p> <p>2.b. in cooperation with the other relevant organisations, take the initiative to contribute to 'learning platforms' to share latest knowledge on climate change and biodiversity, in coordination, and avoiding duplication, with other similar platforms;</p>	<p>No reports</p>	<p>No reports</p>

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
	<p>2.c. propose options to develop a global partnership on climate change and biodiversity conservation to mobilise IUCN's membership and youth towards greater ambition and action;</p> <p>2.d. call on the Members of IUCN and the experts to urge their governments at all levels and their private sector organisations to speed up an equitable transition to sustainable energy mix, to phase out their dependence on fossil fuels, and to end their subsidies for fossil fuels</p>		
Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth	2. in alignment with the IUCN Programme 2021–2024, establish an IUCN Truth and Reconciliation Working Group, to explore and explain best practices for involving Indigenous Peoples in co-stewardship of protected natural areas, conservation of nature, and sustainable use of species, and other appropriate activities for the care of Mother Earth; (*)	Members of the CEESP and WCEL and proposers of Motion 40 (now Res119) have begun meeting to draft a proposed plan for progress on this Resolution.	Once finalized, the proposal will be submitted to IUCN leadership
Res 120 – Towards a Policy on Natural Capital	2. establish an inclusive mechanism to consider the proposed non-binding Principles widely among Members (*)	<p>Implementation has been led by CEESP and CEM and started with the establishment of the working group on natural capital.</p> <p>Challenges: Funding</p>	Clarify the range of representative perspectives and arguments held by CEM and CEESP members on the subject of natural capital, natural capital accounting and biodiversity accounting and identify areas of potential consensus and divergence.
Res 123 – Towards development of an IUCN policy on synthetic	2. create a working group composed of IUCN Members (NGOs, governments and indigenous peoples' organisations)	Supported Council PPC in establishing a synbio working group and drafted fundraising proposal for covering the	Draft ToRs for the bodies to be involved with implementing the Resolution

Resolution number and title	Action required from Council exclusively (*) / in conjunction with others	Results + obstacles	Next steps
<p>biology in relation to nature conservation</p>	<p>ensuring a balance among genders, regions, perspectives and knowledge systems, as defined in Annex section II; (...) (*)</p> <p>Section II – terms of reference for the establishment of the working group a. the Council will request nominations from IUCN Members (NGOs, governments and indigenous peoples organisations) and IUCN Commission members, ensuring equal representation of genders, regions, opinions, ethics and knowledge systems, to join a working group;</p> <p>3. establish a drafting and participatory review process for the working group to undertake the development of the IUCN policy on synthetic biology in relation to nature conservation, as defined in Annex section III; (*)</p>	<p>costs for implementation of the Resolution</p> <p>DG sent proposal to IUCN Government Members who voted on the Marseille Resolution (not all) to solicit financial contributions to implement the Resolution</p> <p>Challenges: Fundraising</p>	
<p>Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19</p>	<p>1. recognise the right of Indigenous Peoples and local communities (IPLC) to sustainably use and manage their natural resources, wild species of animals, plants and fungi, within the framework of wildlife and nature conservation laws of their respective countries;</p> <p>2. ensure that responses to COVID-19 (and any future pandemics) should be well-considered and socially, economically and environmentally just, so as not to disadvantage the world's most vulnerable people, particularly IPLCs who depend</p>	<p>Many actions were conducted by IUCN NGO Members. For example, SFI launched its 2022 Standards last year which includes a new Objective 8, Recognize and Respect Indigenous Peoples' Rights, ensure respect for Indigenous Peoples' rights and traditional knowledge, which is aligned with the principles of the United Nations Declaration on the Rights of Indigenous Peoples.</p>	<p>Nothing reported</p>

Resolution number and title	Action required from Council exclusively (°) / in conjunction with others	Results + obstacles	Next steps
	<p>upon wild resources for their food security, food sovereignty, livelihoods, cultural traditions and customary use;</p> <p>3. work to ensure that the utilisation of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover;</p> <p>4. work on guidance as appropriate to assessments and policies designed to ensure that the use, consumption and trade of wild species is legal and effectively managed, sustainable, and poses no significant risk of pathogen spillover, with particular regard for the rights and needs of IPLCs;</p>		

