



**Documents of the 110<sup>th</sup> Meeting of the IUCN Council**  
 Teleconference, 18 October 2023  
 Fontainebleau, France, 13-15 November 2023

<b>DOCUMENTS SUBMITTED TO THE 110<sup>th</sup> COUNCIL MEETING<sup>1</sup> (PLENARY SITTINGS)</b>		
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<sup>1</sup> 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.

13 – Reports of the Council's Standing Committees	C110/13/1.1 GCC10 Outcomes and recommendations to Council 22 Sep 2023 w. Annexes	519
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[Compiled by Louise Imbsen, Governance Assistant]



## 110<sup>th</sup> Meeting of the IUCN Council (C110)

Part I by conference call on 18 October 2023, and  
Part II in-person in Fontainebleau, France on 13, 14 and 15 November 2023

### Agenda

Part I, virtual		
Wednesday 18 October 2023 from 10:00 to 13:00 UTC		
1 (30')	<b>Appointment of a new Director General of IUCN</b> (Article 46 (k) of the Statutes) <i>Session of the Council held in camera, i.e. restricted to the members of the Council, in accordance with Article 58 of the Statutes</i>	DEC
2 (10')	<b>Approval of the Agenda C110</b>	DEC
3 (20')	<b>Constituency Issues:</b> <b>3.1 Applications for IUCN membership</b> (Regulation 18) <b>3.2 Applications for change of membership category</b> (Regulation 21) <i>Recommendations from GCC10 held on 22 September 2023</i>	DEC
4 (15')	<b>Risk Appetite Statement</b> <i>Recommendations from FAC9 held on 3 May 2023</i>	DEC
5 (60')	<b>Council's strategic priorities &amp; objectives 2022-25</b> <i>Purpose is to take stock of what has so far been achieved on each of the <a href="#">Council priorities 2022-25</a> and discuss and provide guidance/directions for what is still to be achieved by the time of the 2025 Congress (October 2025).</i> <b>5.1 International Positioning</b>	DIS
6 (15')	<b>Issues with regard to the appointment of the external auditors</b>	DEC
7 (15')	<b>Establishment of Council / Congress committees and Officers required for the 2025 Congress</b> <i>Information about the bodies and officers required to prepare / run the Congress, eventually followed by decisions at the in-person meeting of Council in November.</i>	INF
8 (5')	<b>Appointment of an additional member of the Motions Working Group</b> <i>The Bureau will make a recommendation to Council for the appointment of an additional member of the Motions Working Group following extension of the nomination period for candidates from Cat. A Members. Cf. <a href="#">Bureau decision B10/3</a> (July 2023).</i>	DEC

Part II, in person		
Monday 13 November 2023		
08:30-15:30		
<b>Meetings of the standing committees of the IUCN Council (PPC, FAC and GCC)</b>		

See the draft Agendas of the standing committee meetings: GCC, PPC, FAC		
<b>9</b> 16:00-17:30	<b>Report of the Acting Director General</b>	INF
<b>10</b> 17:30-19:30	<b>2024 Work Plan and Budget</b> , including financial projections for the 5-year period 2024-28 <i>Presented by the Secretariat and reviewed by FAC, PPC and GCC, based on financial projections for the 5-year period 2024-28 taking into consideration the findings and recommendations from the IUCN Financial Strategy Review.</i>	DEC
<b>Tuesday 14 November 2023</b>		
9:00-14:00 <b>Celebration of the 75<sup>th</sup> anniversary of the foundation of IUCN at the Château de Fontainebleau</b> Co-hosted by IUCN and the French Government Round table 1: Development of knowledge (status and perspectives for the next 20 years): IUCN's role Round table 2: The future of conservation/restoration in the next 20 years <b>Followed by a cocktail déjeuner</b>		
<b>11</b> 14:30-18:30	<b>20-year Strategic Vision for IUCN</b> Part I: Workshop	DIS
<b>Wednesday 15 November 2023</b>		
<b>11</b> 8:30-11:00	<b>20-year Strategic Vision for IUCN (continued)</b> Part II: Conclusions and next steps	DEC
<b>12</b> 11:00-13:00	<b>Reports of the IUCN Commissions</b> <i>The Chairs of CEC, CEESP, WCEL and CCC will present their Commission's annual report to Council as required by Article 77 of the Statutes (20' presentation followed by 10' Q&amp;A on each report)</i>	INF
13:00-14:00	Lunch presentation by a Regional Office ( <i>time permitting, the presentation could also be made at the beginning of the afternoon session</i> )	
<b>5</b> 14:00-15:30	<b>Council's strategic priorities &amp; objectives 2022-25 (continued)</b> <i>Purpose is to take stock of what has so far been achieved on each of the <a href="#">Council priorities 2022-25</a> and discuss and provide guidance/directions for what is still to be achieved by the time of the 2025 Congress (October 2025).</i> <b>5.2 Governance Reforms</b> <b>5.3 Resolutions</b> <b>5.4 Membership value proposition</b>	DIS

<b>13</b> 15:30- 18:00	<b>Reports of the Council's Standing Committees</b> <i>Under this agenda item, the standing committees will present topics, if any, for information or decision that have not yet been covered under other agenda items</i> <b>13.1 Report of GCC</b>	INF/ DEC
	<b>13.2 Amendments to the Regulations:</b> <i>Amendments to Regulation 94 concerning with the purpose of shortening the time required between initiation and conclusion of electronic ballots of IUCN Members (Follow-up to DEC C109/6). This topic is presented as a specific item on the agenda as required by Article 101 (c) of the Statutes.</i> <i>Recommendations from GCC</i>	DEC
	<b>13.3 Report of the PPC</b>	INF/ DEC
	<b>13.4 Report of the Finance and Audit Committee</b>	INF/ DEC
<b>14</b> 18:00- 18:10	<b>Membership of the Bureau during the second half of the term</b> <i>Council approved the membership of the Bureau at its 107<sup>th</sup> meeting in February 2022 (<a href="#">Decision C107/6</a>). In accordance with Article 50 of the Statutes, and longstanding practice, the Council takes a decision whether the current chairs of the standing committees will also serve for the second half of the term.</i>	DEC

110<sup>th</sup> Meeting of the IUCN Council - AGENDA OVERVIEW

C110 Virtual	C110 in-person, Fontainebleau, France				
18 October 10:00-13:00 UTC	Sun 12.11	Monday 13 November	Tuesday 14 November	Wednesday 15 November	Thur 16.11
<p><b>Note: the order of topics may change subject to the President's decision</b></p> <p>IN CAMERA</p> <p>1-Appointment DG (30')</p> <p>2-Agenda C110 (10')</p> <p>3-Constituency Issues (20')</p> <p>4-Risk Appetite Statement (15')</p> <p>5-Council priorities 2022-25: International positioning (60')</p> <p>6- Issues with regard to the appointment of the external auditors (15')</p> <p>7-Information about the establishment of Council / Congress committees and Officers required for the 2025 Congress (15')</p> <p>8-Appointment of an additional member of the Motions Working Group (5')</p>	Arrival in France	08:30-15:30  <b>Meetings of the Council's Standing Committees</b> (FAC, PPC & GCC)  (incl. buffet lunch)  <b>HOTEL AIGLE NOIR</b> (FAC & GCC)  <b>HOTEL VICTORIA</b> (PPC)	9:00-14:00  <b>75<sup>th</sup> Anniversary celebration event</b>  <b>CHÂTEAU</b>  Followed by Cocktail déjeuner	8:30-13:00  <b>110<sup>th</sup> Council Meeting CHÂTEAU</b>  11-Workshop on <u>20-year Strategic Vision</u> (cont'd): conclusions and next steps (150')  12-Annual reports from four <u>Commissions</u> ( <i>CEC, CEESP, WCEL, CCC</i> ) (120')  <b>OPTIONAL - Lunch presentation by a Regional Office</b>	Departure
		16:00-19:30  <b>110<sup>th</sup> Council Meeting CHÂTEAU</b>  9-Report <u>Acting DG</u> (90')  10- <u>Work Plan and Budget 2024</u> incl. financial projections 2024-28 (120')	14:30-18:30  <b>110<sup>th</sup> Council Meeting CHÂTEAU</b>  11-Workshop on <u>20-year Strategic Vision</u> (240')	14:00-18:10  <b>110<sup>th</sup> Council Meeting CHÂTEAU</b>  5- <u>Council priorities 2022-25:</u> (cont'd) (90') 5a-Governance reforms 5b-Resolutions 5c-Membership value proposition  13- <u>Committee Reports:</u> 13a-Report GCC (60') 13b-Report PPC (60') 13c-Report FAC (30')(issues not yet covered)  14-Membership of the <u>Bureau 2024-25</u> (2 <sup>nd</sup> half / term) (10')	
		Dinner (in town at Councillors' discretion)	Dinner (in town at Councillors' discretion)	Dinner (in town at Councillors' discretion)	



## **110<sup>th</sup> Meeting of the IUCN Council**

Part I by conference call on 18 October 2023, and  
Part II in-person in Fontainebleau, France on 13, 14 and 15 November 2023

### **Comments from IUCN Members on the Draft Agenda C109**

[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 110<sup>th</sup> Council meeting has been shared with IUCN Members on xx October, for comments by 10 November 2023.

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

List of Members submitting comments on the Draft C110 Agenda by 10 November 2023.

<b>Number</b>	<b>Received by</b>	<b>Comment</b>	<b>Transmitted to</b>
Annex 1	Christopher Dunn, IUCN US National Committee Executive Committee (EC)	Request to Council to review 2022 Member Dues of two US based organisations	GCC
Annex 2	Scott Hajost, NWC/Earth League International/SPECIES	Request to IUCN should review engagement on combating corruption related to environmental crime and human rights in line with Resolutions	PPC
Annex 3	Scott Hajost, ASOC Board Vice-Chair	Commending the work of the Antarctic and Southern Ocean Task Force	PPC



**NICK Sabrina**

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**From:** Christopher P Dunn <cpd55@cornell.edu>  
**Sent:** 08 November 2023 00:49  
**To:** AL MUBARAK Razan; President - IUCN; DE WEVER Luc  
**Cc:** LIEBERMAN Susan  
**Subject:** US National Committee statement on dues - MY SLIGHT REVISION.

Dear President Al Mubarak, Mr. De Wever, and IUCN Council members:

*Re: IUCN US National Committee annual meeting October 3-4, 2023 decision on IUCN Council review of Smithsonian Institution and Environmental Defense Fund dues.*

During the US National Committee (USNC) annual meeting (October 2023), the dues situation of the Smithsonian Institution (SI) and Environmental Defense Fund (EDF) was discussed. Both SI and EDF sought in good faith to change their dues status to Affiliates in 2022 and to remain IUCN members in good standing with dues at that level for 2022. Unfortunately, their 2022 dues have not been resolved and, to the detriment of the Union, the continued membership of two long standing and valued members is in serious question.

It was proposed, and approved by acclamation at the US National Committee annual meeting, that IUCN Council kindly review SI and EDF dues for 2022 and recognize them as Affiliates effective 2022 at the Affiliate dues level for 2022.

So decided October 4, 2023.

The EC stands by to assist Council in any way. Please circulate this message to the full Council. Many thanks.

The USNC Executive Committee (EC) on behalf of the USNC:

Christopher P. Dunn, PhD, Chair  
Kathryn Gwiazdon, JD  
Deborah Hahn  
Scott Hajost, JD  
David Reynolds  
Jennifer Luedtke Swandby

**Christopher P. Dunn, PhD** | Executive Director, **Cornell Botanic Gardens** | Cornell University, 124 Comstock Knoll Drive, Ithaca, NY 14850 USA | tel: +1 607.255.6139 | mobile: +1 630.310.9183 |

[Office: 306 Rice Hall]

Located on the Gayogohó:nq' (Cayuga Nation) traditional homelands

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克里斯托弗·邓恩 博士 | 总裁 | 康奈尔大学康奈尔植物园

*Faculty Fellow, Cornell Atkinson Center for Sustainability, Cornell University*  
*Chair, International Union for Conservation of Nature, National Committee for the USA*  
*Board of Directors, IUCN-US Foundation*  
*North American Councillor, International Association of Botanic Gardens*



**NICK Sabrina**

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**From:** Scott Hajost <sh@whistleblowers.org>  
**Sent:** 09 November 2023 14:29  
**To:** President - IUCN  
**Cc:** LIEBERMAN Susan; OVER Sarah; GOOD Deborah  
**Subject:** NWC/Earth League International/SPECIES comments on the 110th Council draft agenda

**Follow Up Flag:** Follow up  
**Flag Status:** Flagged

Dear President Al Mubarak. I am pleased to provide comments on the draft agenda for the 110<sup>th</sup> IUCN Council meeting on behalf of the National Whistleblower Center (NWC), Earth League International and SPECIES.

We are excited that IUCN is becoming a partner of the Nature Crime Alliance. It is good to see IUCN join the fight against nature crime. Numerous Marseille resolutions related to environmental crime, the IUCN Program and some of the Commission Mandates buttress that engagement. Joining the Alliance puts a new focus on implementing Marseille resolutions addressing nature crime such as 40 on combating illegal online wildlife trade; 54 on the private sector and wildlife trafficking; 108 on deforestation and agricultural commodity supply chains; 115 on environmental defenders and whistleblowers; and others related to specific species illegal trade including resolution 90 on continental conservation of jaguars. As regards resolution 115, it would be good to see progress on the development of the IUCN policy and action plan on environmental human rights defenders and whistleblowers that the resolution encouraged the Director General to do and on the campaign to promote and support the work of environmental human rights defenders and whistleblowers that CEC, WCEL and CEESP were requested to initiate.

More broadly, IUCN should review engagement on combating corruption related to environmental crime and human rights. The US Government is hosting the 10<sup>th</sup> Conference of States Parties (COSP) to the UN Convention Against Corruption (UNCAC) December 11-15 this year in Atlanta, Georgia. Here is the NGO UNCAC COSP 10 letter to governments that includes a number of IUCN members. [https://docs.google.com/document/d/1pf\\_Z-bRRVLGc7MRAPkMw31xOMB9xjhR-Nt6CCd5wITE/edit](https://docs.google.com/document/d/1pf_Z-bRRVLGc7MRAPkMw31xOMB9xjhR-Nt6CCd5wITE/edit) The letter addresses nature crime, climate change, human rights, Indigenous peoples and defenders and whistleblowers in the context of combating corruption. IUCN members will be attending the COSP.

As we embark on development of the new IUCN program for the Abu Dhabi WCC, it will be good to embed firmly combating environmental crime and corruption into that program.

Thank you very much for your consideration.

Scott A. Hajost

Senior Environmental Policy Adviser  
National Whistleblower Center  
(IUCN NWC and Earth League International AVH)

**NICK Sabrina**

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**From:** scotthajost@yahoo.com  
**Sent:** 09 November 2023 17:41  
**To:** President - IUCN  
**Cc:** LIEBERMAN Susan; OVER Sarah; GOOD Deborah; SPADONE Aurelie  
**Subject:** RE: IUCN: 110th Council meeting - draft Agenda ASOC comments

Dear President Mubarak. On behalf of ASOC – the Antarctic and Southern Ocean Coalition, I am very pleased to extoll the fabulous work of the Council Antarctic and Southern Ocean Task Force. In a short amount of time, the Task Force has made great progress in developing an updated IUCN Antarctic and Southern Ocean draft strategy. Catherine Iorns has been a fantastic Chair of the Task Force whose leadership has really moved the process forward. I also want to recognize and thank Aurelie Spadone of the IUCN Oceans Team for all her support to the work of the Task Force. Many thanks as well to Sue and Madhu for helping catalyze this effort. It has been an honor and privilege to participate for ASOC in the Task Force and I look forward to continuing on next steps.

It is wonderful to see IUCN reengage in the Antarctic Treaty System. All the best for PPC/Council discussions on the draft strategy.  
We stand ready to continue to assist.

Thank you.

Scott Hajost  
ASOC Board Vice-Chair



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**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 the 110th meeting of the IUCN Council**

**13-15 November 2023**

Dear IUCN Members,

IUCN Members and National, Regional and Interregional Committees are welcome to send their comments on the [draft Agenda](#) for the 110th Council meeting to [president@iucn.org](mailto:president@iucn.org) by 10 November 2023.

Kind regards,

**Membership and Commission Support Unit**

*You are receiving this message because, according to our database, you are the IUCN focal point for your organization (Primary contact, Additional Primary contact and/or Head of Organization), or an IUCN Commission member. Please let us know if this is incorrect and we will update our records accordingly.*



## 110th Meeting of the IUCN Council Part I, online, 17/18 October 2023

### Agenda item 3

10<sup>th</sup> Meeting of the Governance and Constituency Committee, 22 September 2023

#### Agenda Item GCC10/3

### **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.
2. Take note of the change of name of one current Member organisation and inform the IUCN Council of this name change.

#### 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).
2. TAKES NOTE of the name changes of one current IUCN Member (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 needs to be considered:

Member ID	Name	Country	Current category	Requested new category
a. NG/23882	Both Ends - Environment and Development Service for NGOs	Netherlands	National NGO	Affiliate

The **Both Ends - Environment and Development Service for NGOs, Netherlands**, admitted in 2001, 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.

**2. Change of name of one current IUCN Member organisation**

<b>Member ID</b>	<b>Previous name</b>	<b>New name</b>	<b>Country</b>
NG/25668	Association of Nature Conservation Organizations of Tajikistan (ANCOT)	Tajikistan Nature Foundation (TNF)	Tajikistan





## IUCN 110th Meeting of the IUCN Council Part I, online, 17/18 October 2023

### Agenda item 3

10<sup>th</sup> Meeting of the Governance and Constituency Committee, 22 September 2023

#### Agenda Item GCC10/3

### **Consideration of 15 membership applications**

Origin: Director General

#### REQUIRED ACTION:

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to the IUCN Council on the 15 following membership applications:

Eleven (11) new membership applications, which have been filed by 30 June 2023, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations.

Four (4) new membership applications, which have been filed by 31 March 2023, 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 15 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. Fifteen (15) 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 15 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.*

- 11 applications were submitted by the deadline of 30 June 2023 and circulated to IUCN Members on 14 August 2023. Members had until 11 September 2023 to submit an objection (Regulation 15). No objections were received.

- 4 applications were submitted by the deadline of 31 March 2023 and circulated to IUCN Members on 15 May 2023. Members had until 12 June 2023 to submit an objection (Regulation 15). No objections were received.