Annex 2: Tables and graphs on Part II, Cost of implementation of the Marseille Resolutions

Table 1: Estimates of the resources needed to implement the Resolutions as a whole

	Field activities	Scientific activities	Education/ Comms/ raising awareness	Fundraising	Policy influencing	Convening stakeholders /networking	Capacity building	Other	Total
Total (USD)	60,172,364,730	63,704,000	88,595,146	18,203,500	26,483,042	47,572,923	157,025,838	704,003,713,000	764,577,662,179
Mean	1,228,007,443	950,805	1,093,767	293,604	357,878	609,909	2,225,716	29,333,488,041	8,133,804,916
Median	200,000	200,000	200,000	100,000	100,000	100,000	100,000	100,000	750,000
Forms including this information (n=110)	49	67	81	62	74	78	69	24	94

Graph 1. Median cost of activities (Resolutions as a whole)

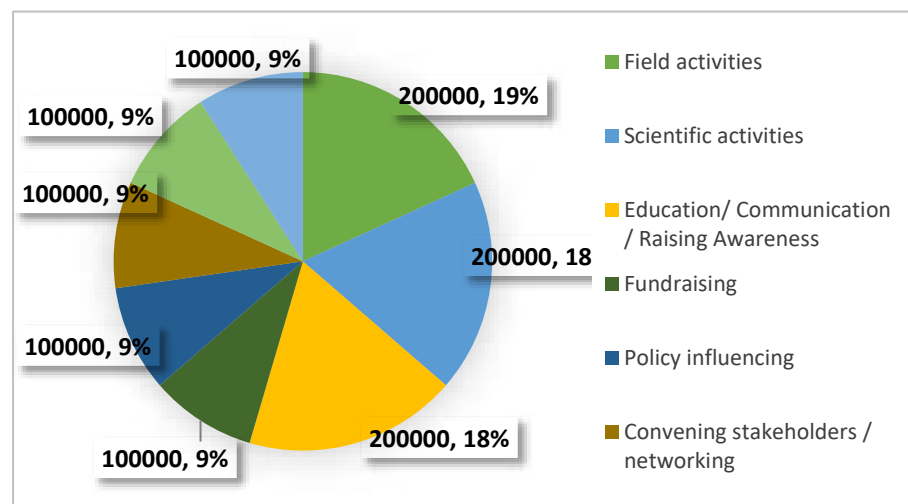
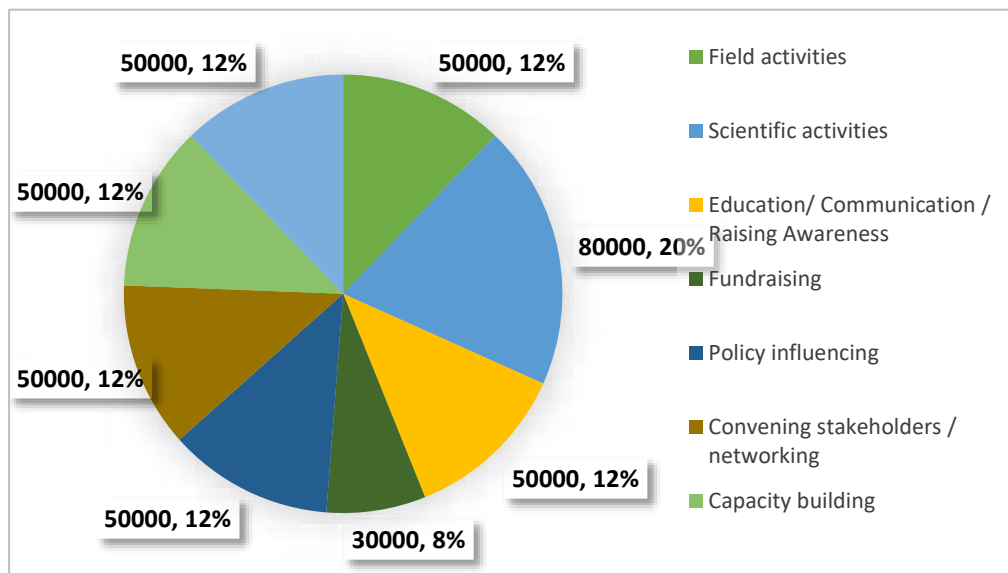