*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**.*

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	DDP - Councillors (Due Diligence Process)	DDP - Committees (NRICs) (Due Diligence Process)	Additional documents	Detailed application	Comments from Secretariat
Africa	1	Edama for Nature Conservation	ENC	State of Libya	<a href="#">Edama for nature conservation / إدارة لصون الطبيعة   Facebook</a>	National NGO	1) NG/25736 Association Tunisienne de Taxonomie (Tunisian Taxonomy Association), Tunisia 2) NG/26054 Libyan Wildlife Trust, State of Libya		Brahim Haddane, Chair Morocco NC		<a href="#">ENC</a>	
Meso and South America	2	Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria de Centroamérica/ (Indigenous and Rural Coordinating Association for Community Agroforestry of Central America)	ACICAFOC	Costa Rica	<a href="http://www.acicafo.org">http://www.acicafo.org</a>	National NGO	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica 2) IP/25836 Asociación de Desarrollo Productivo y de Servicios Tikonel (Tikonel Association for Productive Development and Services), Guatemala		Luis Diego Marin Schumacher, Chair Costa Rica NC		<a href="#">ACICAFOC</a>	
North America and the Caribbean	3	Ducks Unlimited Canada	DUC	Canada	<a href="https://www.ducks.ca/">https://www.ducks.ca/</a>	National NGO	1) ST/311 Parks Canada Agency-Agence Parcs Canada, Canada 2) NG/595 Canadian Wildlife Federation, CWF, Canada	Rick Bates	Robin Lawson, Vice-Chair Canada NC		<a href="#">DUC</a>	
South and East Asia	4	North-East Affected Area Development Society	NEADS	India	<a href="http://neadsassam.org/">http://neadsassam.org/</a>	Indigenous peoples organisations	1) NG/25156 All India Disaster Mitigation Institute, India 2) NG/25584 Thai Society for the Prevention of Cruelty to Animals, Thailand	Hasna Moudud			<a href="#">NEADS</a>	
	5	National Institute of Ecology	NIE	Republic of Korea	<a href="https://www.nie.re.kr/nieEng/main/main.do?section=1&amp;inSection=0">https://www.nie.re.kr/nieEng/main/main.do?section=1&amp;inSection=0</a>	Government Agency	n/a				<a href="#">NIE</a>	
	6	Mandai Nature Fund Ltd	Mandai Nature	Singapore	<a href="https://www.mandainature.org/en/home.html">https://www.mandainature.org/en/home.html</a>	National NGO	1) ING/216 World Association of Zoos and Aquariums 2) NG/25746 Synchronicity Earth	Hasna Moudud; Kazuaki Hoshino	OLA statement confirming board independence	<a href="#">Mandai Nature</a>		
Oceania	7	Blue Cradle Foundation	BC	New Zealand	<a href="https://bluecradle.org/">https://bluecradle.org/</a>	National NGO	1) NG/25638 Sylvia Earle Alliance (dba Mission Blue), USA 2) NG/656 Environment and Conservation Organisations of New Zealand, New Zealand 3) Catherine Iorns, IUCN Councillor for Oceania		Support letters from IUCN Ocean staff: L. Sorrentino; J. Oliver	<a href="#">BC</a>		
West Europe	8	Regions4 Sustainable Development	Regions4	Belgium	<a href="https://www.regions4.org">https://www.regions4.org</a>	National NGO	1) SN/614 Gouvernement du Québec (Government of Québec), Canada 2) SN/975 Departament d'Acció Climàtica, Alimentació i Agenda Rural, Generalitat de Catalunya (Department of Climate Action, Food and Rural Agenda, Government of Catalonia), Spain				<a href="#">Regions4</a>	
	9	Département des Bouches-du-Rhône (Department of Bouches-du-Rhône)	Department13.fr	France	<a href="https://www.departement13.fr/">https://www.departement13.fr/</a>	Subnational Government	n/a				<a href="#">Department13.fr</a>	
	10	Planete Urgence (Planete Urgence)	PU	France	<a href="https://planete-urgence.org/">https://planete-urgence.org/</a>	Internationale NGO	1) NG/25867 Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests), France 2) NG/24938 Noé, France				<a href="#">PU</a>	
	11	Red Cambera	ARC	Spain	<a href="https://www.redcambera.org">https://www.redcambera.org</a>	National NGO	1) NG/1455, Fundación Naturaleza y Hombre (Foundation for Man and Nature), Spain 2) NG/24932, SEO/BirdLife Sociedad Española de Ornitología (Spanish Ornithological Society /Birdlife), Spain	Hilde Eggermont	Jesús Bellido, Coordinator Spain NC		<a href="#">ARC</a>	

4 APPLICATIONS SUBMITTED BY 30/03/2023 AND DEFERRED FROM GCC REVIEW IN JULY

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	DDP - Councillors (Due Diligence Process)	DDP - Committees (NRICs) (Due Diligence Process)	Additional documents	Detailed application	Comments from Secretariat
Africa	3	Mount Kenya Wildlife Conservancy	MKWC	Kenya	<a href="https://mountkenyawildlifeconservancy.org/">https://mountkenyawildlifeconservancy.org/</a>	National NGO	1) NG/26045 Conservation Alliance of Kenya 2) Ali A. KAKA, IUCN Councillor for Africa			Note from Office of the Legal Adviser (OLA)  <a href="#">New documents since July review:</a> 1/ Support letter from A. Aine Omucinguzi, Chair IUCN Eastern and Southern Africa Committee 2/Clarification letter from Applicant	<a href="#">MKWC</a>	<b>Note from the Office of the Legal Adviser (OLA)</b>  Based on OLA's review of the articles of the Trust Deed and analysis of other documents in connection with the applicant, it appears that the corporation Mount Kenya Game Ranch Limited (the Sponsor) has a substantial influence over the Trust, e.g. through the appointment of the majority of the Trustees (pursuant to article 5.4 of the Trust Deed). Thus, the Mount Kenya Wildlife Conservancy Trust does not seem to meet the requirements on the autonomy of the board set forth in IUCN's Regulation 5. a) iii), even though Trustees, once appointed, are generally required to act exclusively for the benefit of the beneficiary/ies of the Trust.  In addition, operations of the Trust are substantially dependant on the Sponsor, particularly through the concession of estate to the Trust's activities and also some trademarks. This implies a substantial level of accountability from the Trust and Trustees towards the Sponsor and the Sponsor's interests.  In OLA's appreciation, this applicant does not completely meet the eligibility criteria set forth in Regulation 5 a).
	4	Nouvelle Elite (New Elite)	NE	Togo	<a href="https://hi.in.facebook.com/104842031545448/posts/161023052594012/">https://hi.in.facebook.com/104842031545448/posts/161023052594012/</a>	National NGO	1)NG/24743 Nature Tropicale (Tropical Nature), Benin 2)NG/24856 Cameroon Environmental Watch, Cameroon	Gloria Ujor		Activity report  <a href="#">New documents since July review:</a> 1/ Activity report 2022	<a href="#">NE</a>	
	6	Union des ONG du Togo (Union of NGOs of Togo)	UONGTO	Togo	<a href="https://uoneto.com/public/">https://uoneto.com/public/</a>	National NGO	NG/25207 Association Naforé pour la Protection de l'Environnement (Association Nafore for Environment), Mauritania NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun (Organization for the Nature, Environment and Development of Cameroon), Cameroon	Gloria Ujor		Activity report  <a href="#">New documents since July review:</a> N/A	<a href="#">UONGTO</a>	
West Asia	10	National Alliance Against Hunger and Malnutrition	NAJMAH	Jordan	<a href="https://www.najmah.org.jo/">https://www.najmah.org.jo/</a>	National NGO	1) NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan 2) NG/25474 Hashemite Fund for Development of Jordan Badia, Jordan		Shaika Al Dhaheri, Chair United Arab Emirates NC	<a href="#">New documents since July review:</a> 1/ Description of activities 2 /DDP from S. Damhoureyeh, Councillor 3/ Clarification email from applicant	<a href="#">NAJMAH</a>	Considered as not relevant to IUCN Art 7. by Councillor



**110<sup>th</sup> Meeting of the IUCN Council Part I, online, 17/18 October 2023**

*Agenda Item 4*

***Annual review of IUCN risk appetite statement***

The IUCN risk appetite statement was discussed during the FAC9 meeting in May 2023 but has not yet been presented to the Council. The Outcomes of FAC9 are accessible [here](#).

Origin: Planning, Monitoring, Evaluation and Risk Management Unit

**REQUIRED ACTION:**

*Council, on the recommendation of the Finance and Audit Committee, approves the Risk Appetite Statement.*



# IUCN RISK APPETITE STATEMENT

## 1. Introduction

IUCN's strategic vision and mission require ambition and ability to take planned and carefully managed risks where these are necessary to achieve strategic outcomes. The key is to understand the nature and extent of the principal risks that IUCN is exposed to and is prepared to take.

Risk appetite is defined as the types and amount of risk, on a broad level, an organisation is willing to accept in pursuit of value (COSO standard definition). It reflects the risk management philosophy of IUCN, and in turn influences the organisation's culture, processes, and operations. Risk appetite should not be seen as a separate process but as an integral part of the risk management methodology.

For IUCN to take appropriate level of risk in the risk assessment process, the IUCN Council and the IUCN Secretariat have formulated these generic risk appetite statements:

- IUCN Council expects managers of IUCN to own and manage the risks they are taking, and to pursue risk only as it is necessary and appropriate to achieve IUCN's strategic goals and/or objectives.
- IUCN's first line of defence shall establish appropriate treatments and set tolerances in their operations that reflect the risk appetite statements.

## 2. Scope, purpose, and applicability

This Risk Appetite Statement provides a clear framework for the IUCN Secretariat in the conduct of its operations. It also provides overarching guidance to all IUCN constituents (Council, Commissions and Member Organisations), who are strongly encouraged to apply IUCN's risk appetite and are expected to observe guidance relating to "No appetite for risk" when representing IUCN, executing IUCN projects and / or using IUCN knowledge and tools.

The purpose of this Risk Appetite Statement is to ensure that the risks that IUCN is willing to take are compatible with its capacities and ensure that they can be managed without placing the organisation at unacceptable or unmanageable levels of risk.

The Risk Appetite Statement applies to all activities undertaken by IUCN and is used in unit and project level risk registers to help steer and manage risks. It provides a clear process and guidance on the types of risks IUCN is willing to take to achieve organisational objectives.

## 3. Risk appetite statements

The Risk Appetite Statement is broken down in seven categories: strategic, financial, people management, operational, legal and compliance and information systems.

For each category, a general risk appetite level is decided and revised annually.

Each category is further broken down in risks statements for specific areas of focus allowing for establishing a more granular appetite level to be used by IUCN staff.

A four-point appetite scale is used to determine the most appropriate risk response. The following definitions are used:

**HIGH** appetite: Confident risk management approach. Taking risk to maximize opportunities.

**MEDIUM** appetite: Conservative risk management approach. Willing to take certain amount of risk with treatments available to mitigate the risk.

**LOW** appetite: Cautious risk management approach. Mitigating the risk to minimise the likelihood and/or the impact.

**NO** appetite: Highly cautious risk management approach. Avoiding the risk.

Risk category	Risk appetite level	Statements
<p><b>STRATEGIC</b></p> <p><i>In keeping with its Mission Statement, IUCN's strategic planning process aims to ensure that strategic positioning, programme relevance, programme effectiveness, finances and global operations are sustainable and support programmatic delivery.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>As a Union, IUCN has <b>NO</b> appetite for deviations from its statutes and policies, which could do damage to its values, mission, or reputation.</li> <li>IUCN has <b>NO</b> appetite for risks of causing harm to nature, the environment, and the people.</li> <li>IUCN has <b>HIGH</b> appetite for exploring innovative approaches; new fundraising activities; running ambitious projects; developing partnerships if these are in line with IUCN programme and if the benefits and opportunities outweigh the risks (otherwise, the appetite is <b>MEDIUM</b>).</li> </ul>
<p><b>FINANCIAL</b></p> <p><i>IUCN must remain financially sustainable to continue to serve its purpose and achieve its vision and mission.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for activities that will breach financial rules, procedures and / or internal controls.</li> <li>IUCN has <b>LOW</b> appetite for incurring financial losses across its operations worldwide.</li> <li>IUCN has <b>MEDIUM</b> appetite to dedicate a certain part of funding for exploring new avenues to diversify revenue streams through partnerships with non-traditional partners and/or donors.</li> <li>IUCN has <b>HIGH</b> appetite to invest in opportunities and strategic initiatives that align and promote IUCN's vision and mission and are supported by robust business cases and associated financial information.</li> </ul>
<p><b>PEOPLE MANAGEMENT</b></p> <p><i>IUCN should refrain from putting employees in situation where safety and security are not guaranteed. IUCN is committed to exploring strategies to attract, manage, develop and retain skilled staff to meet its strategic objectives.</i></p>	<p><b>LOW</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite to deviate from its core values and standards with respect to equality, diversity, and dignity.</li> <li>IUCN has <b>MEDIUM</b> to <b>HIGH</b> appetite to invest and retain in its workforce through robust recruitment process, future-focused competency framework, and innovative staff management tools that are aligned with its strategic priorities and programme needs.</li> <li>IUCN has <b>LOW</b> appetite for operations that put staff in risk of harm situations. IUCN will maintain offices in locations as long as the organisation can balance the likelihood for security breaches with risk mitigations such as staff evacuation protocols and allocation of additional security resources.</li> <li>IUCN has <b>LOW</b> appetite for undertaking field visits in high security-risk countries and areas in accordance with IUCN Global Safety and Security Policy.</li> </ul>



<p><b>OPERATIONAL</b></p> <p><i>IUCN must have comprehensive operational systems, practices and partnerships that support the achievement of its strategic objectives. IUCN implements its strategic objectives through a diverse and large global and regional programme and project portfolios.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite to collaborate with partners that are not in alignment with IUCN values and policies (e.g., Code of Conduct and Professional Ethics, Policy on the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment).</li> <li>IUCN has <b>MEDIUM</b> appetite for implementing and executing ambitious projects when aligned with its programme and portfolio strategic priorities. Rigorous programme and project management standards must be applied at all times.</li> <li>IUCN has <b>MEDIUM</b> appetite when engaging with new partners for implementing activities or delivering new services and products to continually improve IUCN presence, expertise, and value proposition. These partners must successfully pass the institutional due diligence process.</li> </ul>
<p><b>LEGAL &amp; COMPLIANCE</b></p> <p><i>IUCN adheres to relevant statutory and policy requirements in all locations where IUCN operates.</i></p>	<p><b>NO</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for non-compliance with relevant IUCN's statutory and policy requirements in all locations where IUCN operates.</li> <li>IUCN has <b>NO</b> appetite for misconduct, harassment or discrimination and non-compliance behaviour that undermines the integrity of IUCN.</li> <li>IUCN has <b>NO</b> appetite for risks such as fraud, unethical conduct, or non-compliance with legislation that could impact our reputation and stakeholder confidence.</li> </ul>
<p><b>INFORMATION SYSTEMS</b></p> <p><i>IUCN embraces technological innovations while being equipped with innovative security and IS delivery.</i></p>	<p><b>LOW</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for non-compliance with relevant data protection regulations in the countries where IUCN operates.</li> <li>IUCN has <b>LOW</b> appetite for risks that could affect IS infrastructures, business operations productivity or system downtime.</li> <li>IUCN has <b>MEDIUM</b> appetite while adopting innovative technologies to drive practices that are more efficient and to support programme innovation.</li> </ul>



# Governance Reforms \*

IUCN's GCC Task Force  
November 2023. Fontainebleau, France

Presented by: Ramón Pérez Gil Salcido on behalf of GCC's Task Force  
**With gratitude** towards those who contributed in the Secretariat and my GCC colleagues



# Governance Reforms \*

IUCN's GCC Task Force  
November 2023. Fontainebleau, France

*\*(Situation analysis, reforms in process,  
beyond the External Governance Review)*



**Governance:** The act or process of governing or **overseeing**  
The **control** and direction of something (such as an organisation)

**Council, INDEED\*, yet... ...”shared”**

As per statutes **members** have the obligation to support and facilitate the objectives, activities and **governance** of IUCN



World Conservation Congress (Forum & Members Assembly)

\* Statutes 37a Council shall have responsibility for the **oversight** and general **control** of all the affairs of IUCN...

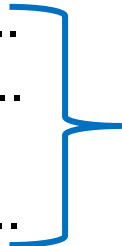
**...therefore...**



# A number of initiatives launched in the recent past

## Internal & External

- ❖ New member categories (Subnational/Local Governments, IPO)
- ❖ DG's monthly updates/reports.....
- ❖ Regional Directors (and other IUCN staff too) attending Council meetings..... and interacting with Council members
- ❖ Council *In camera* sessions.....
- ❖ Council composition (Global focal person, Youth, IP)
- ❖ Accountability increase including:
  - a) Policy overseer procedure *(bounces back to governance)*
  - b) Conservation Management Assurance
  - c) External reviews (MKS finance review, on programme, on impact of resolutions, other...)
  - ...External Review of aspects of IUCN's governance (2019)



**AGAIN**

***...and after Marseille:***



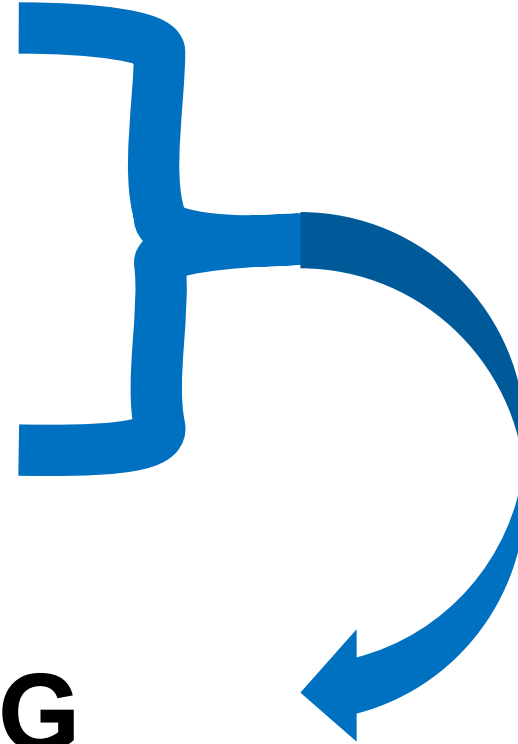
# New President



**New Council**  
**New President**  
**New Bureau**



**New Council**  
**New President**  
**New Bureau**

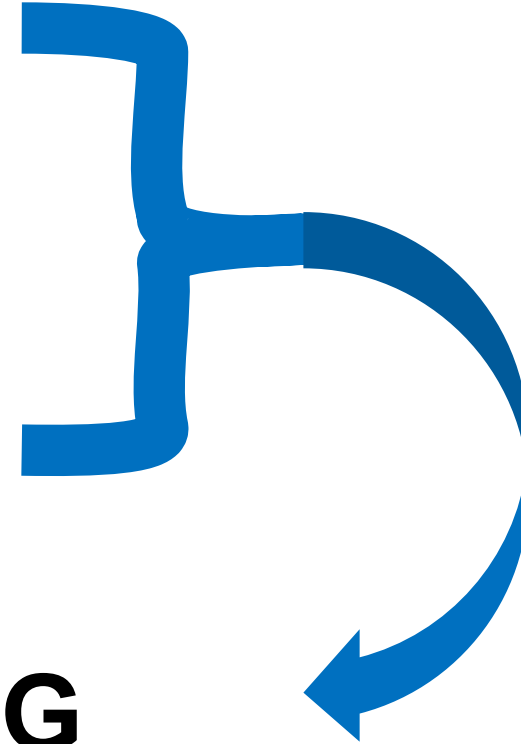


**New DG**





**New Council**  
**New President**  
**New Bureau**



**New DG**

***however*** ; still major governance challenges!

# E.G.R.



## **GCC's Task Force, background:**

- ✓ Report **External Review** of aspects of IUCN's **Governance** (2019)
- ✓ Management Response of the Council (January 2020)
- ✓ GCC-Task Force appointed (by C-108).
- ✓ GCC Task Force conducted analysis, including guidance to the Steering Committee of the IUCN-20y SV project. (for C-109)
- ✓ GCC-TF revisited with Secretariat the Management Response (2023)
  
- External Review Report includes 51 recommendations grouped into:
  - People,
  - Information Architecture,
  - Structures & processes, and
  - Group dynamics;
  - in addition to Risks (Technical, Strategy and relationships between IUCN governance bodies)



We (the GCC's TF with the Secretariat) group them in four blocks, as per their pertinence or relevance.

### **Block A**

**EVEN** though these are being implemented we believe they are of the utmost importance and hence the progress so far worth of being reviewed and if adjustments seem appropriate should be acted upon timely.

### **Block B**

**THESE** group of recommendations seem appropriate to strengthen the Council's performance, we believe they are important indeed and ought to be address properly.

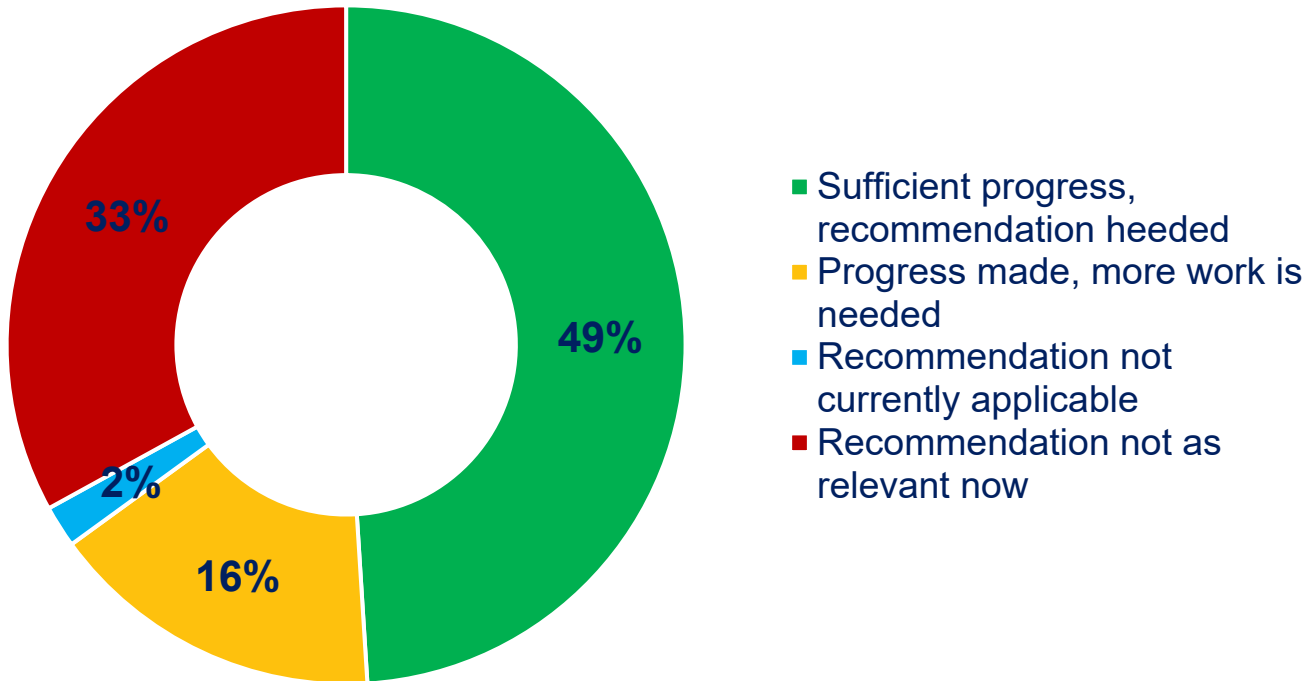
### **Block C**

**THESE** recommendations are in our humble opinions the ones of the lesser priority, some are being addressed indirectly in other and will eventually resolve or fall into irrelevance.

### **Block D**

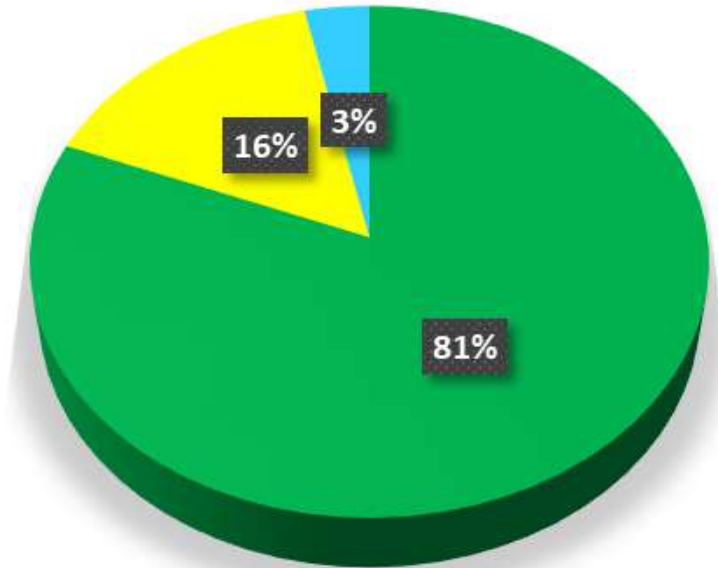
**THESE** recommendations, as we see it, might not be as relevant or pertinent now. Some were actually "rejected" or not accepted, rather, by previous council.

# Implementation Progress Overview



- Sufficient progress, recommendation heeded
- Progress made, more work is needed
- Recommendation not currently applicable
- Recommendation not as relevant now

## Overall implementation progress





We (the GCC's TF with the Secretariat) group them in four blocks, as per their pertinence or relevance.

### **Block A**

**EVEN** though these are being implemented we believe they are of the utmost importance and hence the progress so far worth of being reviewed and readjustments seem appropriate should be acted upon timely.

### **Block B**

**THESE** group of recommendations seem appropriate to strengthen the Council's performance, we believe they are important indeed and ought to be address properly.

### **Block C**

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### **Block D**

**THESE** recommendations, as we see it, might not be as relevant or pertinent now. Some were actually "rejected" or not accepted, rather, by previous council.



## *Some derived* **ACTION POINTS**

- 1) Strategic sessions; Strategic thinking and discussions
- 2) Tidy Policy Processes, compile/complete policies
- 3) Built in Risk analysis; (Risk Appetite Statement)
- 4) Clear metrics/ Monitoring-Evaluation-Reporting/  
KPI/ performance appraisal for:  
DG and other staff, Legal Advisor, Commissions
- 5) Employee engagement survey
- 6) Annual membership survey
- 7) Membership Models (TOR Research/benchmark/analysis)

**(1)**

***BUT, as said* ;still major governance challenges!**



# Elements of an *ever growing* TO DO LIST

(2)

## 8) Ammendments to Statutes & regulations

- a) Resolution 148. WCC virtual/hybrid, (*several implications*)
- b) Art. 94. Voting, intersessionally, on line (*several implications*)
- c) Resolution 145. Analysis of Committee's "multiverse" (*several implications*)
- d) Dec. 147: 20 yr. Strategic Vision
- e) Other...

## 9) Healthy and Sustainable finances

- a) Financial governance
- b) "Independence" from donors
- c) Long term (as per finances review) (Moore Kingston Smith)
- d) Reserves target & proposal
- e) Risk analysis



# Elements of an *ever growing* TO DO LIST

(3)

## 10) Members' Committees comprehensive analysis (Lessons learned from the multiverse & streamlining)

Structure	Constituency	Policies
Governance	Operation	Recognition
Liabilities & Risks	Work Plan	Activities
Budget & Income	Communication	Reporting
Rights & obligations	Strengths	Agreements

## 11) Council specific

- a) Councillors “training/education” (*onboarding rather*)
- b) Best USE of Councillors in regions (roles & support)
- c) Compile council’s governance related motions for WCC
- d) Gray areas between standing Committees FAC/PPC/GCC  
(allow strategic redundance until clear cut boundaries)
- e) Spend more time on Conservation strategic issues, less on IUCN management





# Elements of an *ever growing* TO DO LIST

(4)

## 12) Communication

### Internal

Secretariat /HQ-Regions-Offices

Secretariat and Council

Council and Members

Council and Commissions

Three pillars (Constituency)

Secretariat – Members - Commissions

### External

**WARNING: SOCIAL NETWORKS:** new space for interaction worldwide indeed, yet a huge challenge for **governance**, for it allows, **almost** everybody, **almost** everywhere to participate and express **almost** anything. Their opinion, point of view, radical stands even, but also, unfortunately is open too to false information, gossip, fake news, hence; this eventually **grants credibility to things without the minimum truthfulness** or veracity

# Elements of an *ever growing* TO DO LIST



(5)

## 13) 20yr. Strategic Vision

- a) Membership satisfaction survey/ models analysis  
(recruitment/onboarding/engagement/retention)
- b) Membership Value Proposition
- c) International positioning *(bounces back to governance)*
- d) Raise visibility
- e) Impact (overall/whole) monitored
- f) Increase capacity & professionalism  
(Academy, Knowledge baskets,etc)  
Members-Secretariat-Council-Commissions
- g) Engagement and Streamlining  
**(ONE PROGRAMME APPROACH & beyond)**
- h) Communication (Internal & External)

# KEY PRINCIPLES OF GOVERNANCE

- ❖ Participation and consensus (1,5,10)
- ❖ Accountability and transparency (3,4,9)
- ❖ Responsiveness & effectiveness (1,4,5,6,7,9,10)
- ❖ Equity, fairness and inclusiveness (5,6,10)
- ❖ Rule of law and compliance (1,4)

(2,8,11,12,13)



## PERHAPS

.....Food for thought,  
.....Launching brainstorming

## REQUEST GUIDANCE FROM COUNCIL

*What are the other reforms we need for  
improvement of IUCN's governance?*

*(with 20yr. SV in perspective)*

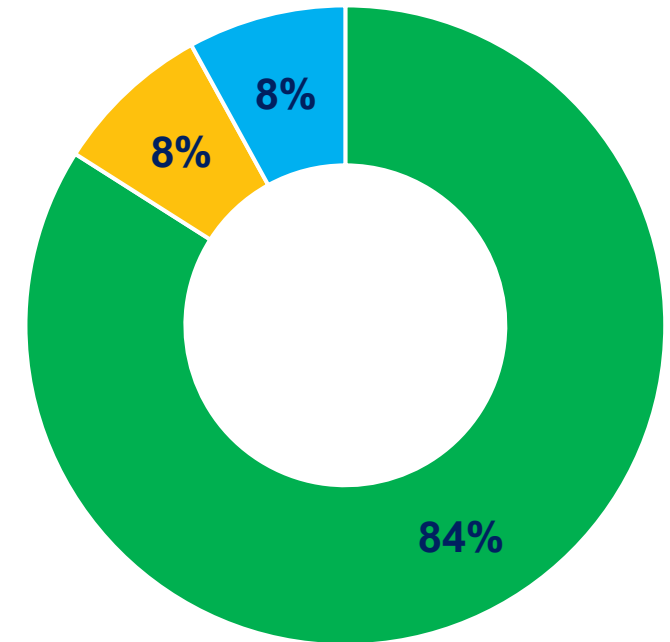
**Thank you**  
**Merci**  
**Gracias**

Presented by: Ramón Pérez Gil Salcido on behalf of GCC's Task Force  
**With gratitude** towards those who contributed in the Secretariat and my GCC colleagues

# BLOCK A, FOR PRIORITY REVIEW & ACTION

- **6.3.1.a Final meeting agenda circulated 3-4 weeks in advance** of council meetings 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**, allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).
- **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 of critical management issues**
- **6.3.2.b Prepare reports of critical management issues**, so that committee and bureau members can prepare beforehand.
- **6.3.3.a Establish clear metrics upon which DG will be evaluated.** Conduct the evaluation professionally and anonymously, via an evaluations committee.

Implementation status



- Sufficient progress, recommendation heeded
- Progress made, more work is needed
- Recommendation not currently applicable

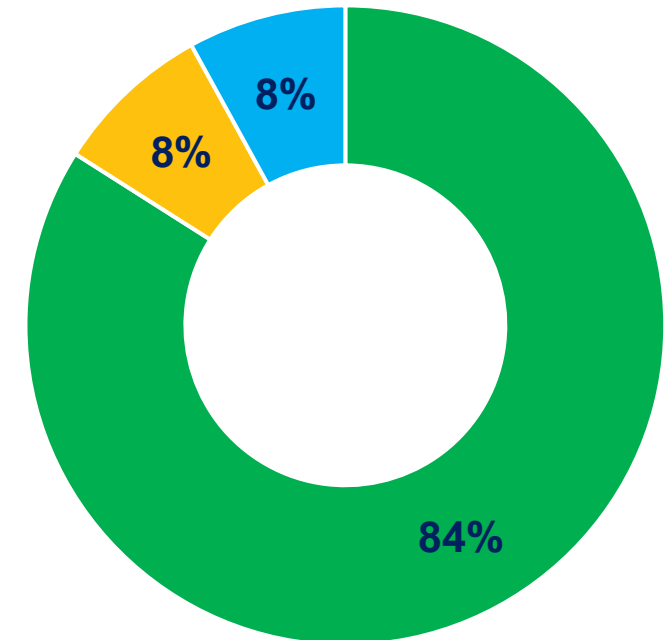
# BLOCK A, FOR PRIORITY REVIEW & ACTION

- **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.
- **6.4.3.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.

## 6.6.3 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 qualifications and expectations should be developed**
- **6.6.3.b. 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 on-boarding process.

Implementation status



- Sufficient progress, recommendation heeded
- Progress made, more work is needed
- Recommendation not currently applicable

# BLOCK B, FOR STRENGTHENING COUNCIL PERFORMANCE

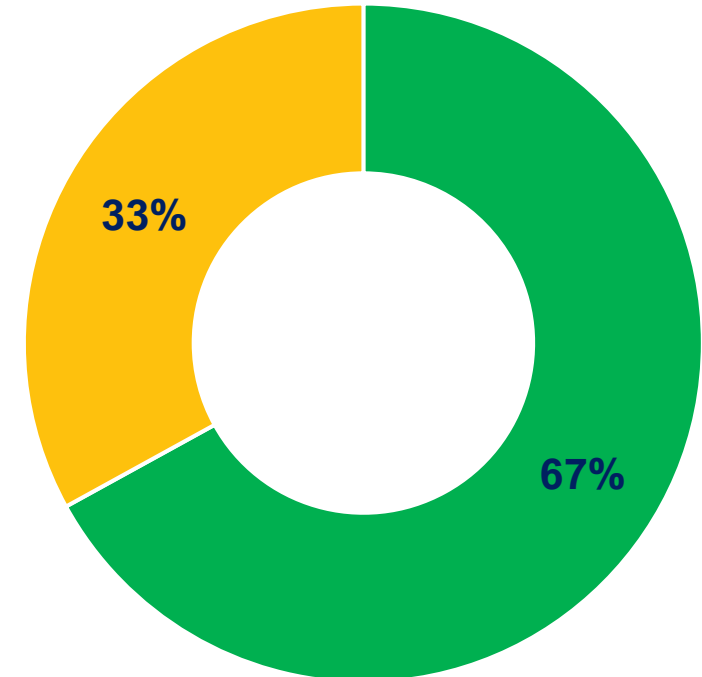
## 6.2.2 Insufficient involvement of Council in information design.

- **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.

Implementation status



- Sufficient progress, recommendation heeded
- Progress made, more work is needed

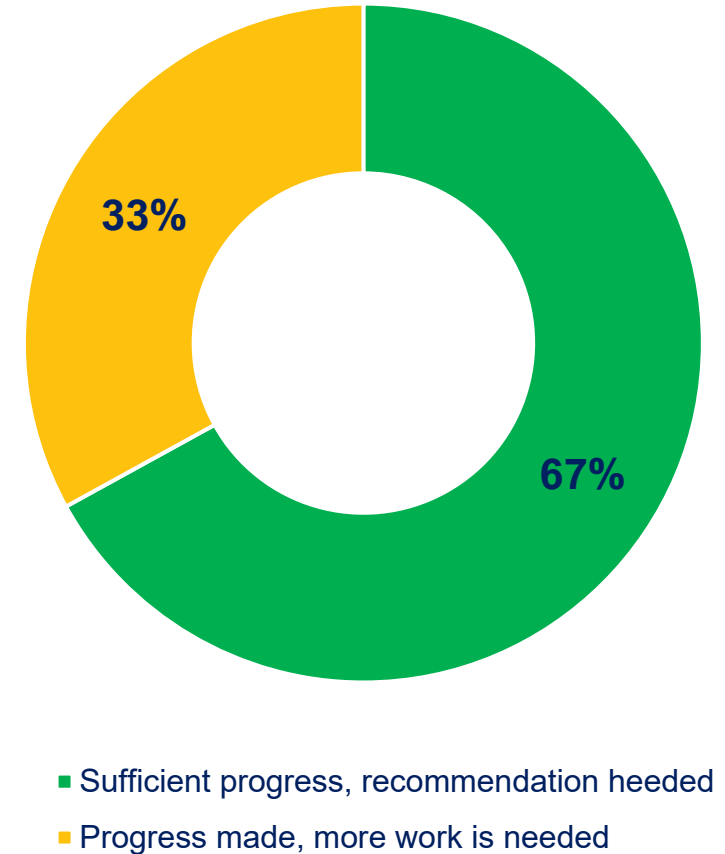


# BLOCK B, FOR STRENGTHENING COUNCIL PERFORMANCE

## 6.3.6 Monitoring & evaluation

- **6.3.6.a Professionalize monitoring and evaluation** of IUCN's strategic process.
- **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 organizational 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.
- **6.6.1.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).

## Implementation status

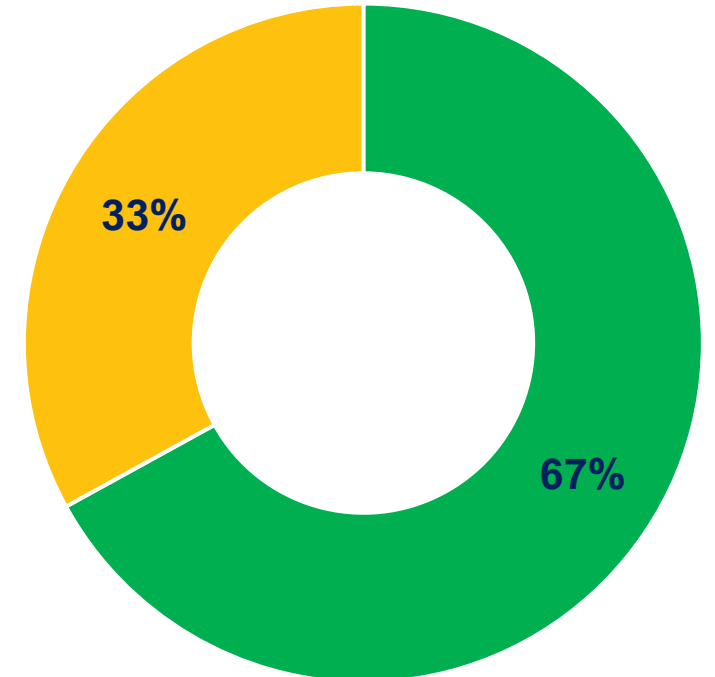


# BLOCK B, FOR STRENGTHENING COUNCIL PERFORMANCE

## 6.7.1 Relationship between IUCN Council and Management

- **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.
- **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.

Implementation status



- Sufficient progress, recommendation heeded
- Progress made, more work is needed

# BLOCK C, LOWER PRIORITY: indirectly addressed & expected to resolve or become irrelevant

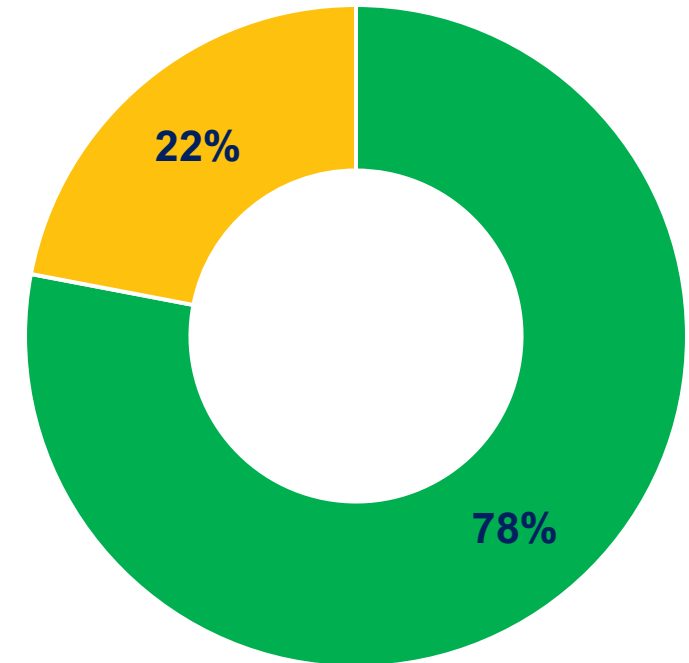
## 6.5.1 Lack of risk thinking at bureau and Council level

- **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.

## 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.
- **6.7.2.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.