Table 2. Estimates of the resources needed to implement the requests to the Secretariat/ DG

	Field activities	Scientific activities	Education/ Comms/ raising awareness	Fundraising	Policy influencing	Convening stakeholders /networking	Capacity building	Other	Total
Total (USD)	102,688,130	6,740,000	9,152,346	10,202,600	8,200,440	9,385,323	6,306,560	11,520,160	164,267,559
Mean	4,110,405	177,368	160,567	248,843	164,008	167,595	157,664	677,656	2,346,679
Median	50,000	80,000	50,000	30,000	50,000	50,000	50,000	50,000	272,500
Forms including this information (n=110)	25	38	57	41	50	56	40	17	70

Graph 2. Median cost of activities (requests to the Secretariat)



Annex 3: Examples of estimated costs of implementing Marseille Resolutions

A. Example of activities that require fundraising

Resolution 7.015 - Cooperation on transboundary fresh waters to ensure ecosystem conservation, climate resilience and sustainable development

1. *REQUESTS the Director General to ensure that the IUCN Secretariat contributes to strengthening the governance of transboundary waters, in particular by disseminating information on the role of the Watercourses Convention, the Water Convention and the Ramsar Convention on Wetlands, and by building capacity for acceding and implementing them.*

This Resolution requests a commitment from IUCN to actively participate and promote global processes relating to the Watercourses Convention, Water Convention and Ramsar Convention, as well as supporting dialogue processes and preparing capacity strengthening materials. Such work includes a variety of costs including staff time, attendance and facilitation of regional and global high-level dialogues and conferences as well as local level workshops. The costs related to these activities are presented in the table below. They consider a minimum level of investment necessary to promote this Resolution. Some of these activities could potentially be implemented in parallel through ongoing IUCN initiatives on transboundary water governance.

Activity	Estimated financial resource required (USD)
Field Activities	50000
Scientific activities	10000
Education / communication / raising awareness	15000
Fundraising	6000
Policy influencing	80000
Convening stakeholders/ networking	30000
Capacity building	25000
Other	
Total	216000

These activities are further described below:

- **Field activities** include actions such as supporting national and transboundary exchanges, on-site support to river basin organisations and binational commissions, as well as guidance in the development of management plans.
- **Scientific activities** include the development of water quality and availability reports through specialised research centres.
- **Education** includes local level workshops
- **Fundraising** includes meetings and exchanges with key partners to produce concept notes
- **Policy influencing** includes the attendance and facilitation of regional and global high-level dialogues and conferences
- **Convening stakeholders** includes key regional conferences and symposiums to interact with other partner organisations working in this field such as GWP, IWMI, etc.
- **Capacity building** includes specific training and development of learning modules for water and environment authorities with the support of academic organisations

The Resolution focal point estimated that USD 186,000 would need to be fundraised. USD 30,000 have already been secured to prepare inception meetings with key stakeholders, including the UNECE Water Secretariat and States promoting this Resolution.

B. Two examples of requests to the Secretariat and their estimated costs

Resolution 7.001-Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews

4. REQUESTS Council and the Director General to: continue to work intersessionally to review and refine the criteria used to initially populate the archive in the light of feedback from the online discussion, to review the implementation of active Resolutions and Recommendations and to recommend to the next Members' Assembly, applying these criteria, a list of Resolutions and Recommendations for retirement and archiving, together with the criterion for which each is to be retired and archived;

b. undertake a policy review before the next Members' Assembly of all active Resolutions and Recommendations, and archived Resolutions that have established IUCN policy that remains active and in force, with a view to assembling (and potentially proposing consolidation of) Resolutions that deal with the same or closely related issues to help ensure that IUCN's policy positions are collated, clear and accessible; and

c. consider the need for, and modalities of a mechanism for the ongoing review of Resolutions and Recommendations adopted in future Members' Assemblies, with a view to moving to the archive those that are implemented, obsolete, or for which a specified interval has elapsed or a milestone has been achieved, while ensuring their continued policy currency and relevance.