Implementation status



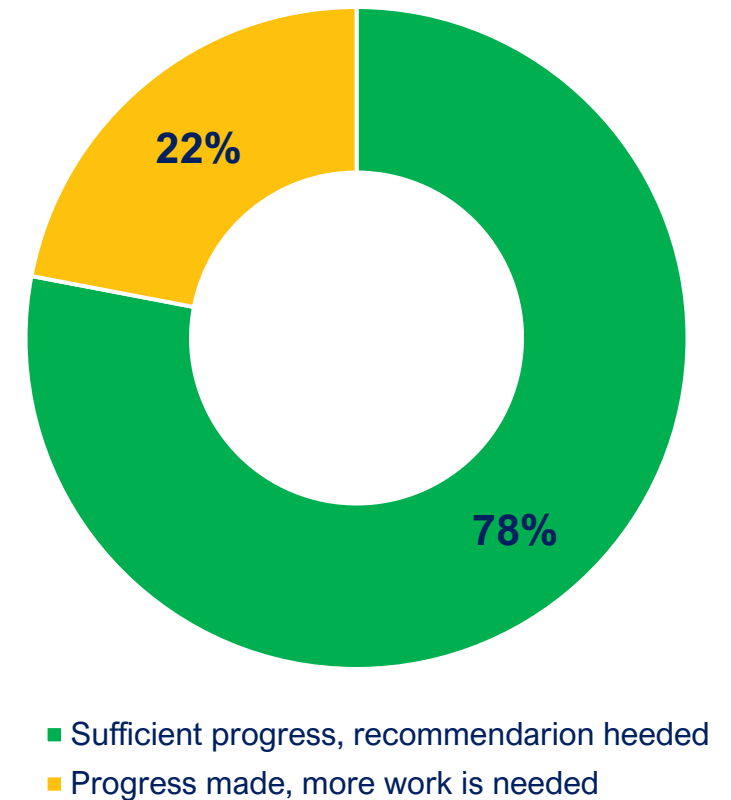
- Sufficient progress, recommendation needed
- Progress made, more work is needed

# BLOCK C, LOWER PRIORITY: indirectly addressed & expected to resolve or become irrelevant

## 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.

Implementation status



# **BLOCK D, NOT AS RELEVANT NOW**



## **6.1.1 Council composition dedication of councillors**

- 6.1.1 Nominations process
- 6.1.2.a Council could conduct a detailed skill and personal attribute mapping at the council level
- 6.1.2.c Draft clear job descriptions of role of IUCN Councillor

## **6.1.3 Lack of sufficient evaluation at the individual councillor level**

- 6.1.3.c Evaluation of individual members to be conducted by a third party,
- 6.3.5.a Consider introducing stronger accountability in commission performance requirements
- 6.4.1.a Chair to maintain greater discipline of Council discussion
- 6.4.1.b Feedback to the Chairman via an evaluation on a yearly basis
- 6.7.3.a Introduce committee-specific performance standards into Council member job descriptions

## **6.7.5.a Accountability for standing committee members, strengthened**

- 6.7.5.b Greater transparency of bureau's own processes and discussions and reporting
- 6.7.5.d Discipline regarding reporting lines and appropriate channels of communication
- 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

**Thank you**  
**Merci**  
**Gracias**

Presented by: Ramón Pérez Gil Salcido on behalf of GCC's Task Force  
**With gratitude** towards those who contributed in the Secretariat and my GCC colleagues



110<sup>th</sup> Meeting of the IUCN Council, Fontainebleau (France)

13-15 November 2023

*Agenda item 5.3*

## **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 second comprehensive report on the implementation of the 137 Resolutions and Recommendations 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 its second meeting during Q4 in 2024.
2. The aim of this report is to provide an overview of the progress in the implementation of the Marseille Resolutions, identify a number of challenges and possible systemic issues, and mobilize action to fill implementation gaps. In addition, and in light of upcoming preparations for the 2025 World Conservation Congress, some reflections in the conclusions of this report pertain directly to the front part of the IUCN policy cycle, namely, the motions process.

### *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. For this reporting cycle (October 2022- August 2023), participation from Members, Committees and Commission members has been low, and participation from Secretariat Focal Points has decreased. In total, the following reports were received:
  - **126 Activity Reports on 76 Marseille Resolutions**
    - **68** from Members
    - **2** from a National Committee
    - **37** from Commission Members (11 SSC, 11 CEM, 9 WCPA, 5 WCEL, 1 CEESP)
    - **19** from the Secretariat
  - **85 Progress Reports**
4. It is important to emphasise that this document is based on the reports gathered (as above) and thus only represents a partial view of the situation. All the figures presented here are based on the 85 Progress Reports received (i.e. only represent 62% of the Marseille Resolutions), while there might be other Resolution implementation efforts that are not captured in this report, as they have not been submitted through the Resolutions and Recommendations Platform.
5. This report is structured in two main parts. **Part I** presents findings on the implementation of Resolutions in more detail, overviewing the relative prevalence of the kinds of activities carried out, identifying which constituents contributed to implementation, and the challenges faced. **Part II** presents an estimation of the cost resulting from the implementation of the Marseille Resolutions for the IUCN Secretariat. Last year, the first costing exercise was conducted, thanks to the help of the Secretariat Focal Points. An improved version of this exercise was reconducted this year to get a better understanding of the fundraising efforts needed to fully implement what the Resolutions request from the Secretariat. Finally, the document concludes with some reflections on how to further improve implementation, including linkages with the motions process and its further enhancement. A number of **Annexes** are included complementing the information in Parts I and II.



## PART I: Progress in implementing the Marseille Resolutions and Recommendations

### A. Assessment of Progress Reports

6. 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 51% of the Resolutions, and initiated on 39%, while in 10% of the cases, implementation has not yet started. This shows that implementation has somewhat advanced since the last reporting cycle.

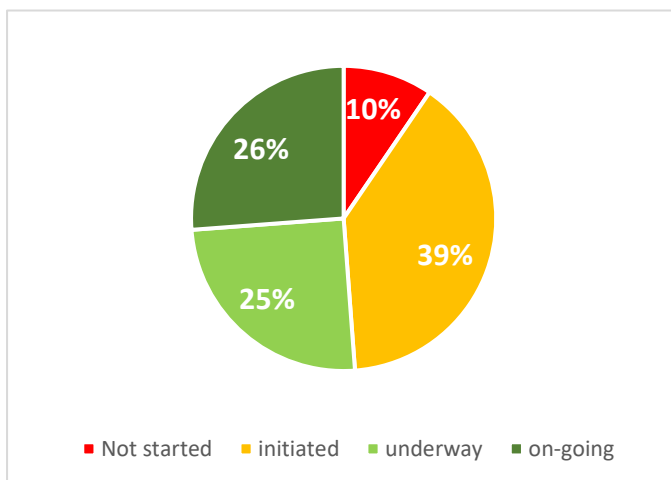


Figure 1: Implementation status as of September 2023

**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.)

**Completed:** implementation completed

### B. Actors involved in the implementation of the Marseille Resolutions

7. A variety of actors across the Union are involved in the implementation of the Marseille Resolutions, including a number of non-IUCN entities, for instance, International Organizations.

Until now, the participation can be summarized as follows:

- **IUCN Members** are involved in the implementation of **83.5%** of the Resolutions
  - **Commissions** are involved in the implementation of **78%**
  - The **Secretariat** is involved in the implementation of **79%**
  - **Non-IUCN entities** are involved in **42%**
  - **14%** are being implemented by **only one IUCN constituent type**
  - **59%** are being carried out under the **One-Programme Approach**
8. In total, **157 Members** were identified as being actively involved in the implementation process. The distribution across the IUCN Membership categories was as follows:
- **Category A** – States and government agencies at national and subnational levels: **36** (17% of all Category A)
  - **Category B** – National and international NGOs: **110** (9.5% of all Category B)

- **Category C** – Indigenous Peoples’ organizations: **4** (16% of all Category C)
- **Category D** – Affiliates: **7** (13.5% of all Category D).



Figure 2: Implementation by membership category

9. Of the 137 Resolutions and Recommendations, Commissions in general are called on, requested, asked or encouraged to be engaged in 42 Resolutions. Furthermore, in 67 cases, the Resolutions make requests to one or more specific Commission, as follows:

- Commission on Education and Communication (**CEC**): **2**
- Commission on Ecosystem Management (**CEM**): **11**
- Commission on Environmental, Economic and Social Policy (**CEESP**): **9**
- World Commission on Protected Areas (**WCPA**): **12**
- World Commission on Environmental Law (**WCEL**): **14**
- Species Survival Commission (**SSC**): **19**

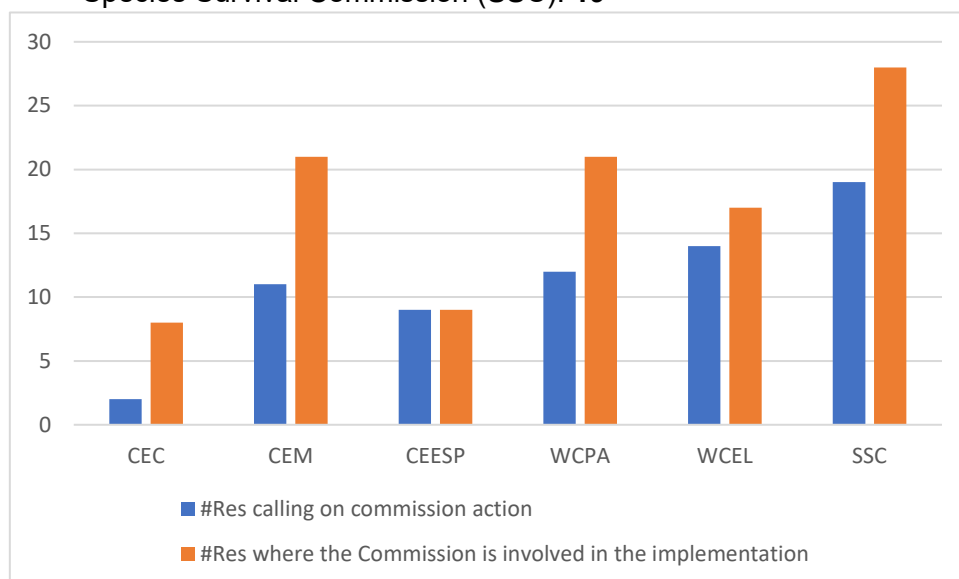


Figure 3: Implementation by Commission

10. As indicated in the figure above, five out of six Commissions<sup>1</sup> have reported to be involved in more Resolutions than they are specifically called on to undertake some action. It has also been reported that Commissions are involved in the implementation of 77% of the Marseille Resolutions. However, detailed information is unavailable to provide a better picture about the specific actions the Commissions are carrying out and which are linked to the implementation of Resolutions. As mentioned before, the information currently captured in the Resolutions and Recommendations platform is quite slim. All Commissions are encouraged to increase efforts around implementation of Resolutions and importantly, to report actions using the Resolutions and Recommendations Platform.

### C. Activities carried out

11. The Progress Reports published in 2023 show that the most carried out activities to implement the Marseille Resolutions were:

- convening stakeholders
- education and communication activities, and
- policy influencing.

The activities that were reported to be carried out the least were field activities, fundraising and capacity-building.

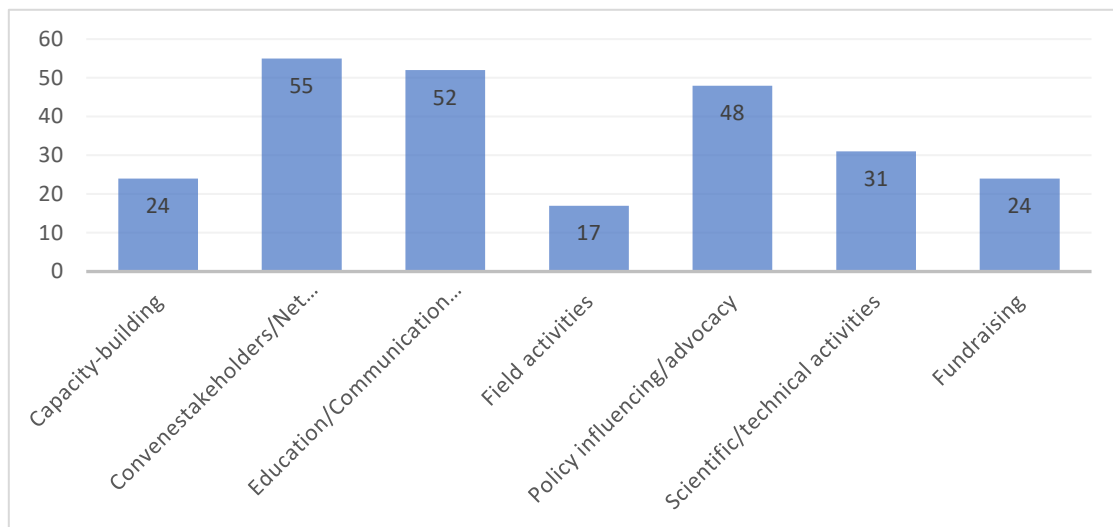


Figure 4: Activities carried out since the adoption of the Marseille Resolutions

12. In most cases, Resolutions are being implemented through a variety of activities. Not surprisingly, the data gathered shows 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 reported as being carried out.

<sup>1</sup> Note that the Climate Crisis Commission is not included here, as the establishment of this Commission was decided during the Marseille Congress.

## Part II. Estimations of the cost of implementing the Marseille Resolutions for the Secretariat

13. For the first time last year, estimates of the cost of implementing IUCN Resolutions were presented to Council. To collect this information, the Secretariat Focal Points were asked to fill in a questionnaire to assess costs of actioning on Resolutions. The International Policy Centre (IPC), who oversaw this exercise, received 110 responses covering 90.9% of the Marseille Resolutions. The results showed that the median cost of implementing an IUCN Resolution is **USD 750,000**, and that the median cost of implementing the requests made to the Secretariat is **USD 272,500**<sup>2</sup>.
14. Nevertheless, it was recognized that the findings of this exercise should be taken with a grain of salt, as the surveyed experts expressed concerns over the feasibility of the exercise altogether and the accuracy of the responses provided to the questionnaire. Indeed, operationalizing the actions requested to fully implement the Marseille Resolutions proved difficult and highly subjective.
15. Based on the feedback received last year, IPC prepared a revised questionnaire, with the inputs of the Global Finance Group. Special effort was made to adapt the questionnaire to IUCN's budget architecture, and the scope of the survey was reduced to only include the estimation of the cost of the requests to the Secretariat and not of the Resolutions as a whole. The questionnaire was structured around 2 questions, namely:
  1. *Provide an estimate of the resources needed to implement the requests to the Director General / Secretariat only, including staff time (in CHF); and*
  2. *Based on your total estimates in question 1, please estimate both the resources needed and already spent from both restricted and unrestricted sources of funding (in CHF).*
16. Out of the 83 Marseille Resolutions that request action from the Secretariat, Secretariat Focal Points provided estimates on 42 Resolutions (covering 50.6% of the Resolutions being considered) for Question 1, and on 19 Resolutions (covering 23% of these Resolutions) for Question 2. The results are presented below.
17. On average, the cost of implementation of the requests to the Secretariat for one Resolution is **CHF 724,231**. However, the median cost is much lower, at **CHF 349,800**. 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 actioning on Resolutions' asks.
18. The highest estimate of the cost of the request to the Secretariat for a single Resolution is **CHF 9 million** for [Resolution 7.101 – Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife](#). The Secretariat estimated that the activities below would be necessary to implement the requests in this Resolution:

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<sup>2</sup> 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.

- **Field activities:** Travel costs for staff to meet with stakeholders, attend high-level meetings both global and regional, as well as travel costs for regional staff implementing on-the ground activities related to HWC.
  - **Scientific activities:** Support on-going research on effective methods of mitigating HWC, implement science-based approaches to mitigating HWC, document case studies and best practices, and disseminate information through various channels including development of policy briefs.
  - **Education communication and capacity building:** Global and regional capacity building based on IUCN and partner tools such as guidelines on human-wildlife conflict and coexistence, protected area management and governance and sharing of best practices.
  - **Fundraising:** Staff time to engage potential donors, develop proposals and grant management.
  - **Convenings:** Global and regional forums such as the international conference on Human Wildlife Conflict and Co-existence, World Conservation Congress, and online webinars.
19. The questionnaire also aimed to better understand the source of funding (i.e. from restricted or unrestricted income<sup>3</sup>) to be used to implement the Resolutions, and how much the Secretariat still needs to fundraise. Regarding these aspects, IPC only received information for 19 Resolutions. Hence, the results presented below cannot be generalized.
20. The data received shows that, on average, one would need **CHF 485,484** from restricted income and **CHF 176,574** from unrestricted income to implement a Resolution. In other words, almost **three-quarters** of the resources needed to implement an IUCN Resolution has been estimated to come from restricted income.
21. Furthermore, the estimates provided also show that, on average, about **57%** of the resources needed to implement the Marseille Resolutions have been secured, as of Summer 2023. However, there is a significant risk that this estimate is upwardly biased (see next section).

#### [Important remarks on these estimates](#)

22. The results reported above should be taken with a grain of salt for the following main reasons:
- a) IPC only received information on a small percentage of the Resolutions that require action from the Secretariat.
  - b) There seems to be a *positive bias* (i.e. that less funding has been secured than what these data show). Indeed, it can be expected that the Secretariat Focal Points that had already fundraised for the totality of the resources needed to implement

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<sup>3</sup> IUCN receives income from a variety of sources. In accordance with standard accounting practice, income is categorised as either restricted or unrestricted. Unrestricted components comprise Membership dues, Framework contributions from Framework Partners, philanthropy, and other unrestricted income such as rental and service fee income. Restricted income comprises income for specific projects, the use of which is governed by project contracts. For more information, please consult IUCN Budget Architecture and Overhead Policy : [https://portals.iucn.org/union/sites/union/files/doc/iucn\\_budget\\_architecture\\_and\\_overhead\\_policy\\_v1.pdf](https://portals.iucn.org/union/sites/union/files/doc/iucn_budget_architecture_and_overhead_policy_v1.pdf)

the actions called for in their assigned Resolutions, found this exercise easier and were more prone to answer the questions.

- c) Operationalizing the requests included in the Resolutions can be highly subjective. In some cases, the requested actions are not clearly defined and are subject to interpretation.

## Conclusions

### A. Main challenges encountered

23. While the reports received indicate that implementation of most Resolutions has been initiated, many have faced a number of challenges. Indeed, **in 90% of the cases, challenges were reported.**
24. **The most significant challenge reported was lack of dedicated financial resources for implementation** with 34% of Progress Reports filed identifying this as an obstacle. Moreover, another 14% of the reports underlined that the implementation of a given Resolution was hindered by the lack of time and resources allocated to the Secretariat Focal Points' activities linked to fulfilling the requests in Resolutions.
25. **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. Even though the Motions Submission Form includes a section where proponents of a Motion have to provide information about the resources needed for implementation of the Resolution if adopted, in a limited number of cases, the proponent and/or co-sponsors of the original Motion actually pledged money or other in-kind resources to implement the Resolution<sup>4</sup>. However, most Resolutions are adopted without any source of funding clearly identified. Practically speaking, this means that task forces cannot convene, advocacy activities cannot be carried out, face-to-face meetings cannot take place, and technical activities called for in the Resolution are not undertaken.
26. Regarding the requests made to the Secretariat (and Commissions) through Resolutions, the assumption is that they can be fulfilled through the implementation of the IUCN Programme. According to the Rules of Procedure of the World Conservation Congress, Motions that submit proposals to modify the draft IUCN Programme and the mandates of the IUCN Commissions should be dealt with as proposed amendments to the Programme or mandate (Rule 51). In practice, Motions that request specific actions from the Secretariat or the Commissions are often not processed following Rule 51. In fact, there is little precedent of amendments to the IUCN Programme following the requests coming from Motions (these tend to be much more precise than the Programmatic actions and targets).
27. **Lack of funding for activities conducted by Secretariat Focal Points hinders the implementation of the Resolutions.** Indeed, the implementation strategy for IUCN Resolutions strongly relies on the role of the Secretariat Focal Points, which are expected to fulfil key tasks, including: 1. initiating and supporting action to implement the Resolution within the Secretariat; 2. coordinating action on the Resolution with Commissions and Members; and 3. providing annual Progress Reports, which identify progress made and challenges encountered. However, when the Secretariat Focal Point is identified after adoption of the Resolutions and Recommendations, these tasks are not included in their existing Workplans and/or TORs, and no time is officially allocated to this role. Furthermore, the fact that most staff are asked to charge most of their time to projects, means that the time they spend working on follow-up to Resolutions is not in principle funded. This lack of time and financial resources has greatly hindered the Resolutions' implementation strategy, and it can be expected that

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<sup>4</sup> In fact, whether the estimates included in the Motion Submission Form by proponents of motions are accurate or realistic or not, does not constitute a Statutory requirement for assessing the admissibility of the motion altogether. In other words, a motion can be accepted without any guarantee that there will be resources available to implement the actions it calls for in case of its adoption as a Resolution.

this situation has also impacted the quality and accuracy of the present report, as it is based on the inputs provided by the Secretariat Focal Points.