Activity	Estimated financial resource required (USD)
Field Activities	
Scientific activities	
Education / communication / raising awareness	
Fundraising	4000
Policy influencing	
Convening stakeholders/ networking	
Capacity building	
Other	160000
Total	164000

The estimation was based on the following calculations:

- **Staff time:**
 - 100 days for a consultant experienced in the kind of work required for the policy review at USD 1,000/day: 100,000
 - 100 days for staff time of colleagues in the IPC to support the consultant, PPC TF and Council at USD 600/day: 60,000
- **Fundraising:** approximately 7-8 days of staff time of colleagues in the IPC to collaborate with the Governance team to approach donors and/or prepare documentation for internal allocations at USD 600/day: 4,000

Resolution 7.123-Towards development of an IUCN policy on synthetic biology in relation to nature conservation

1. *REQUESTS the Director General, Commission Chairs and Members to initiate an inclusive and participatory process to develop an IUCN policy on the implications of the use of synthetic biology in nature conservation to be debated and voted on by the next 2024 Conservation Congress. This should follow the process described in Annex section I and for the proposed policy.*

Activity	Estimated financial resource required (USD)
Field Activities	
Scientific activities	
Education / communication / raising awareness	
Fundraising	
Policy influencing	1885240
Convening stakeholders/ networking	
Capacity building	
Other	
Total	1885240

The estimation was based on the following calculations:

- Training for Citizen’s assembly: 363,440
- Production of recommendations from Citizens’ assembly: 352,240
- Production of first draft IUCN policy: 264,880
- Production of second draft IUCN policy: 264,880
- Production of third draft IUCN policy: 264,880
- Debate and intended adoption of IUCN policy in 2025 IUCN World Conservation Congress: 374,960


Annex 4: Example of Resolutions for which costs are difficult to estimate

Estimating the cost of implementation of Resolutions is a difficult exercise for different reasons:

1. Some Resolutions are addressed to IUCN but also contain requests to third parties. Estimating the cost of implementation of all these actions is extremely difficult.
2. In some cases, the requested actions are not clearly defined and are subject to interpretation.
3. Resolutions aim to set IUCN's general policy. These Resolutions contain normative guidance and not necessarily actions to fulfil.


[Resolution 7.030 – Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development](#). In this case, the word “support” is not clear and different interpretations of this word would lead to different financial implications. Furthermore, estimating the cost of implementation of this Resolution depends on the role, format and operational model the coastal forum would be expected to have. This matter is still being discussed, which makes it impossible to correctly estimate the costs that this would generate.

1. RECOMMENDS that the Director General and Commissions:
 - c. **support the establishment of a global coastal forum** to facilitate establishment of coastal site networks, including World Heritage and Ramsar sites, and development of guidance on conservation management of working coastal wetlands and on restoration of coastal ecosystems

 Required actions unclear (2)

[Resolution 7.032 - Ocean impacts of climate change](#) is a very high-level resolution, that is very cross-cutting in nature. Even the requests to the Secretariat are not clear and are subject to interpretation.



2. CALLS ON **State and Government Agency Members** to:
 - a. **commit to** ambitious Nationally Determined Contributions under the Paris Agreement to **keep warming below 2.0°C** and desirably below 1.5°C, recognising the impact of carbon dioxide on ocean acidification, and to continue to include oceans as a priority topic in the global climate change dialogue and the Global Climate Action Agenda
(...)
 - c. **commit to protect at least 30%** of the ocean as recommended by scientists and endorsed at the IUCN World Conservation Congress in Hawai'i (2016), without prejudice to Resolution 6.050, to inter alia increase resilience to climate change; (...)

 Setting policy (3)

[Resolution 7.036 - Declaration of global priority for conservation in the Amazon Biome](#) includes recommendations to States that can be implemented in many different manners. Indeed, to create policies to safeguard the forests and aquatic ecosystems of this region could take different forms. Hence, estimating the cost of such policies is extremely challenging.


5. CALLS ON the countries that share the Amazon Basin **to take the necessary steps and to create shared public policies**, aligned with the Convention on Biological Diversity (CBD), United Nations Framework Convention on Climate Change (UNFCCC) and Sustainable Development Goal (SDG) agendas, so that the forests and aquatic ecosystems in the Amazon Biome and the goods and services they

provide are safeguarded beyond the borders of the countries encompassed by the Amazon Basin, including policies that incorporate specific, urgent actions for fire prevention, as well as for the effective conservation and sustainable use of the resources in the Amazon Biome, comprehensively and with a territorial approach, including traditional knowledge of indigenous people.

-  Includes requests to third parties (1)
-  Required actions unclear (2)

[Resolution 7.078 - Conservation, restoration and sustainable management of mangrove ecosystems](#), includes among other requests, the following operative paragraph in which the requested actions are not clearly defined:

1. URGES Members **to take all necessary measures** to protect, sustainably manage and, where relevant, restore mangroves and associated ecosystems, applying best practices of nature-based solutions and ecological restoration, and **to promote further knowledge** and adaptive management;

-  Required actions unclear (2)

Annex 5. List of Marseille Resolutions and Recommendations

Resolutions code	English title
WCC-2020-Res-001	Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews
WCC-2020-Res-002	Strengthened institutional inclusion concerning indigenous peoples
WCC-2020-Res-110	Establishing a Climate Change Commission
WCC-2020-Res-003	Transforming global food systems through sustainable land management that is aligned to the UN SDGs
WCC-2020-Res-004	Urgent action against the grass <i>Cortaderia selloana</i> outside of its natural distribution range
WCC-2020-Res-005	Promoting harmony between cranes – flagships for biodiversity – and agriculture
WCC-2020-Res-006	Declaration of priority for the conservation of tropical dry forests in South America
WCC-2020-Res-007	Developing agroecological practices as nature-based solutions
WCC-2020-Res-008	Protecting rivers and their associated ecosystems as corridors in a changing climate
WCC-2020-Res-009	Protecting and restoring endangered grassland and savannah ecosystems
WCC-2020-Res-010	Preventing conflicts of interest related to chemicals and plant protection products
WCC-2020-Rec-011	The fight against imported deforestation
WCC-2020-Res-111	Protection of Andes-Amazon rivers of Peru: the Marañón, Ucayali, Huallaga and Amazonas, from large-scale infrastructure projects
WCC-2020-Res-012	Aquatic biodiversity conservation of shallow marine and freshwater systems
WCC-2020-Res-013	Supporting the Lower Mekong Basin countries with the transboundary management of water resources, ecosystems and biodiversity
WCC-2020-Res-014	The importance of a cross-border approach to prioritise biodiversity conservation, adaptation to climate change and risk management in the Río de la Plata Basin
WCC-2020-Res-015	Cooperation on transboundary fresh waters to ensure ecosystem conservation, climate resilience and sustainable development
WCC-2020-Res-016	Conservation of spring ecosystems in the Mediterranean region
WCC-2020-Res-017	Protection of natural flows of water for the conservation of wetlands
WCC-2020-Res-018	Valuing and protecting inland fisheries
WCC-2020-Rec-112	Planning of maritime areas and biodiversity and geodiversity conservation
WCC-2020-Res-019	Stopping the global plastic pollution crisis in marine environments by 2030
WCC-2020-Rec-020	Protection of herbivorous fish for improved coral community
WCC-2020-Res-113	Restoring a peaceful and quiet ocean
WCC-2020-Rec-021	Halting biodiversity loss in the insular Caribbean
WCC-2020-Res-022	Establishment of a mid-frequency active (MFA – 1 to 10 KHz) sonar moratorium for maritime military exercises conducted in Macaronesia
WCC-2020-Res-023	Reducing impacts of incidental capture on threatened marine species
WCC-2020-Rec-024	For an improved management of drifting fish aggregating devices (FADs) in purse seine fisheries
WCC-2020-Res-025	Ecosystem conservation, restoration and remediation in the ocean
WCC-2020-Res-026	International cooperation on marine pollution from sunken vessels
WCC-2020-Res-027	Seascapes working for biodiversity conservation