28. **The second most prevalent challenge, comprising 19% of cited concerns, revolves around the difficult coordination on implementing and reporting between different IUCN constituents.** 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 Motion/Resolution, there continues to be divergence as to how available these focal points really are to exercise this role. This doesn't only apply to the Member Focal Points, but also to the Commission Focal Points. While many support this process proactively, some remain unresponsive, which hampers implementation and reporting.
29. When comparing the level of Members' participation throughout the Resolutions cycle, a **progressive disengagement of Members** in this process becomes evident, as demonstrated by the numbers below:
- **544 Members proposed or co-sponsored a Motion** for the Marseille Congress (40% of the Membership).
  - **139 Members participated in the online discussion** (10.2% of the Membership).
  - **32 Members reported activities conducted** to implement the Marseille Resolutions **on the Platform during the first reporting cycle** (October 2020-October 2022) (2.3% of the Membership).
  - **22 Members reported activities conducted** to implement the Marseille Resolutions **on the Platform during the second reporting cycle** (October 2022-October 2023) (1.6% of the Membership)
30. This tends to confirm the findings of the 2014 study [What do IUCN Resolutions achieve?](#), which demonstrates that there is a weak sense of ownership and responsibility for the implementation of IUCN Resolutions on the part of many Members. This is worrying, as the implementation of the Resolutions require the support of the whole Union.
31. It is also noteworthy that this tendency also seems to apply to the Commissions. Indeed, while Commissions had published 46 Activity Reports in 2022, they only published 37 of those this year. Furthermore, the Secretariat Focal Points have also reported that the emails they sent to coordinate implementation or remind Commission Focal Points to submit their Activity Reports have often not been responded to.
32. **The last significant challenge highlighted in the reports, and beyond IUCN constituencies, regards the lack of political will** to address the issues that the Membership have underlined in the Marseille Resolutions. For example, regarding [Resolution 7.113 – Restoring a peaceful and quiet ocean](#), it was reported that it has proven difficult to find consensus amongst stakeholders to effectively implement the International Maritime Organisation (IMO) guidelines.
33. **Other reported challenges** include the fact that there seems to be a **misalignment between the Programmatic priorities and the requests included in the Marseille Resolutions**. Furthermore, it was also noted that **some Resolutions are unclear**, mostly regarding who is accountable for implementing them, and what actions need to be conducted to implement them. For instance, it was reported that [Resolution 7.063 – Urgent call to share and use primary biodiversity in situ data](#) include operative



paragraphs that are “too high level” (and probably generic) to be implemented and monitored.

B. Possible measures to consider to address issues related to implementation and reporting

34. Most of these challenges could be addressed at an early stage, during the Motions process. In that respect, it is important to realize, as a Union, that the policy decision-making process is a cycle that starts with the submission of Motions that become IUCN Resolutions and Recommendations and constitute our general policy. If we are to deliver on the mandate provided by Resolutions and Recommendations, IUCN has to improve on the way this policy cycle works including assessing the number of decisions taken, how they are prioritized and what resources are provided for implementation.

35. Indeed, the difficult coordination, implementation and reporting that the Union is facing, is mostly due to the important number of Resolutions adopted throughout the years and in Marseille. In fact, since the establishment of IUCN in 1948, the number of adopted Resolutions has sharply increased (see graph below). This increase has had implications for the whole Resolutions cycle, including a reduction of the time available to discuss each individual Motion prior to its adoption, as well as increasing needs for resources to implement Resolutions once adopted and to monitor the progress made along the way.

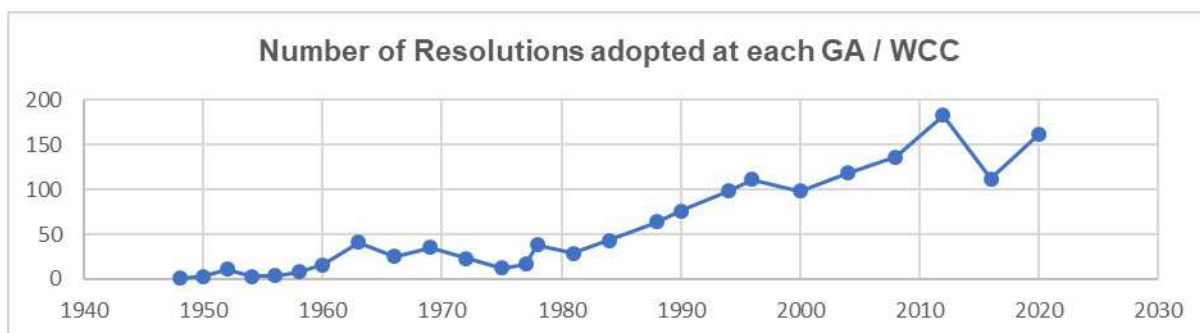


Figure 5: Number of Resolution adopted at each IUCN General Assembly/Congress

36. It is important that for the next Motions process it is explicitly made clear that not everything IUCN wants to action on should be channelled through a Motion/Resolution, and that Members have other opportunities to shape, steer and influence the work of the Union (e.g. by contributing to the revision of the Nature 2030 Programme). Ultimately, it seems that moving forward, aiming for significantly reducing the number of Resolutions adopted at each Congress deserves thorough and conscientious examination.

37. A number of additional considerations could be explored. For example, amending the admissibility criteria of Motions and require more co-sponsors (rule 49(a)) could ensure that the Motions submitted represent the views of the broader Membership, and would facilitate wider consultation of the text prior to its submission.

38. Amending the admissibility criteria to require more credible budgets and implementation planning (Rule 54(b)x) would also ensure that Members understand the burden of implementing the Motions/Resolutions they propose, and would also create an incentive to mobilize resources prior to their adoption.

39. In addition, the window for new and urgent Motions could also be moved further back from the start of the Congress and the Members Assembly to allow for more time to review and decide on their admissibility (Rule 53), and presumably increase the quality and clarity of Resolutions.
40. Finally, additional resources could be allocated to the Motions process to support longer (and more frequent?) Motions Working Group (MWG) meetings, additional Secretariat staff to support the MWG meetings, the training of technical reviewers and facilitators, or new IT applications.
41. To address the issue of the lack of funding, it is necessary to better align the Resolutions with the operationalization of the IUCN Programme, and with the Commissions workplans. Whenever feasible, Rule 51 of the Rules of Procedure of the World Conservation Congress could be more systematically applied by the Motions Working Group during the upcoming Motions process. When this is not possible, it is important that the Resolutions inform the implementation of the IUCN Programme and the Commission workplans. This could be achieved by “mapping and matching” all the requests outlined in the Resolutions to the IUCN Programme. This exercise should ideally begin promptly after the adoption of the new set of Resolutions and Recommendations. A similar approach could be followed for the Commissions and their workplans.
42. To facilitate the implementation and monitoring of Resolutions, some resources should be invested to support the work of the Secretariat Focal Points. The table below presents the *minimum time and monetary resources needed over 4 years (the usual length of the intersessional period) for the activities conducted by the Secretariat Focal Points*. It is noteworthy that these estimates only reflect the time a focal point is expected to invest for coordinating the implementation of one Resolution, and for preparing the yearly Progress Report, but not the time needed to implement a Resolution. An estimate of the costs for 2024 and 2025 (until the next Congress) is included in Annex 2.

*Table 1: Estimates of the time and monetary resources needed for the work of the Secretariat Focal Points over 4 years. The estimates are based on the daily rates of a P2 based in HQ.*

Activities	Minimum time needed over 4 years per Resolution	Estimated cost – staff time – over 4 years, per Resolution	Estimated total cost – staff time - over 4 years (for 137 Resolutions)
<b>Initiate action in the Secretariat</b>	2 hours	224	30,688
<b>Coordinate action with other focal points (Commission + Member FPs)</b>	4 hours	448	61,376
<b>Annual reporting (with costing exercise)</b>	14 hours <sup>5</sup>	1,568	214,816
<b>Other activities (10%)</b>	2 hours	224	30,688
<b>TOTAL</b>	<b>22 hours</b>	<b>2,464</b>	<b>337,568</b>

<sup>5</sup> It is estimated that the Resolution Focal Point should spend around 8 hours the first year to properly estimate the costs that stem from the Resolution, and to report on the progress made. The next three years, it is estimated that the Secretariat Focal Point will need 2 hours (each time) to gather the information and report on the progress made.

43. Different solutions have been explored over the past year to tackle the issue of the disengagement of IUCN Members and Commission members in the implementation and reporting process.
44. Firstly, to raise awareness of the IUCN Resolutions and underscore the collective responsibility for their implementation, a dedicated section on the Resolutions and Recommendations was incorporated into the bi-monthly IUCN Digest. This section connects the international policy agenda with the relevant IUCN Resolutions and encourages Members and Commissions to report the activities they conduct to support the implementation of IUCN Resolutions on the dedicated Platform.
45. Secondly, significant time has been invested to enhance the understanding of the IUCN policy cycle. IPC hosted a webinar targeting Secretariat staff and Commission Resolution Focal Points, and delivered several presentations to the Commission Steering Committees to ensure that the Resolutions cycle and implementation strategy is fully understood.
46. Thirdly, IPC has asked for the support from Commission Chairs to improve the communication of the reporting deadlines for the Activity Reports, recognizing that Commissions Focal Points, when prompted by their respective Chairs, would be more responsive.
47. Lastly, IPC met with the Commission Executive Officers in May 2023 to build capacity on the IUCN policy cycle, and to enhance collaboration between the Commissions and the Secretariat. This first meeting has already yielded some positive outcomes, identifying various avenues for collaboration. These include the improved integration of the Resolutions into the Commissions workplans, a revision of the list of Commission Focal Points, or the possible use of the Commissions' newsletters to spotlight Resolutions-related progress.
48. These ongoing efforts will continue during the upcoming reporting cycle, and will be completed with new endeavours, including the revamping of the Resolutions and Recommendations Platform to improve user experience.

## Annex 1: Focus on the implementation of subsets of Resolutions and Recommendations

A few examples of Resolutions and Recommendations are presented in this Annex.

These focus on 1. Resolutions facing challenges in implementation, and 2. Resolutions explicitly calling for action by the IUCN Council.

### Focus 1: Resolutions for which implementation is facing challenges or with deadlines

#### **A. Lack of funding**

##### [Resolution 7.028 – Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships](#)

1. *URGES the Member States to take initiatives to take part in the IMO discussions to ensure the effective protection of the oceans through:*
  - a. *the consideration of the need for a change in the current legislation on ocean pollution (Annex IV of the MARPOL Convention), which includes the updating of Annex IV of the MARPOL Convention and its guidelines to introduce provisions on the keeping of records and measures aimed at confirming the proper functioning of wastewater treatment plants across their entire life cycle; and*
  - b. *awareness-raising campaigns on the need to protect our seas from the enormous environmental impact caused by the wastewater from ships and to preserve the marine environment;*
2. *ENCOURAGES all IUCN Members, regional, national and European administrations with competences in the conservation of the marine environment and international legislation to cooperate and increase their efforts to launch this process, and also to collaborate in the transfer of the information on the objectives to be fulfilled to the land managers and the scientific community; and*
3. *ASKS the Director General and all Members and Commissions, and in particular the World Commission on Environmental Law (WCEL), to strive to achieve the objectives contained in this Motion*

The implementation of this Resolution has not started yet, as there is no funding to support the advocacy activities needed. Further, no IUCN Member or Commission has reported any activities that they would have undertaken to support this Resolution. The Secretariat Ocean Team and the World Commission on Environmental Law could explore possible avenues for collaboration to action on this Resolution.

#### **B. Lack of cooperation between IUCN Constituents**

##### [Resolution 7.007 – Developing agroecological practices as nature-based solutions](#)

1. *REQUESTS the Secretariat to seek relevant funds and prepare a report on agroecological practices as nature-based solutions (NbS), focusing on the diversity of ecosystem services they provide, in the IUCN Programme 2021–2024, in collaboration with FAO, and on the basis of the recent reports linked to this theme of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the High Level Panel of Experts on Food Security and Nutrition (HLPE), FAO, the Intergovernmental Panel on Climate Change (IPCC), the International Partnership for the Satoyama Initiative (IPSI), and other relevant reports;*
2. *FURTHER REQUESTS the Secretariat to support the dissemination and implementation of agroecological practices in its projects and programmes on the protection and conservation of biodiversity and ecosystems;*
3. *RECOMMENDS that states, communities, indigenous peoples, local stakeholders, and industry develop, promote and incentivise the adoption of agroecological practices as NbS as appropriate and integrate them into their national policies, as part of sustainable food systems. Measures to promote agroecological approaches should be implemented by states consistently with their national and international obligations; and*
4. *ALSO RECOMMENDS that farmers, industry, and other value-chain and local stakeholders engage in actions for the transition towards agroecological practices as appropriate, as solutions to economic, environmental and social challenges of farms and landscapes, food insecurity, malnutrition and biodiversity loss.*

While there has been significant progress made on the implementation of this Resolution, the Secretariat Focal Point highlighted that to fully fulfil its vision, increased efforts would be necessary to create synergies and mobilize IUCN Commissions and Members. Indeed, it was reported that within the IUCN Membership, agriculture is still a sensitive topic and many do not yet see the value of engaging constructively with this sector in order to frame it as part of the solution.

### **C. Prevalent divergent views**

#### [Recommendation 7.122- Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining](#)

*CALLS on all State Members, individually and through relevant international fora, to:*

- a. *support and implement a moratorium on deep seabed mining, issuing of new exploitation and new exploration contracts, and the adoption of seabed mining regulations for exploitation, including ‘exploitation’ regulations by the International Seabed Authority (ISA), unless and until:*
  - i. *rigorous and transparent impact assessments have been conducted, the environmental, social, cultural and economic risks of deep seabed mining are comprehensively understood, and the effective protection of the marine environment can be ensured;*
  - ii. *the precautionary principle, ecosystem approach, and the polluter pays principle have been implemented;*
  - iii. *policies to ensure the responsible production and use of metals, such as the reduction of demand for primary metals, a transformation to a resource-efficient circular economy, and responsible terrestrial mining practices, have been developed and implemented;*
  - iv. *public consultation mechanisms have been incorporated into all decision-making*

*processes related to deep-sea mining ensuring effective engagement allowing for independent review, and, where relevant, that the free, prior and informed consent of indigenous peoples is respected and consent from potentially affected communities is achieved; and*

*b. promote the reform of the ISA to ensure transparent, accountable, inclusive, effective and environmentally responsible decision making and regulation*

The polarized views on the “moratorium approach” present many challenges for this Resolution. The Union will continue building a coalition of willing using international meetings to gain and maintain momentum for the moratorium approach on deep-seabed mining.

## Focus 2: Resolutions calling for action by the IUCN Council

A number of Resolutions specifically call on Council for action or include Council as one of the actors to be involved in its 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 an overview of those Resolutions and their implementation status based on the Progress Reports (marked as PR in the table) received and the information in the Programme and Policy Committee (PPC) meeting reports.

### Status of implementation of the Marseille Resolutions:

Not Started	Initiated	Underway	On-going
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Table 2: Overview of the Resolutions that require action from Council and their implementation status

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
<b>Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews</b>	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	<ul style="list-style-type: none"> <li>The Secretariat proposed to apply synthesis tools for the Resolutions and Recommendations documentations and PPC encouraged the Task Force to explore the use of cross-cutting technologies, incl. AI.</li> </ul>

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
	<p>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 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>	
<p><b>Res 002 — Strengthened institutional inclusion concerning indigenous peoples</b></p>	<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>	<ul style="list-style-type: none"> <li>• IPLCs were involved in Asia Parks Congress outcomes and actions</li> <li>• 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</li> </ul> <p><i>(PR- No 2023 updates by the Secretariat FP)</i></p>
<p><b>Res 061 – Partnerships and further development of a Global Ecosystem Typology</b></p>	<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>	<ul style="list-style-type: none"> <li>• Building a framework on the application and mapping of the ecosystem types is a priority</li> <li>• Fundraising has been done</li> <li>• It was noted that the typology is critical for GBF implementation</li> </ul>

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
	<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><b>Res 065 – Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organization networks</b></p>	<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>	<p><i>No reports</i></p>
<p><b>Res 104 – Next IUCN World Park Congress</b></p>	<p>5. support the preparation and delivery of the next IUCN World Parks Congress.</p>	<p><i>No reports</i></p>
<p><b>Res 107 – Reducing the impact of fisheries on marine biodiversity</b></p>	<p>1. REQUESTS the Director General and Commission Chairs to:</p> <p>a. establish, in 2021, a Task Force to reconcile fisheries and conservation that:</p>	<ul style="list-style-type: none"> <li>• A dedicated Task Force will be established (by the end of October 2023) and a Situation Analysis report will further be developed by the Task Force.</li> </ul>



Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
	<p>i. involves all IUCN Commissions and all IUCN Regions;            ii. takes account of Antarctica and the Southern Ocean; and            iii. draws on relevant reports from peer organisations (e.g. IPCC Special Report on the Oceans and Cryosphere in a Changing Climate);</p> <p>b. produce, by 2022, a scientific and technical Situational Analysis on the effects of fisheries on biodiversity, involving a Consultative Workshop, and taking an inclusive approach, to cover:</p> <p>i. diverse fisheries (e.g. small-scale, artisanal, women’s, indigenous, non-selective, invertebrate, distantwater); and            ii. diverse issues (e.g. spatial management, efficacy of legal instruments, perverse incentives, economic dependencies, human well-being and rights, climate change impacts); and            c. convene, in 2023, a second Consultative Workshop to consider the findings of the Situational Analysis and to propose policy to IUCN and implementing parties</p>	
<p><b>Res 110 — Establishing a Climate Change Commission</b></p>	<p>2. provide guidance on the process to establish an interim Commission Chair and Steering Committee; (*)</p>	<ul style="list-style-type: none"> <li>• IUCN Council agreed on a process for the establishment of the IUCN Climate Crisis Commission</li> <li>• Following a call for expressions of interest, Council appointed the Interim Chair of the Commission at its meeting in May 2022</li> <li>• On the proposal of the Interim Chair, the Council appointed the members of the Interim Steering Committee of the Commission in October 2022.</li> <li>• The TORs and the 2023-2024 workplan of the CCC was adopted by Council at its 108th meeting.</li> <li>• During its 109th meeting the Council appointed the Deputy Chair of the CCC.</li> </ul>

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
<p><b>Res 113 — Restoring a peaceful and quiet ocean</b></p>	<p>1. establish an Inter-Commission Panel of Experts, comprised of Species Survival Commission (including specialists of cetaceans, mysticetes and odontocetes 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>	<ul style="list-style-type: none"> <li>• WCPA and SSC were asked to develop the TORs for the Inter-Commission Panel of Experts</li> </ul>
<p><b>Res 114 – Integrated solutions to the climate change and biodiversity crises</b></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>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>	<ul style="list-style-type: none"> <li>• A cross-Commission Working Group on biodiversity and climate was created</li> <li>• The Chair of CEC suggested to work on a climate-biodiversity education note to showcase how different actors could engage.</li> <li>• The ENACT partnership has well progressed</li> <li>• There is now concrete recognition of the deep interlinkages between the climate change and biodiversity crises and the role that NbS can play in addressing both crises. This has been demonstrated by decisions adopted during recent Rio Conventions meetings.</li> </ul>

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
<b>Res 119 – Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth</b>	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; (*)	<ul style="list-style-type: none"> <li>Members of CEESP and WCEL and the proponents of this Resolution have begun meeting to draft a proposed plan for progress on this Resolution</li> </ul> <p><i>(PR- No 2023 update submitted by the Secretariat FP)</i></p>
<b>Res 120 – Towards a Policy on Natural Capital</b>	2. establish an inclusive mechanism to consider the proposed non-binding Principles widely among Members (*)	<ul style="list-style-type: none"> <li>Implementation has been led by CEESP and CEM and started with the establishment of the working group on natural capital.</li> </ul> <p><i>(PR- No 2023 update from the Secretariat FP)</i></p>
<b>Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation</b>	<p>2. create a working group composed of IUCN Members (NGOs, governments and indigenous peoples' organisations) 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</p> <p>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>	<ul style="list-style-type: none"> <li>The Members were informed on the options for engagement in the development of an IUCN policy on synthetic biology.</li> <li>The synthetic biology Citizens Assembly was established and will have its first meeting in November.</li> <li>The Policy Development Working Group is being established with the approval of the President and a first inception meeting will be convened at the end of October.</li> </ul>
<b>Res 137 – Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19</b>	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;	<ul style="list-style-type: none"> <li>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</li> </ul>

Resolution	Action required from Council exclusively (*) / in conjunction with others	Status of implementation
	<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 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>	<p>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>(PR)</p>

## Annex 2: Estimated time and cost of the activities conducted by the Secretariat Focal Points to coordinate and report on the Marseille Resolutions

The estimates presented below are based on the [TORs of the Secretariat Focal Points](#). The minimum time needed for each activity was estimated based on information received from selected Secretariat Focal Points. These time estimates were then multiplied by the hourly rate of a P2 in HQ, which is expected to represent the “median grade” of a Secretariat Focal Point.