WCC-2020-Res-028	Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships
WCC-2020-Rec-029	For the urgent global management of marine and coastal sand resources
WCC-2020-Res-114	Integrated solutions to the climate change and biodiversity crises
WCC-2020-Res-030	Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development
WCC-2020-Res-031	The implementation of nature-based solutions in the Mediterranean Basin
WCC-2020-Res-032	Ocean impacts of climate change
WCC-2020-Res-033	Promoting biodiversity preservation through environmentally friendly energy transformation measures
WCC-2020-Res-115	Protecting environmental human and peoples' rights defenders and whistleblowers
WCC-2020-Res-116	Develop and implement a transformational and effective post-2020 global biodiversity framework
WCC-2020-Res-034	Ecological integrity in the post-2020 global biodiversity framework
WCC-2020-Res-035	Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021–2030
WCC-2020-Res-036	Declaration of global priority for conservation in the Amazon Biome
WCC-2020-Res-117	Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities
WCC-2020-Res-118	Recognising and supporting indigenous peoples' and local communities' rights and roles in conservation
WCC-2020-Res-037	Strengthening the Global Judicial Institute on the Environment and the Global Institute of Prosecutors for the Environment
WCC-2020-Res-038	Treating organized crime having an impact on the environment as a serious crime
WCC-2020-Res-119	Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth
WCC-2020-Rec-039	Australia's extinction crisis and national environmental law reform
WCC-2020-Res-040	Implementing international efforts to combat the sale of illegal wildlife products online
WCC-2020-Res-041	Ensuring funding to secure rights and secure ecologies
WCC-2020-Res-042	Protection of the environment in relation to armed conflict
WCC-2020-Res-043	Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)
WCC-2020-Res-044	Climate crisis legal toolkit
WCC-2020-Res-045	Global Indigenous Network for Aquaculture (GINA)
WCC-2020-Res-046	Creation of the Ombudsperson for Future Generations
WCC-2020-Res-047	Law enforcement regarding commercial trade in tigers and tiger parts
WCC-2020-Res-048	Contributions of the Conservation-enabling Hierarchy to the post-2020 CBD framework
WCC-2020-Res-049	Mainstreaming the Cerrado in international cooperation and global environmental funds
WCC-2020-Res-050	Measuring the effectiveness of environmental law using legal indicators
WCC-2020-Res-051	Regional agreement on access to information, public participation and access to justice in environmental matters in Latin America and the Caribbean
WCC-2020-Res-120	Towards a Policy on Natural Capital
WCC-2020-Rec-052	Dams in the Alto Paraguay River Basin, the Pantanal and the Paraguay-Paraná Wetland System
WCC-2020-Res-053	Promoting sustainable and ethical mining practices in Africa

WCC-2020-Res-054	Engaging the private sector to combat wildlife trafficking
WCC-2020-Res-055	Guidance to identify industrial fishing incompatible with protected areas
WCC-2020-Res-121	Reducing the impacts of the mining industry on biodiversity
WCC-2020-Res-056	Biodiversity financing
WCC-2020-Res-122	Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining
WCC-2020-Res-057	Accounting for biodiversity: encompassing ecosystems, species and genetic diversity
WCC-2020-Res-058	Safeguarding coral reefs from harmful chemicals in sunscreen
WCC-2020-Res-059	Combatting the illegal trade in lion body parts and derivatives
WCC-2020-Res-060	Promotion of the IUCN Global Standard for Nature-based Solutions
WCC-2020-Res-061	Partnerships and further development of a Global Ecosystem Typology
WCC-2020-Res-123	Towards development of an IUCN policy on synthetic biology in relation to nature conservation
WCC-2020-Res-062	Role of children and youth in nature conservation
WCC-2020-Res-063	Urgent call to share and use primary biodiversity in situ data
WCC-2020-Res-064	Promoting conservation through behaviour-centred solutions
WCC-2020-Res-065	Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organisation networks
WCC-2020-Res-066	Generalising alternative practices and techniques to the use of synthetic pesticides
WCC-2020-Res-067	Amendment 1 [Call for Nature in Cities agendas and] Strengthening the IUCN Urban Alliance
WCC-2020-Res-068	Greater Blue Mountains World Heritage Area
WCC-2020-Res-069	Eliminate plastic pollution in protected areas, with priority action on single-use plastic products
WCC-2020-Res-124	Taking action to reduce light pollution
WCC-2020-Res-070	Combatting soil degradation and artificialisation
WCC-2020-Res-071	Wildlife-friendly linear infrastructure
WCC-2020-Res-072	Importance for the conservation of nature of removing barriers to rights-based voluntary family planning
WCC-2020-Res-073	Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels
WCC-2020-Res-074	Geoheritage and protected areas
WCC-2020-Res-075	Transboundary cooperation for conservation of big cats in Northeast Asia
WCC-2020-Res-076	Building and strengthening wildlife economies in Eastern and Southern Africa
WCC-2020-Res-077	Effects of the increase in the use of paper as a substitute for plastic on plantations of timber species
WCC-2020-Res-078	Conservation, restoration and sustainable management of mangrove ecosystems
WCC-2020-Res-079	Linking in situ and ex situ efforts to save threatened species
WCC-2020-Res-080	Recognising, reporting and supporting other effective area-based conservation measures
WCC-2020-Res-081	Strengthening national spatial planning to ensure the global persistence of biodiversity
WCC-2020-Res-082	Reducing marine turtle bycatch: the important role of regulatory mechanisms in the global roll-out of Turtle Excluder Devices
WCC-2020-Res-083	Ensuring the compatibility of human activities with conservation objectives in protected areas