The tables below complete the one presented in the “Conclusions” section. Each table presents estimates for a different time period, as some activities should only be conducted once (e.g. the costing exercise was conducted in 2023 and shouldn’t be repeated until the next IUCN Congress, when new IUCN Resolutions are adopted).

*Table 3: Time and cost estimates until the next IUCN Congress (October 2023 - October 2025)*

Activities	Time needed (October 2023 - October 2025) per Resolution	Estimated cost (October 2023-October 2025) per Resolution	Total cost for the 137 Marseille Resolutions (October 2023-October 2025)
<b>Initiate action in the Secretariat</b>	2 hours	224	30,688
<b>Coordinate action with other focal points (Commission + Member FPs)</b>	2 hours	224	30,688
<b>Annual reporting</b>	4 hours	448	61,376
<b>Other activities</b>	1 hour	112	15,344
<b>TOTAL</b>	<b>9 hours</b>	<b>1,008</b>	<b>138,096</b>

Table 4: Time and cost estimates between October 2023 and October 2024 (3rd reporting cycle)

Activities	Time needed (October 2023 - October 2024), per Resolution	Estimated cost (October 2023 – October 2024), per Resolution	Total cost for the 137 Marseille Resolutions (October 2023-October 2024)
Initiate action in the Secretariat	2 hours	224	30,688
Coordinate action with other focal points (Commission + Member FPs)	1 hour	112	15,344
Annual reporting	2 hours	224	30,688
Other activities	0.5 hour	56	7,672
<b>TOTAL</b>	<b>5.5 hours</b>	<b>616</b>	<b>84,392</b>

Table 5: Time and cost estimates between October 2024 and October 2025 (4th reporting cycle)

Activities	Time needed (October 2024 and October 2025), per Resolution	Estimated cost (October 2024 and October 2025), per Resolution	Total cost for the 137 Marseille Resolutions (October 2024-October 2025)
Initiate action in the Secretariat	0	0	0
Coordinate action with other focal points (Commission + Member FPs)	1 hour	112	15,344
Annual reporting	2 hours	224	30,688
Other activities	0.5 hour	56	7,672
<b>TOTAL</b>	<b>3.5 hours</b>	<b>392</b>	<b>53,704</b>

## Annex 3: Tables and graphs related to the cost of implementation of the Marseille Resolutions (Part II)

The costing exercise that was circulated to the Secretariat Focal Points included questions on the cost of implementing the Marseille Resolutions, and asked for information on the resources needed by types of activities (using the same [typology](#) as the one used in the Progress Reports). Further, it also aimed to provide an overview of the type of resources needed to implement the Resolutions (i.e. restricted or unrestricted income), and the amount that needs to be fundraised to fully implement the Resolutions. Unfortunately, the low response rate to these questions do not allow to answer these questions. Nevertheless, the responses submitted by the Secretariat Focal Points are presented in the tables and graphs below.

Table 6: Estimates of the resources needed to implement the requests to the Secretariat (n=42)

	Field activities	Scientific activities	Education/ communication/ raising awareness	Fundraising	Policy influencing	Convening stakeholders /networking	Capacity building	Other	Total
<b>Average</b>	176,909	191,041	111,523	61,987	169,409	304,410	151,946	47,037	<b>724,231</b>
<b>Median</b>	100,000	100,000	100,000	50,000	65,700	100,000	100,000	50,000	<b>349,800</b>
<b>Total</b>	1,946,000	5,158,110	3,457,243	1,239,748	5,082,270	8,219,094	3,038,938	376,300	<b>30,417,703</b>
<b>#of Res requiring this activity</b>	11	27	31	20	30	27	20	8	42

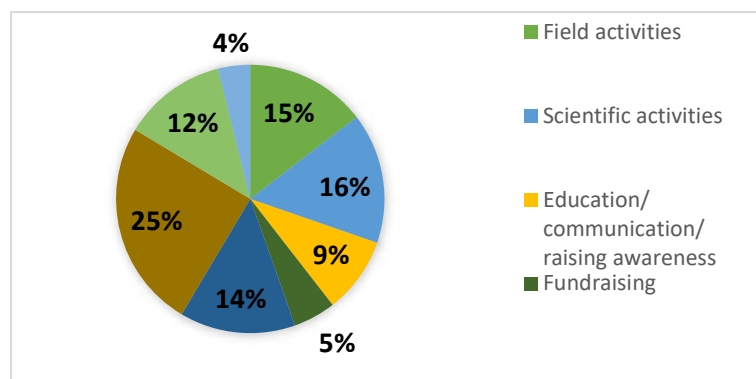


Figure 6: Average cost of Activities (in %)



Table 7: Estimates of the resources needed by income type (i.e. restricted or unrestricted income) (n=19)

	Restricted			Unrestricted			Total		
	Secured	Outstanding	Total	Secured	Outstanding	Total	Secured	Outstanding	Total
<b>Average</b>	311,823	173,660	485,483	88,724	92,729	176,573	352,041	261,509	613,551
<b>Total</b>	5,924,650	3,299,544	9,224,194	1,685,767	1,669,135	3,354,902	6,688,790	4,968,679	11,657,469

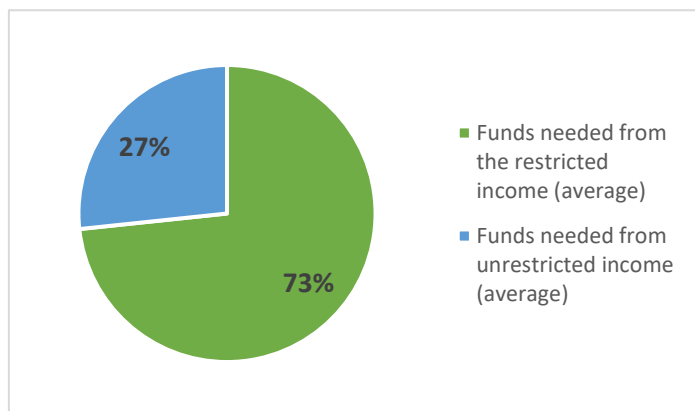


Figure 7: Type of income needed to implement the Marseille Resolutions (in %)

Table 8: Estimates of the resources already spent (n=19)

	Restricted	Unrestricted	Total
<b>Average</b>	46,297	30,183	76,481
<b>Total</b>	879,650	573,492	1,453,142

## Annex 4: List of the Marseille Resolutions

<b>Resolutions code</b>	<b>English title</b>
<b>WCC-2020-Res-001</b>	Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews
<b>WCC-2020-Res-002</b>	Strengthened institutional inclusion concerning indigenous peoples
<b>WCC-2020-Res-003</b>	Transforming global food systems through sustainable land management that is aligned to the UN SDGs
<b>WCC-2020-Res-004</b>	Urgent action against the grass <i>Cortaderia selloana</i> outside of its natural distribution range
<b>WCC-2020-Res-005</b>	Promoting harmony between cranes – flagships for biodiversity – and agriculture
<b>WCC-2020-Res-006</b>	Declaration of priority for the conservation of tropical dry forests in South America
<b>WCC-2020-Res-007</b>	Developing agroecological practices as nature-based solutions
<b>WCC-2020-Res-008</b>	Protecting rivers and their associated ecosystems as corridors in a changing climate
<b>WCC-2020-Res-009</b>	Protecting and restoring endangered grassland and savannah ecosystems
<b>WCC-2020-Res-010</b>	Preventing conflicts of interest related to chemicals and plant protection products
<b>WCC-2020-Rec-011</b>	The fight against imported deforestation
<b>WCC-2020-Res-012</b>	Aquatic biodiversity conservation of shallow marine and freshwater systems
<b>WCC-2020-Res-013</b>	Supporting the Lower Mekong Basin countries with the transboundary management of water resources, ecosystems and biodiversity

<b>WCC-2020-Res-014</b>	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
<b>WCC-2020-Res-015</b>	Cooperation on transboundary fresh waters to ensure ecosystem conservation, climate resilience and sustainable development
<b>WCC-2020-Res-016</b>	Conservation of spring ecosystems in the Mediterranean region
<b>WCC-2020-Res-017</b>	Protection of natural flows of water for the conservation of wetlands
<b>WCC-2020-Res-018</b>	Valuing and protecting inland fisheries
<b>WCC-2020-Res-019</b>	Stopping the global plastic pollution crisis in marine environments by 2030
<b>WCC-2020-Rec-020</b>	Protection of herbivorous fish for improved coral community
<b>WCC-2020-Rec-021</b>	Halting biodiversity loss in the insular Caribbean
<b>WCC-2020-Res-022</b>	Establishment of a mid-frequency active (MFA – 1 to 10 KHz) sonar moratorium for maritime military exercises conducted in Macaronesia
<b>WCC-2020-Res-023</b>	Reducing impacts of incidental capture on threatened marine species
<b>WCC-2020-Rec-024</b>	For an improved management of drifting fish aggregating devices (FADs) in purse seine fisheries
<b>WCC-2020-Res-025</b>	Ecosystem conservation, restoration and remediation in the ocean
<b>WCC-2020-Res-026</b>	International cooperation on marine pollution from sunken vessels
<b>WCC-2020-Res-027</b>	Seascapes working for biodiversity conservation
<b>WCC-2020-Res-028</b>	Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships
<b>WCC-2020-Rec-029</b>	For the urgent global management of marine and coastal sand resources

<b>WCC-2020-Res-030</b>	Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development
<b>WCC-2020-Res-031</b>	The implementation of nature-based solutions in the Mediterranean Basin
<b>WCC-2020-Res-032</b>	Ocean impacts of climate change
<b>WCC-2020-Res-033</b>	Promoting biodiversity preservation through environmentally friendly energy transformation measures
<b>WCC-2020-Res-034</b>	Ecological integrity in the post-2020 global biodiversity framework
<b>WCC-2020-Res-035</b>	Promoting IUCN leadership in the implementation of the UN Decade on Restoration 2021–2030
<b>WCC-2020-Res-036</b>	Declaration of global priority for conservation in the Amazon Biome
<b>WCC-2020-Res-037</b>	Strengthening the Global Judicial Institute on the Environment and the Global Institute of Prosecutors for the Environment
<b>WCC-2020-Res-038</b>	Treating organized crime having an impact on the environment as a serious crime
<b>WCC-2020-Rec-039</b>	Australia's extinction crisis and national environmental law reform
<b>WCC-2020-Res-040</b>	Implementing international efforts to combat the sale of illegal wildlife products online
<b>WCC-2020-Res-041</b>	Ensuring funding to secure rights and secure ecologies
<b>WCC-2020-Res-042</b>	Protection of the environment in relation to armed conflict
<b>WCC-2020-Res-043</b>	Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)
<b>WCC-2020-Res-044</b>	Climate crisis legal toolkit
<b>WCC-2020-Res-045</b>	Global Indigenous Network for Aquaculture (GINA)
<b>WCC-2020-Res-046</b>	Creation of the Ombudsperson for Future Generations

<b>WCC-2020-Res-047</b>	Law enforcement regarding commercial trade in tigers and tiger parts
<b>WCC-2020-Res-048</b>	Contributions of the Conservation-enabling Hierarchy to the post-2020 CBD framework
<b>WCC-2020-Res-049</b>	Mainstreaming the Cerrado in international cooperation and global environmental funds
<b>WCC-2020-Res-050</b>	Measuring the effectiveness of environmental law using legal indicators
<b>WCC-2020-Res-051</b>	Regional agreement on access to information, public participation and access to justice in environmental matters in Latin America and the Caribbean
<b>WCC-2020-Rec-052</b>	Dams in the Alto Paraguay River Basin, the Pantanal and the Paraguay-Paraná Wetland System
<b>WCC-2020-Res-053</b>	Promoting sustainable and ethical mining practices in Africa
<b>WCC-2020-Res-054</b>	Engaging the private sector to combat wildlife trafficking
<b>WCC-2020-Res-055</b>	Guidance to identify industrial fishing incompatible with protected areas
<b>WCC-2020-Res-056</b>	Biodiversity financing
<b>WCC-2020-Res-057</b>	Accounting for biodiversity: encompassing ecosystems, species and genetic diversity
<b>WCC-2020-Res-058</b>	Safeguarding coral reefs from harmful chemicals in sunscreen
<b>WCC-2020-Res-059</b>	Combatting the illegal trade in lion body parts and derivatives
<b>WCC-2020-Res-060</b>	Promotion of the IUCN Global Standard for Nature-based Solutions
<b>WCC-2020-Res-061</b>	Partnerships and further development of a Global Ecosystem Typology
<b>WCC-2020-Res-062</b>	Role of children and youth in nature conservation
<b>WCC-2020-Res-063</b>	Urgent call to share and use primary biodiversity in situ data
<b>WCC-2020-Res-064</b>	Promoting conservation through behaviour-centred solutions

<b>WCC-2020-Res-065</b>	Enhancing knowledge of natural resource conservation and alternative sustainable energy models through faith-based organisation networks
<b>WCC-2020-Res-066</b>	Generalising alternative practices and techniques to the use of synthetic pesticides
<b>WCC-2020-Res-067</b>	Amendment 1 [Call for Nature in Cities agendas and] Strengthening the IUCN Urban Alliance
<b>WCC-2020-Res-068</b>	Greater Blue Mountains World Heritage Area
<b>WCC-2020-Res-069</b>	Eliminate plastic pollution in protected areas, with priority action on single-use plastic products
<b>WCC-2020-Res-070</b>	Combating soil degradation and artificialisation
<b>WCC-2020-Res-071</b>	Wildlife-friendly linear infrastructure
<b>WCC-2020-Res-072</b>	Importance for the conservation of nature of removing barriers to rights-based voluntary family planning
<b>WCC-2020-Res-073</b>	Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels
<b>WCC-2020-Res-074</b>	Geoheritage and protected areas
<b>WCC-2020-Res-075</b>	Transboundary cooperation for conservation of big cats in Northeast Asia
<b>WCC-2020-Res-076</b>	Building and strengthening wildlife economies in Eastern and Southern Africa
<b>WCC-2020-Res-077</b>	Effects of the increase in the use of paper as a substitute for plastic on plantations of timber species
<b>WCC-2020-Res-078</b>	Conservation, restoration and sustainable management of mangrove ecosystems
<b>WCC-2020-Res-079</b>	Linking in situ and ex situ efforts to save threatened species
<b>WCC-2020-Res-080</b>	Recognising, reporting and supporting other effective area-based conservation measures
<b>WCC-2020-Res-081</b>	Strengthening national spatial planning to ensure the global persistence of biodiversity

<b>WCC-2020-Res-082</b>	Reducing marine turtle bycatch: the important role of regulatory mechanisms in the global roll-out of Turtle Excluder Devices
<b>WCC-2020-Res-083</b>	Ensuring the compatibility of human activities with conservation objectives in protected areas
<b>WCC-2020-Res-084</b>	Global response to protected area downgrading, downsizing and degazettement (PADDD)
<b>WCC-2020-Res-085</b>	Rewilding
<b>WCC-2020-Rec-086</b>	Strengthening mutual benefits of mobile pastoralism and wildlife in shared landscapes
<b>WCC-2020-Res-087</b>	Urgent measures to safeguard the globally important Atewa Forest, Ghana
<b>WCC-2020-Res-088</b>	Conservation of the natural diversity and natural heritage in mining environments
<b>WCC-2020-Rec-089</b>	Preventing the extinction of the Great Indian Bustard ( <i>Ardeotis nigriceps</i> ) in India
<b>WCC-2020-Res-090</b>	Continental conservation priority for the jaguar ( <i>Panthera onca</i> )
<b>WCC-2020-Res-091</b>	Global Conservation of rhino rays (Rhinidae, Glaucostegidae, Rhinobatidae)
<b>WCC-2020-Res-092</b>	Adapting traditional medicine to achieve social and environmental sustainability
<b>WCC-2020-Res-093</b>	A call for increased consideration of genetic diversity in IUCN planning and actions
<b>WCC-2020-Rec-094</b>	Safeguarding the Endangered narrow-ridged finless porpoise ( <i>Neophocaena asiaeorientalis</i> ) in the Yellow Sea
<b>WCC-2020-Res-095</b>	Conservation of seahorses, pipefishes and seadragons (family Syngnathidae)
<b>WCC-2020-Res-096</b>	Maximising return on conservation investments and sustainable development: eradicating invasive alien species (IAS) to conserve island biodiversity and benefit society

<b>WCC-2020-Rec-097</b>	National Plan for the Sustainable Management of the Guanaco in Argentina
<b>WCC-2020-Res-098</b>	Saving the world's otters
<b>WCC-2020-Rec-099</b>	Strengthening great ape conservation across countries, in and outside of protected areas, involving local actors
<b>WCC-2020-Res-100</b>	Building Madagascar's capacity to counter the threat from invasive species
<b>WCC-2020-Res-101</b>	Addressing human-wildlife conflict: fostering a safe and beneficial coexistence of people and wildlife
<b>WCC-2020-Res-102</b>	Improving process and action to identify and recover 'Extinct in the Wild' species
<b>WCC-2020-Res-103</b>	Action against Asian songbird trafficking
<b>WCC-2020-Res-104</b>	Next IUCN World Parks Congress
<b>WCC-2020-Res-105</b>	Conserving and protecting coral reefs through the post-2020 global biodiversity framework
<b>WCC-2020-Res-106</b>	Protection of Kakadu World Heritage site and rehabilitation of the Ranger uranium mine and Ranger Project Area
<b>WCC-2020-Res-107</b>	Reducing the impact of fisheries on marine biodiversity
<b>WCC-2020-Res-108</b>	Deforestation and agricultural commodity supply chains
<b>WCC-2020-Rec-109</b>	Increasing funding for biodiversity in developing countries
<b>WCC-2020-Res-110</b>	Establishing a Climate Change Commission
<b>WCC-2020-Res-111</b>	Protection of Andes-Amazon rivers of Peru: the Marañón, Ucayali, Huallaga and Amazonas, from large-scale infrastructure projects
<b>WCC-2020-Rec-112</b>	Planning of maritime areas and biodiversity and geodiversity conservation
<b>WCC-2020-Res-113</b>	Restoring a peaceful and quiet ocean
<b>WCC-2020-Res-114</b>	Integrated solutions to the climate change and biodiversity crises
<b>WCC-2020-Res-115</b>	Protecting environmental human and peoples' rights defenders and whistleblowers



<b>WCC-2020-Res-116</b>	Develop and implement a transformational and effective post-2020 global biodiversity framework
<b>WCC-2020-Res-117</b>	Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities
<b>WCC-2020-Res-118</b>	Recognising and supporting indigenous peoples' and local communities' rights and roles in conservation
<b>WCC-2020-Res-119</b>	Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth
<b>WCC-2020-Res-120</b>	Towards a Policy on Natural Capital
<b>WCC-2020-Res-121</b>	Reducing the impacts of the mining industry on biodiversity
<b>WCC-2020-Res-122</b>	Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining
<b>WCC-2020-Res-123</b>	Towards development of an IUCN policy on synthetic biology in relation to nature conservation
<b>WCC-2020-Res-124</b>	Taking action to reduce light pollution
<b>WCC-2020-Res-125</b>	Setting area-based conservation targets based on evidence of what nature and people need to thrive
<b>WCC-2020-Rec-126</b>	Reinforcing the protection of marine mammals through regional cooperation
<b>WCC-2020-Res-127</b>	Strengthening the protection of primary and old-growth forests in Europe and facilitating their restoration where possible
<b>WCC-2020-Res-128</b>	Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction
<b>WCC-2020-Res-129</b>	Avoiding the point of no return in the Amazon protecting 80% by 2025
<b>WCC-2020-Res-130</b>	Strengthening sustainable tourism's role in biodiversity conservation and community resilience
<b>WCC-2020-Res-131</b>	Ensuring adequate funding for the IUCN Red List of Threatened Species

<b>WCC-2020-Res-132</b>	Controlling and monitoring trade in croaker swim bladders to protect target croakers and reduce incidental catches of threatened marine megafauna
<b>WCC-2020-Rec-133</b>	Call to withdraw draft-permit mining of fossil fuels underneath UNESCO World Heritage Site Wadden Sea
<b>WCC-2020-Res-134</b>	Protecting the Lower Congo River from large hydro-electric dam developments
<b>WCC-2020-Res-135</b>	Promoting human, animal and environmental health, and preventing pandemics through the One Health approach and by addressing the drivers of biodiversity loss
<b>WCC-2020-Res-136</b>	Protecting the Okavango from oil and gas exploitation
<b>WCC-2020-Res-137</b>	Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19

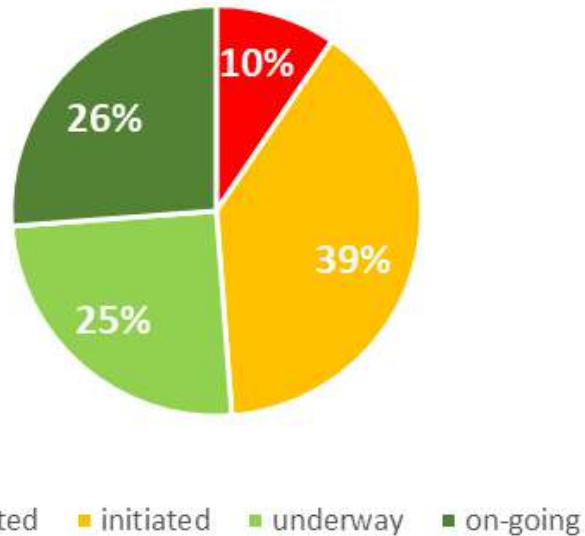


# **Progress in the implementation of the Marseille Resolutions and Recommendations - 2023**

Agenda item 9, Programme and Policy Committee, 13 November, 2023

**Sonia Peña Moreno, Director, International Policy Centre**

# Status of implementation and participation in the implementation of the Marseille Resolutions



Status of implementation of the Marseille Resolutions (2023) (n=85)

## Participation by IUCN constituencies

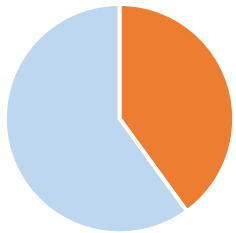
- **IUCN Members** involved in the implementation of **83.5%** of the Resolutions
- **157 Members** actively involved in the implementation of the Resolutions
- **Commissions** involved in the implementation of **78%** of the Resolutions
- **Secretariat** involved in the implementation of **79%** of the Resolutions
- **Non-IUCN entities** are involved in **42%** of the Resolutions
- **14%** are being implemented by **only one IUCN constituent type**
- **59%** are being carried out under the **One-Programme Approach**

# Main challenges

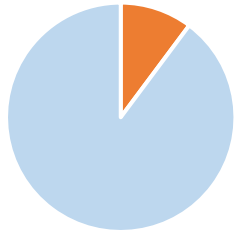
- 1. Lack of dedicated financial resources** for implementation
  - Implementation of Programme & Resolutions disconnect
  - Lack of financial support for the work of the Secretariat FP

- 2. Difficult coordination across IUCN constituents & disengagement of Members:**

*Motions process*

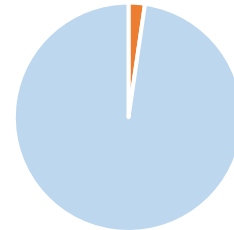


**544 Members proposed or co-sponsored a Motion**  
(40% of the Membership)

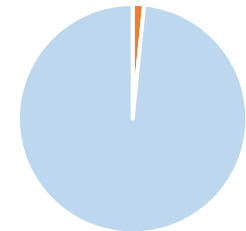


**139 Members participated in the online discussion**  
(10.2% of the Membership)

*Resolutions reporting*



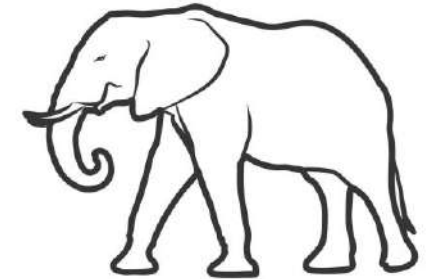
**32 Members reported activities during the first reporting cycle**  
(2.3% of the Membership)



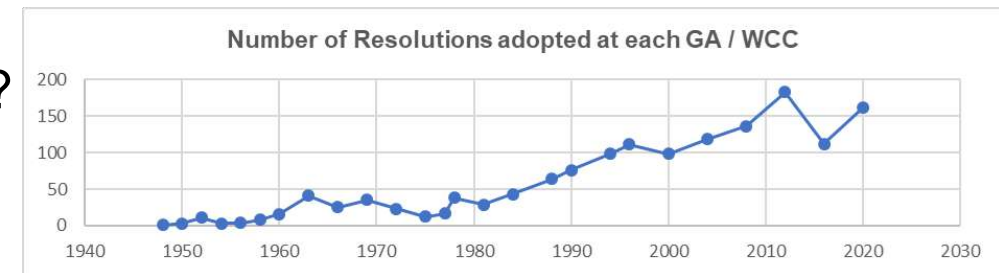
**22 Members reported activities during the second reporting cycle**  
(1.6% of the Membership)

*Other challenges are highlighted in the report (e.g. political will, unclear Resolutions, etc.)*

# Possible measures to address these issues



- Issues could be addressed during the **Motions process**
  - Make clear not everything “deserves” a Motion (policy!)
  - More co-sponsors?
  - Credible – *mandatory* – budgets at time of submission?
  - More time to review – *quality assurance*
  - More resources allocated to the MWG (Time/\$)



- **At the implementation stage**, additional improvements are also needed:
  - Better alignment of Resolutions with the Programme and Commissions workplans
  - Dedicated resources to support the work of the Resolution Focal Points
    - Minimum resources needed over 4 years for 137 Resolutions: **~CHF 337,568**
    - Minimum time necessary / Resolution over 4 years: **22 hours**



**THANK YOU!**

[resolutions@iucn.org](mailto:resolutions@iucn.org)



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

**Finance and Audit Committee (FAC)**

For consideration by email correspondence

**Confirmation of the appointment of the auditors for the financial years  
2023/2024**

**and**

**Appointment of the auditors for the financial year 2025**

**Action Requested:**

The FAC is invited to make a recommendation to Council on the confirmation by IUCN Members of the appointment of the auditors for the financial years 2023 and 2024 as well as their appointment by IUCN Members for the financial year 2025.

**Draft Decision of FAC**

The FAC **recommends** to Council to submit to an electronic vote of IUCN Members to be organised as quickly as possible:

- a) the confirmation of the appointment of Deloitte SA as auditors of IUCN for the financial years of 2023 and 2024 and
- b) the appointment of Deloitte SA as auditors of IUCN for the financial year 2025.

**Background**

The auditors are appointed by the World Conservation Congress (hereafter the Congress) in accordance with Article 20 (j) of the IUCN Statutes. It has been the practice that such appointment is based on Council's recommendation to Congress.

*Confirmation of the appointment of the External Auditors for the years 2023 to 2024*

The following [decision](#) was taken by electronic vote of IUCN Members:

The IUCN Members, by electronic vote taking place from 27 January to 10 February 2021:

*On the proposal of the IUCN Council,*

**Appointed** PricewaterhouseCoopers as IUCN External Auditors for the years 2021 to 2022, and **requested** that Council appoint the External Auditors for the years 2023 to 2024 following a competitive selection process.

A competitive selection process was subsequently carried out in 2022 and the following Council decision made at its meeting on 18-19 January 2023 (Council decision C108/17):

The IUCN Council,

*On the recommendation of its Finance and Audit Committee (FAC),*



Appoints Deloitte as the external auditors of IUCN for the financial years 2023 and 2024.

Swiss law requires IUCN's auditors to be noted in the commercial register (Registre du Commerce); the inscription must be documented by a decision of the duly authorised organ of IUCN.

Despite the Legal Adviser's various attempts to try to find a solution with the Register of Commerce<sup>1</sup>, the authority of the Register confirmed, by decision dated 3<sup>rd</sup> of October 2023 (copy attached), its refusal to register Deloitte AG as IUCN external auditors in the Registre du Commerce, because – based on legal doctrine - it considers that the Congress cannot delegate its authority to appoint the auditors set forth in Article 20 (j) of the IUCN Statutes to IUCN's Council, this function being an inalienable right of the Members' Assembly. It therefore does not recognize article 46 (r) of the IUCN Statutes, which allows Council "*to perform such other functions as may be conferred on it by the World Congress*", as a valid basis for the delegation of the appointment of the IUCN auditors to the Council. While this decision can be appealed within 30 days, such an appeal would not guarantee the expected outcome and may be costly and time-consuming.

In order to solve the matter and confirm the appointment of the External Auditors for the years 2023 to 2024 as quickly as possible, the Secretariat therefore recommends to launch the process leading to an electronic vote of IUCN Members as quickly as possible.

#### Appointment of the External Auditors for the year 2025

In view of the fact that the next Congress will not take place until October 2025 and that the audit of the financial year 2025 will start before the commencement of the 2025 Congress, it is recommended to submit the appointment of auditors for 2025 to an electronic vote of IUCN Members.

Noting that Deloitte AG was selected through a competitive selection process and that there would be no benefit in changing auditors after only two years the proposal is to reappoint Deloitte as auditors for the financial year 2025.

It is recommended that both questions be submitted to the electronic vote of IUCN Members together.

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<sup>1</sup> See the President's message to Council dated 15 August 2023 on another request from the Registre du Commerce regarding the Acting DG individual signatory authority, explaining that the Registre du commerce had questioned Council decision C108/17 to appoint the external auditors for 2023 and 2024 based on a mandate from the 2021 Congress.

**Recommandé**  
UICN, Union internationale de la  
nature et ses ressources  
Rue Mauverney 28  
1196 Gland

N/réf  
23/20179/02 IB  
(à rappeler dans toute correspondance)  
Contact téléphonique : +41 21 557 81 03

Date  
Moudon, le 3 octobre 2023

**Décision : UICN, Union internationale pour la conservation de la nature et de ses ressources**

Madame, Monsieur,

Faisant suite à votre courriel du 27 septembre 2023, nous vous transmettons la présente décision concernant votre demande de changement d'organe de révision.

Le 26 mai 2023 nous avons reçu une demande de changement d'organe de révision qui se composait d'un extrait du procès-verbal du Congrès Mondial (assemblée générale) ainsi qu'un extrait du 108<sup>e</sup> procès-verbal du Conseil de l'UICN (comité). Dans le procès-verbal de l'assemblée générale, celle-ci délègue au comité la compétence d'élire un nouvel organe de révision. Le comité, dans son procès-verbal, indique procéder à la nomination du nouvel organe de révision, Deloitte SA.

Selon la doctrine, l'assemblée générale a la compétence inaliénable de nommer et de révoquer l'organe de révision (CR CC I – Vincent Jeanneret/Olivier Hari, article 65 CC, N 2 et article 69b, N 5).

De même, l'article 20 lettre j des statuts de l'UICN prévoit que la nomination d'un organe de révision est de la compétence de l'assemblée générale.

L'article 46 lettre r des statuts prévoit que le comité peut s'acquitter de toute autre tâche qui lui est conférée par le Congrès mondial ou par les statuts.

Au vu de ce qui précède, l'article 46 lettre r n'est pas applicable à la délégation de la désignation de l'organe de révision et l'assemblée générale a seule la compétence de nommer l'organe de révision.

Au surplus, l'article 48 des statuts, qui indique que dans des circonstances exceptionnelles le comité peut prendre des mesures qui font partie des prérogatives de l'assemblée générale, n'est pas applicable dans ce cas d'espèce. En effet, le procès-verbal n'indique aucunement que le comité s'attribue la compétence d'élire un nouvel organe de révision. En outre, cet article prévoit expressément que ce dernier est applicable en cas de circonstances exceptionnelles et le changement d'un organe de révision ne peut être considéré comme une telle circonstance.

Enfin, les dispositions du code des obligations relatives à la comptabilité commerciale et à la présentation des comptes sont applicables par analogie aux associations (article 69a CC).

Les comptes sont présentés dans le rapport de gestion, établi et soumis dans les six mois qui suivent la fin de l'exercice à l'organe ou aux personnes qui ont la compétence de l'approuver (article 958 CO), à savoir l'organe suprême de l'entreprise (CR CO II - Henri Torrione/Aurélien Barakat, article 958 CO, N 64), qui est en l'espèce l'assemblée générale.

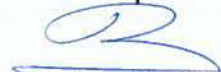
Ainsi, l'assemblée générale doit se réunir chaque année, dans les six mois qui suivent la fin de l'exercice, pour approuver les comptes vérifiés par l'organe de révision (CR CC I - Vincent Jeanneret/Olivier Hari, article 64 CC, N 11), conformément à ce qui précède et à l'article 20 lettre d des statuts.

Par conséquent, l'inscription du nouvel organe de révision est refusée, sous réserve de la présentation d'un procès-verbal de l'assemblée générale nommant ledit organe de révision.

Vous pouvez interjeter recours contre la présente décision, dans les 30 jours dès réception, auprès de la Chambre des recours civile du Tribunal cantonal (Palais de justice de l'Hermitage, Route du Signal 8, 1014 Lausanne).

Veillez croire, Madame, Monsieur, à l'assurance de notre considération distinguée.

Le Préposé



po Ingrid Buloz

**Overview of bodies and officers required to prepare / run the 2025 World Conservation Congress**  
(incl. references to the decisions of the previous Council 2016-21 and the 2021 Congress)

	Mandate	ToR <sup>1</sup>	References
<b>Motions Working Group (MWG)</b>	Manage the motions process before Congress and act as Resolutions Committee during Congress	--	<ul style="list-style-type: none"> <li>ToR approved <a href="#">C109/30 Annex 10</a> and <a href="#">Annex 11</a> (May 2023)</li> <li>Members appointed <a href="#">B10/3</a> (Jul 2023)</li> </ul>
<b>Congress Preparatory Committee (CPC)</b>	1-Oversee preparations for Congress & during Congress becomes its Steering Committee 2-Act as appeals body for the motions process (Rule 62quarto)	GCC	<ul style="list-style-type: none"> <li>ToR: <a href="#">C95/2 Annex 2</a> (Oct 2018) &amp; <a href="#">B/XIV</a> (p.8, Jun 2019)</li> <li>Members CPC: <a href="#">C/VI</a> (p.6, Mar 2019)</li> <li>Members CPC appeals body: <a href="#">B/XVII</a> p.9, Oct 2019</li> </ul>
<b>Council's Nominations Committee</b>	Recommend to Council candidates for President, Treasurer and Commission Chair	GCC	<ul style="list-style-type: none"> <li>ToR: <a href="#">C97/11 Annex 6</a> (Oct 2019)</li> <li>Members: <a href="#">B81/1</a> (Jan 2020)</li> </ul>
<b>Congress Election Officer &amp; Deputy Congress Election Officer</b>	Oversee nominations process before Congress and election process as well as the accuracy of the voting system during Congress	GCC	<ul style="list-style-type: none"> <li>ToR: (1<sup>st</sup>) <a href="#">C95/2</a> (Oct 2018); (2<sup>nd</sup>) <a href="#">B90/2</a> (Jan 2021)</li> <li>Appointments: (1<sup>st</sup>) &amp; (2<sup>nd</sup>) <a href="#">B91/2</a> (Mar 2021)</li> </ul>
<b>Congress Procedural Adviser</b>	Give advice with regard to the conduct of the Members' Assembly <sup>2</sup>	GCC	<ul style="list-style-type: none"> <li>ToR: <a href="#">B/XIX</a> (p.10, Dec 2019) &amp; <a href="#">C97/5</a> (Aug 2021)</li> <li>Appointment <a href="#">C97/5</a> (Aug 2021)</li> </ul>
<b>Congress Steering Committee</b>	"Charged with the general duty of forwarding the business of the Congress" (Rules 15 & 17)	GCC with input CPC	<ul style="list-style-type: none"> <li>ToR: <a href="#">C95/2 Annex 4</a> (Oct 2018)</li> <li>Members: Rule 15. <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>
<b>Congress Resolutions Committee</b>	Manage the motions process during Congress	GCC with input MWG	<ul style="list-style-type: none"> <li>ToR: <a href="#">B/XIX</a> (p.10, Dec 2019)</li> <li>Members: <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>
<b>Congress Governance Committee</b>	Assist the Resolutions Committee with implementation of Rule 56 (regarding contact groups) as concerns motions on governance (incl. statutory reform)	GCC	<ul style="list-style-type: none"> <li>ToR: <a href="#">B/XIX</a> (p.10, Dec 2019)</li> <li>Members: <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>
<b>Congress Programme Committee</b>	Assist Congress with implementation of Rule 51 (discussion of Programme and Commission Mandates)	GCC with input PPC	<ul style="list-style-type: none"> <li>ToR: <a href="#">B/XIX</a> (p.10, Dec 2019)</li> <li>Members: <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>
<b>Congress Finance and Audit Committee</b>	Make recommendations to Congress on quadrennial Financial Plan, audited financial statements, external auditors etc.	GCC with input FAC	<ul style="list-style-type: none"> <li>ToR: <a href="#">B/XIX</a> (p.10, Dec 2019)</li> <li>Members: <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>
<b>Congress Credentials Committee</b>	Supervise the Congress accreditation process and certify the number of votes held by each Member	GCC	<ul style="list-style-type: none"> <li>ToR: <a href="#">C95/2 Annex 5</a> (Oct 2018)</li> <li>Process appointment: <a href="#">C97/5 Annex 3</a> (Oct 2019)</li> <li>Members: <a href="#">2021 Congress Proceedings</a> (pp. 4-6)</li> </ul>

<sup>1</sup> Bureau decision B75/1 (October 2018) "*requested the Governance and Constituency Committee, at the appropriate time, to oversee the review and development, of the Terms of Reference of the following Council and Congress committees and officers, as these pertain to the overall governance of the Union. In undertaking this task, the Governance and Constituency Committee shall consult with the Congress Preparatory Committee and other relevant Council committees.*"

<sup>2</sup> Subject to referral to the Legal Adviser of matters regarding the interpretation of IUCN Statutes, Rules of Procedures and Regulations in conformity with Article 85 of the Statutes and Article 85 of the Regulations [C97/5](#) (Aug 2021)



## 110<sup>th</sup> Meeting of the IUCN Council (C110)

Part I by conference call on 18 October 2023

### *Agenda Item 8*

## **Appointment of an additional member of the Motions Working Group**

The IUCN Council,

*On the recommendation of* the Vice-Presidents acting as Nominating Committee and the Bureau, pursuant to Bureau decision B10/3 (July 2023) seeking to appoint one additional candidate from a State/Government Member as a member of the Motions Working Group, Appoints Mr Baidy BA, State Member, Senegal, as a member of the Motions Working Group.

On 31 July 2023, the Bureau took the following decision B10/3:

The Bureau of the IUCN Council,

*On the recommendation of* the Vice-Presidents acting as Nominating Committee (Regulation 48), the Bureau of the IUCN Council,

Appoints the following individuals as members of the Motions Working Group:

Council members:

- Jon Paul Rodríguez
- Maud Lelièvre
- Ana Di Pangracio, and
- Brian Child;

Additional members nominated by IUCN Members:

- Kathryn Gwiazdon and
- Jan Olov Westerberg;

*Noting that* Council intends to appoint 5 to 7 Council members as members of the Motions Working Group (Council decision C109/30);

Encourages additional Council members to express their interest to join the Motions Working Group;

*Noting that* none of the ten nominations received from IUCN Members were proposed by State/Government Members;

Decides to identify one additional candidate from a State/Government for appointment as member of the Motions Working Group in accordance with the criteria approved by Council (decision C109/30) and, for that purpose, requests the Secretariat to invite all Category A Members of IUCN to nominate qualified candidates by 15 September 2023.

During the Bureau meeting B11 held on 13 September 2023, Peter Cochrane informed the Bureau, on behalf of the Vice-Presidents acting as Nominating Committee, that only one nomination had been received from a Cat. A Member for appointment as additional member of the Motions Working Group. However, as the deadline for nominations was 15

September, the Bureau agreed to appoint this nominee, Mr Baidy Ba from Senegal, albeit on a provisional basis, subject to review by the Bureau, by email correspondence, in light of new nominations, if any, received by the deadline.

On 15 September, two additional nominations were received which are included in the pdf file attached herewith.

The Vice-Presidents informed the Bureau that they maintained their initial recommendation to appoint Mr Baidy Ba from Senegal and recommended that Bureau makes a recommendation directly to Council during its virtual meeting on 18 October 2023.