WCC-2020-Res-084	Global response to protected area downgrading, downsizing and degazettement (PADDD)
WCC-2020-Res-085	Rewilding
WCC-2020-Res-125	Setting area-based conservation targets based on evidence of what nature and people need to thrive
WCC-2020-Rec-086	Strengthening mutual benefits of mobile pastoralism and wildlife in shared landscapes
WCC-2020-Res-087	Urgent measures to safeguard the globally important Atewa Forest, Ghana
WCC-2020-Res-088	Conservation of the natural diversity and natural heritage in mining environments
WCC-2020-Rec-089	Preventing the extinction of the Great Indian Bustard (<i>Ardeotis nigriceps</i>) in India
WCC-2020-Res-090	Continental conservation priority for the jaguar (<i>Panthera onca</i>)
WCC-2020-Res-091	Global Conservation of rhino rays (<i>Rhinidae</i> , <i>Glaucostegidae</i> , <i>Rhinobatidae</i>)
WCC-2020-Res-092	Adapting traditional medicine to achieve social and environmental sustainability
WCC-2020-Res-093	A call for increased consideration of genetic diversity in IUCN planning and actions
WCC-2020-Rec-094	Safeguarding the Endangered narrow-ridged finless porpoise (<i>Neophocaena asiaeorientalis</i>) in the Yellow Sea
WCC-2020-Res-095	Conservation of seahorses, pipefishes and seadragons (family <i>Syngnathidae</i>)
WCC-2020-Res-096	Maximising return on conservation investments and sustainable development: eradicating invasive alien species (IAS) to conserve island biodiversity and benefit society
WCC-2020-Rec-097	National Plan for the Sustainable Management of the Guanaco in Argentina
WCC-2020-Res-098	Saving the world's otters
WCC-2020-Rec-099	Strengthening great ape conservation across countries, in and outside of protected areas, involving local actors
WCC-2020-Res-100	Building Madagascar's capacity to counter the threat from invasive species
WCC-2020-Res-101	Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife
WCC-2020-Rec-126	Reinforcing the protection of marine mammals through regional cooperation
WCC-2020-Res-102	Improving process and action to identify and recover 'Extinct in the Wild' species
WCC-2020-Res-103	Action against Asian songbird trafficking
WCC-2020-Res-104	Next IUCN World Parks Congress
WCC-2020-Res-105	Conserving and protecting coral reefs through the post-2020 global biodiversity framework
WCC-2020-Res-106	Protection of Kakadu World Heritage site and rehabilitation of the Ranger uranium mine and Ranger Project Area
WCC-2020-Res-107	Reducing the impact of fisheries on marine biodiversity
WCC-2020-Res-127	Strengthening the protection of primary and old-growth forests in Europe and facilitating their restoration where possible
WCC-2020-Res-128	Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction
WCC-2020-Res-108	Deforestation and agricultural commodity supply chains
WCC-2020-Rec-109	Increasing funding for biodiversity in developing countries
WCC-2020-Res-129	Avoiding the point of no return in the Amazon protecting 80% by 2025
WCC-2020-Res-130	Strengthening sustainable tourism's role in biodiversity conservation and community resilience

WCC-2020-Res-131	Ensuring adequate funding for the IUCN Red List of Threatened Species
WCC-2020-Res-132	Controlling and monitoring trade in croaker swim bladders to protect target croakers and reduce incidental catches of threatened marine megafauna
WCC-2020-Res-133	Call to withdraw draft-permit mining of fossil fuels underneath UNESCO World Heritage Site Wadden Sea
WCC-2020-Res-134	Protecting the Lower Congo River from large hydro-electric dam developments
WCC-2020-Res-135	Promoting human, animal and environmental health, and preventing pandemics through the One Health approach and by addressing the drivers of biodiversity loss
WCC-2020-Res-136	Protecting the Okavango from oil and gas exploitation
WCC-2020-Res-137	Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19
WCC-2020-Res-138	Including subnational governments in IUCN's membership
WCC-2020-Res-139	Election of Regional Councillors resident in dependent territories
WCC-2020-Res-140	Establishment of an elected Indigenous Councillor position
WCC-2020-Res-141	Modification of the term "Regional Councillor"
WCC-2020-Res-142	To protect the intellectual independence of the knowledge-based and evidence-based work carried out by the Commissions and Secretariat of IUCN
WCC-2020-Res-143	Role of Commissions in National and Regional Committees
WCC-2020-Res-144	Clarification of conditions for readmission of former State Members
WCC-2020-Res-145	Establishment, operating rules and oversight of National, Regional and Interregional Committees
WCC-2020-Res-146	Functions of the IUCN Treasurer
WCC-2020-Res-147	Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union
WCC-2020-Res-148	Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress

For consideration by PPC9 on 17 January 2023

IUCN Operational Framework for Engagement with the Oil and Gas Sector

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



108th Meeting of the IUCN Council

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 Item 10

Any other business

10.1 Change of the date of the 110th Council meeting

DRAFT COUNCIL DECISION

The IUCN Council,

Taking into account the change of dates of UNFCCC COP28 to 30 November – 12 December 2023;

Decides to change Council decision C107/25 to note that the President will convene the 110th Council meeting on [7-9 November 2023] [14-16 November 2023] instead of 29-30 November 2023.

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 for 29-30 November 2023 (decision C107/25).

In the period October-November 2023, the following international events might be relevant to take into account:

- 29.10 to 03.11.2023 : Minamata Convention (Mercury) COP5
- 22-27.10.2023 : Montreal Protocol (Ozone) MOP35
- 22-28.10.2023 : CMS (Migratory Species) COP14
- 8-13.10.2023 : UNCCD CRIC21
- 19-25.11.2023 : ITPGRFA (Plant Genetic Resources) 10th session Governing Body

A time slot needs to be defined that is broad enough to allow for travel to/from the venue of Council if the 2nd Council meeting of the year will be held outside Switzerland.

The following two dates seem to be suitable:

- a) Tuesday through Thursday 7-9 November 2023; or**
- b) Tuesday through Thursday 14-16 November 2023.**

Vatosoa Rakotondrazafy



Vatosoa Rakotondrazafy is a passionate advocate for small-scale fishers and has expertise in education, outreach and story-telling. She served as the National Coordinator of MIHARI - Madagascar's Locally Managed Marine Areas (LMMA) Network for 6 years and she was elected President of the Board of the network in November 2020. She won the Whitley Award in 2019 for her success in defending the rights of Madagascar's small-scale fishers and to enable those communities to exchange experiences and strengthen their capacity to manage their resources. In 2021, Vatosoa was named in Top 100 young African Conservation Leaders. After successfully bringing stakeholders together to

ensure the sustainable management of Madagascar's marine resources, Vatosoa put her coordination skills at the service of the Malagasy think-tank INDRI with the task of building on existing conservation knowledge to safeguard Madagascar's unique marine and terrestrial biodiversity. She led Alamino, which is a national movement to generate collective action and brain power to re-green Madagascar. She is now the founder and the CEO of BEOLOBE, Madagascar's first platform that brings together the island's community-led conservation initiatives: marine and terrestrial and aims to mobilize investments and resources to prioritize Indigenous and local communities' well-being and their guardianship of natural resources.