On 11 October 2023, the Bureau adopted the following decision:

The Bureau of the IUCN Council,

*On the recommendation of* the Vice-Presidents acting as Nominating Committee, pursuant to Bureau decision B10/3 (July 2023) to identify one additional candidate from a State/Government for appointment as member of the Motions Working Group,

Decides to recommend the IUCN Council to appoint Mr Baidy BA, State Member, Senegal, as a member of the Motions Working Group.

Name	Nominated by Member of State/ Com. member	Knowledge IUCN & Congress	Understand diversity State/ NGO/ Commis.	From State/ Government	From (INGO)	From Commission	English	French/ Spanish	Time availability	Acceptance of nomination	Regional diversity	Gender balance	Notes	Union Portal profile
Baidy Ba	X	X		X			(X)	FR		X	Africa	M	Nominated by Senegal National Committee (CV, no nomination form)	<a href="https://portals.iucn.org/union/details/contact/214FC044-E51F-E111-9D30-00265585352">https://portals.iucn.org/union/details/contact/214FC044-E51F-E111-9D30-00265585352</a>

**From:** [mamadou diallo](#)  
**To:** [+MOTIONS](#)  
**Cc:** [MOUZONG Eva](#); [TOURE Nana Oumou](#); [DIOUF Madeleine](#); [Baidy BA](#)  
**Subject:** Nomination Colonel Baidy BA  
**Date:** Thursday, August 24, 2023 11:19:35 AM  
**Attachments:** [CV Colonel Major BAIDY .pages](#)

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Bonjour,

Faisant suite à votre mail du 22 août dernier, j'ai l'avantage de vous soumettre la nomination du Colonel Baidy BA, Directeur des Eaux, Forêts, Chasse et Conservation des sols du Sénégal. C'est le représentant de l'Etat du Sénégal, membre de la catégorie A. Je vous prie de recevoir en fichier joint son CV.

Salutations les meilleures.

**Honorable Mamadou DIALLO**  
**Président du Comité national UICN Sénégal**  
**Ancien Conseiller régional de l'UICN**  
**Ancien membre du Groupe de travail sur les motions**



**From:** [mamadou diallo](#)  
**To:** [+MOTIONS](#)  
**Cc:** [MOUZONG Eva](#); [TOURE Nana Oumou](#); [DIOUF Madeleine](#); [Baidy Ba](#)  
**Subject:** TR:  
**Date:** Thursday, August 24, 2023 11:21:41 AM  
**Attachments:** [CV Colonel Major BAIDY .pages](#)

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**De :** Baidy Ba <baidyba99@gmail.com>

**Envoyé :** mercredi 23 août 2023 15:15

**À :** mamadjiby@hotmail.com <mamadjiby@hotmail.com>

**Objet :**

Bonjour Doyen!

Je marque mon accord en tant que représentant du Sénégal pour participer au groupe des Motions.

Bonne réception !

Merci beaucoup

Envoyé de mon iPhone

# CURRICULUM VITAE

**Prénom & Nom** : Baïdy BA  
**Date et lieu de naissance** : 29 Mai 1964 à Mboumba (Podor)  
**Profession** : ⇒ Ingénieur des Eaux & Forêts  
⇒ Ingénieur du Génie Rural  
**Téléphone** : 77 740 9349



## FORMATION UNIVERSITAIRE ET PROFESSIONNELLE

- ⇒ **Post Master d'Etudes Diplomatiques et Stratégiques**, Février 2022 au Centre d'Etudes Diplomatiques et Stratégiques, Dakar.
- ⇒ **Master of Forestry**, Mai 2009 à Virginia Polytechnic Institute & State University, Blacksburg, Virginia, USA.
- ⇒ **Diplôme d'Etudes Supérieures en Administration et Gestion des Entreprises (DESAG)**, Décembre 2006 au Centre Africain d'Etudes Supérieures en Gestion (CESAG) à Dakar.
- ⇒ **Master Administration des Entreprises (MAE)**, Novembre 2006 à l'Institut d'Administration des Entreprises (IAE) de Poitiers. France
- ⇒ **Diplôme d'Ingénieur Agronome (Spécialisation : Génie Rural)**, Novembre 1996 Ecole Nationale Supérieure d'Agriculture (ENSA) de Thiès.
- ⇒ **Diplôme d'Ingénieur des Travaux des Eaux et Forêts (ITEF)**, Novembre 1990 à L'Ecole Nationale des Cadres Ruraux (ENCR) de Bambey.
- ⇒ **Baccalauréat (BAC) série D** Juillet 1984 au Lycée El Hadji Oumar TALL (ex Faidherbe) à Saint-Louis.

## **ACTIVITES PROFESSIONNELLES**

1. Février 2014 à nos jours :

- **Directeur des Eaux et Forêts, Chasses et de la Conservation des Sols**
- **Point Focal National de la Convention des Nations unies sur la Désertification**
- **Point Focal National du Forum des Nations unies sur les Forêts**
- **Président de la 21<sup>ème</sup> Commission Africaine des Forêts et de la Faune Sauvage**
- **Vice-Président de la 24<sup>ème</sup> Session du Comité Mondial des Forêts**

2. Juillet 2013 à Avril 2014 : **Directeur de Cabinet du Ministre de l'Environnement et du Développement Durable Par intérim**

3. Septembre 2012 à Février 2014 : **Directeur National de la Planification et de la Veille Environnementale au Ministère de l'Environnement et du Développement Durable.**

### **Tâches :**

- Coordonner des actions pour la définition des politiques et la formulation des stratégies du département ;
- Coordonner et harmoniser les activités de planification, de programmation et de budgétisation des directions, services, projets et programmes répondant aux objectifs de la politique nationale de gestion des ressources naturelles et de l'environnement ;
- Veiller à une bonne intégration de la dimension environnementale dans les stratégies mises en œuvre par les différents départements sectoriels, les autres acteurs notamment la société civile et les collectivités locales ;
- Promouvoir en rapport avec les autres structures du Ministère des mécanismes structurés et dynamiques d'échanges d'information, de production de données et d'analyses scientifiques en vue de détecter des phénomènes émergents et des menaces qui ont un impact sur l'environnement et les ressources naturelles ;

4. Juillet 2009 à Septembre 2012

- **Chef d'Inspection Régionale des Eaux et Forêts de Thiès**
- **Chef de l'Unité Locale du Projet de Gestion et de Restauration des Terres Dégradées du Bassin arachidier (Financement PNUD)**
- **Vacataire a l'Ecole Nationale Supérieure d'Agriculture de Thiès pour le cours « Economie Forestière »**

5. Octobre 2003 à Mars 2007 : **Coordonnateur National du Programme Agriculture /Gestion des Ressources Naturelles (Wula Nafaa) sous financement USAID.**

**Tâches :**

- Servir de liaison entre le programme et les autres services du Ministère de l'Environnement et de la Protection de la Nature, en facilitant les communications et les relations de travail entre le premier et les seconds.
- Promouvoir la communication entre le personnel du programme, les organismes du gouvernement et les autres organisations concernées.
- Fournir des orientations au contractant du programme Ag/GRN sur les priorités du gouvernement et les opportunités pour créer des synergies avec d'autres programmes pertinents.
- Fournir des inputs techniques au processus de planification du travail afin d'atteindre efficacement les résultats du programme.

6. Décembre 2000 à Octobre 2003

- **Chef d'Inspection Régionale des Eaux et Forêts de St-Louis**
- **Répondant régional du Projet : " Conservation de la Diversité biologique par la réhabilitation participative des sols dégradés dans les zones arides et semi-arides, transfrontalières de Mauritanie et du Sénégal".**

7. Octobre 2000 à Décembre 2000 : **Chef de secteur des Eaux et Forêts de Dakar**

8. Mai 1998 à Octobre 2000 : **Adjoint au Chef d'Inspection Régionale des Eaux et Forêts de Fatick**

**9. Novembre 1992 à Novembre 1993 : Chef de la Division Défense et Restauration des Sols au Projet de Boisement Villageois Intégré de Bakel (PROBOVIL)**

**10. Novembre 1991 à Novembre 1992 : Inspection Régionale des Eaux et Forêts de Tambacounda**

- **Chef de la Division Régionale de la Protection de la Nature (Exploitation forestière et brigade régionale de contrôle)**
- **Chef du Bureau Suivi -Evaluation (BSE)**

## **STAGES – SEMINAIRES- RENCONTRES**

- ⇒ **Conférence des Nations Unies sur les changements climatiques (COP 26) Glasgow, Novembre 2021.**
- ⇒ **Congrès mondial de l’UICN, Marseille, Septembre 2021**
- ⇒ **5th AFR100 Annual Partnership Meeting, Kigali, Mai 2021**
- ⇒ **Atelier national de partage de l’Initiative Africaine pour Lutter contre la Désertification (AI-CD), organisé par le Ministère de l’Environnement et du Développement Durable coparrainé par la JICA, Dakar, 23 janvier 2020.**
- ⇒ **13ième Session de la Conférence des Parties de la Convention des Nations Unies sur la lutte contre la Désertification. New Delhi, Inde, Septembre 2019.**
- ⇒ **Réunion de Validation de la Stratégie de Gestion durable des Forêts par l’Union Africaine, Nairobi, Kenya, 8 au 10 Juillet 2019.**
- ⇒ **17ème Session du Comité de Revue de la Conférence des Parties de la Convention des Nations Unies sur la lutte contre la Désertification. Guyanna, 18 - 23 Janvier 2019**
- ⇒ **24eme session du Comité des Forêts et 6eme Semaine mondiale des Forêts Rome / Italie du 16-20 juillet 2018**
- ⇒ **21ème Session de la Commission des Forêts et de la Faune Sauvage pour l’Afrique (CFFSA) Dakar, Sénégal, 19 - 23 juin 2018**

- ⇒ **5ème Semaine Africaine des Forêts et de la Faune Sauvage (SAFFS)**  
Dakar, Sénégal, 19 - 23 juin 2018
  
- ⇒ **Conférence des Nations Unies sur les changements climatiques (COP 23)** Bonn, décembre 2017.
  
- ⇒ **13ième Session de la Conférence des Parties de la Convention des Nations Unies sur la lutte contre la Désertification.** Ordos, China  
Octobre 2017
  
- ⇒ **Conférence des Nations Unies sur les changements climatiques (COP 22)** Marrakech, décembre 2016.
  
- ⇒ **15ième Session du Comité de Revue de la Conférence des Parties de la Convention des Nations Unies sur la lutte contre la Désertification.**  
Nairobi, 18 - 23 Octobre 2016
  
- ⇒ **Atelier régional sur la « Dégradation des terres, changements climatiques et migration en Afrique de l'ouest : Implications politiques pour renforcer la résilience et prévenir les problèmes de sécurité »** Ouagadougou, 18-19 mai 2016
  
- ⇒ **Enabling the use of global data sources to assess and monitor land degradation at multiple scales** GEF Project Inception Workshop.  
Nairobi, 16-17 March, 2016
  
- ⇒ **Conférence des Nations Unies sur les changements climatiques (COP 21)** Paris, 30 novembre au 11 décembre 2015.
  
- ⇒ **12ième Session de la Conférence des Parties de la Convention des Nations Unies sur la lutte contre la Désertification.** Ankara, 12 - 23  
Octobre 2015
  
- ⇒ **11ème session du Forum des Nations Unies sur les Forêts sur le thème général « Forêts : progrès accomplis, difficultés rencontrées et perspectives ».** New York, 04 -15 mai 2015,
  
- ⇒ **Reunion du Groupe technique de Travail pour la Finalisation des Plans d'Action Spécifiques des Domaines d'Intervention Prioritaire du Plan de Convergence Forestier.** Abuja, 14 – 18 septembre 2015.

- ⇒ **GEF Expanded Constituency Workshop** Cabo verde 21 to 23 April.
- ⇒ Convention des Nations Unies sur la Desertification: **13th session of the Committee for the Review of the Implementation of the Convention.** Bonn 23 - 27mars 2015.
- ⇒ Regional Workshop on **Adaptation to climate change in Africa: Plan of action for the health sector (2012-2016).** Libreville, Gabon 18-20 juin 2013. World Health Organization.
- ⇒ Sub-regional Workshop on **Valuation and Incentive Measures for Sub-Saharan West Africa,** Ougadougou, Burkina Faso, 14 – 17 May 2013. United Nations Decade on Biodiversity.
- ⇒ Attestation de formation sur la « **Gestion accès sur les résultats /Ms project** » organisée par l’Ecole Nationale d’Administration Publique (ENAP) du Québec à Dakar /Avril 2012.
- ⇒ Atelier de formation 2012 – 2013 du « **Groupe d’experts des pays les moins avancés / United Nations Framework Convention on Climate Change** ». Lomé : 18 – 22 mars 2013.
- ⇒ Participation à la « **8ème Session du comité de la Sécurité alimentaire et du développement durable** ». Addis-Abeba/ Ethiopie. Novembre 2012.
- ⇒ Certificat de stage : « *International course on Tropical forests Monitoring* » September 2012, Brasilia/Brazil.
- ⇒ Atelier national sur « *l’Economie verte* » PNUD, Dakar/ Mai 2012
- ⇒ Séminaire: “*Validation du Manuel de procédures environnementales et sociales pour le développement local* » PNDL, Mbour / Novembre 2011.
- ⇒ Participation à la conference” *Contributions of forests to a green economy*” October 2011 à Bonn / Germany
- ⇒ Participation à la conference “*Informal Dialogue on the themes of the UN Conference on Sustainable Development*” (Brazil 2012) December 2010, Brussels, Belgium
- ⇒ Workshop: «*Agroforestry as a basis for food security and environmental resilience in Niger and the Sahel* ». Niamey / January 2011

- ⇒ Séminaire: «**Renforcement de capacités sur les relations Migrations, Changements climatiques et Environnement** ». Thies / Decembre 2010
- ⇒ Certificat de stage: « **Integrated Participatory Watershed Rehabilitation Techniques in the Degraded Lands** » Amasya, Turquie/ Octobre 2009.
- ⇒ Séminaire: «**Les services des Ecosystèmes forestiers : les méthodes d’approche de leur valeur et leurs mécanismes de paiement.**» Thies / Septembre 2009
- ⇒ Séminaire: « **21st International Seminar on Forest and Natural Resources Administration and Management** » Colorado University, USA, August- September 2005.
- ⇒ Séminaire : « **Gestion par Résultats et le Cadre de Dépenses à Moyen Terme (CDMT), avec applications sur le logiciel MS Project** » Mbour / Mars 2004
- ⇒ Certificat de stage : « **Strategic Environmental Analysis** » Pays-Bas/ Mai 2003.
- ⇒ Certificat de stage : “ **Les Techniques Modernes pour le Suivi, le Contrôle, la Gestion des Ressources Naturelles et la Lutte contre la Désertification** ” ; Institut des Régions Arides (IRA) Tunisie Mai 2001.
- ⇒ Séminaire : “ **Initiation à la Méthodologie de Planification des Projets par Objectif (ZOPP)** ” PAGERNA/ Kaolack juin 2000.
- ⇒ *Certificat de stage: “Soil Diagnosis and Environmental Conservation”* à Obihiro University of Agricultural and Veterinary Medecine; Japan International Cooperation Agency (JICA) Mai-Août 1999.



## PUBLICATIONS

- 1. Projet de recherche sur la problématique des changements climatiques: quels enjeux pour les pays africains ?**
- 2. Elaboration du plan d'aménagement du bassin versant de Dakhar Mbaye (PROGERT):** Thiès Octobre 2010.
- 3. Poverty Alleviation and Non - timber Forest Products in Senegal: The Role of Small-scale Enterprises.** Virginia Polytechnic Institute & State University, USA. April 2009.
- 4. Analyse de la viabilité financière et institutionnelle du projet de création d'une Unité de collecte et de commercialisation des produits forestiers non ligneux**  
CESAG, IAE Poitiers, Novembre 2005.
- 5. Elaboration d'un Plan d'Aménagement et de Gestion du Parc National des Oiseaux de Djoudj (PNOD) DPN/GTZ :** Saint-Louis Juin 2001
- 6. Elaboration d'un programme de micro-réalisation pour la Fédération des groupements féminins de la Communauté rurale de Diarrère.** Fatick - février 1999
- 7. Etude de faisabilité technique de sous-projets retenus par le Projet de Gestion Communautaire des Ressources Naturelles (PGCRN) dans le cadre du plan d'aménagement et de gestion de terroirs (PAGT) USAID N° 685-0305.** Bakel – Kedougou - Mars et Avril 1998
- 8. Caractérisation et propositions d'aménagement d'un bassin versant : Cas de Ndiobène Taïba** ENSA, Novembre 1996 avec la collaboration ISRA - NRBAR-CARITAS / Kaolack
- 9. Contribution à l'étude de quelques systèmes de défense et de restauration des sols (DRS) et proposition d'aménagement de la vallée de Fandalé.** Projet de Boisement villageois intégré (PROVOBIL) de Bakel. ENCR, Novembre 1990

<b>LANGUES</b>		
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<b>Officielles</b>	<b>Écrites</b>	<b>parlées</b>
Français	Très Bien	Très Bien
Anglais	Bien	Bien

<b>DECORATIONS et DISTINCTIONS</b>
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- **Chevalier de l'Ordre National du Lion**
- **Officier de l'Ordre National du Lion**
  
- **Lauréat du Prix de l'Environnement 2018 du Réseau des  
Parlementaires de l'Environnement du Sénégal (REPES)**
- **Lauréat des 7<sup>ème</sup> édition des Green Awards 2021 des  
Calebasses de l'Excellence**

**Je déclare sur l'honneur que toutes ces informations sont certifiées exactes et vérifiables.**

**Colonel Major Baidy BA**

**From:** [GOODMAN David](#)  
**To:** [ROMERO Victoria](#)  
**Subject:** Fwd: IUCN Motions Working Group Call for Nominations Extended for IUCN Category A Members  
**Date:** 19 September 2023 17:29:36  
**Attachments:** [IUCN Nomination Ms. Saira 15-09-2023.pdf](#)  
[Saira -CV 2023.doc](#)

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**From:** NIO - Pakistan <nio.pk.gov.pk@gmail.com>  
**Sent:** Friday, September 15, 2023 2:06:48 PM  
**To:** motions@iucn.org <motions@iucn.org>  
**Cc:** AKHTAR CHEEMA Mahmood <mahmood.cheema@iucn.org>  
**Subject:** Fwd: IUCN Motions Working Group Call for Nominations Extended for IUCN Category A Members

Please find attached the subject matter nomination from NIO-Pakistan.

Kind regards.

**Greening the Blue: Increasing the use of reusable metal bottles for water decreases the use of single-use plastic bottles. A bottle disposed of after consumption can take up to 450 years to break down into ever smaller pieces. If plastic reaches the ocean, it is very difficult or impossible to recover. It decomposes into micro-plastic particles that attract other pollutants, and are easily consumed by sea creatures. Eight million tons of plastic pour into the oceans every year, an equivalent of dumping one garbage truck of plastic into the ocean every minute.**



**Conserve and sustainably use the oceans, seas and marine resources for sustainable development**

This e-mail and any attachments thereto is intended only for use by the addressee(s) named herein and may contain legally privileged and/or confidential information. If you are not the intended recipient of this e-mail, you are hereby notified that any dissemination, distribution or copying of this email, and any attachments thereto, is strictly prohibited. If you receive this email in error please immediately notify the sender and permanently delete the original and any copy of this e-mail, and any printout thereof. Electronic messages are not secure or error free and may contain viruses or may be delayed, and the sender is not liable for any of these occurrences.



**Government of Pakistan**  
**National Institute of Oceanography**  
**(Ministry of Science and Technology)**

Date: 15-09-2023

Ref: NIO/3(96)/2023/1251

Membership and Commission Support Unit  
IUCN  
Rue Mauverney 28  
1196 Gland, near Geneva  
Switzerland.

**Subject: IUCN Motions Working Group Call for Nominations Extended for IUCN Category A Members**

Please refer to the email message dated 7<sup>th</sup> September 2023 on the subject mentioned above. It is my pleasure to nominate Ms. Saira Ishaq, senior scientist from the National Institute of Oceanography, Pakistan. She is well versed in concepts of marine biodiversity, the International Instruments pertaining to the global issues of biodiversity. She can add value to the team. Ms. Ishaq's CV is attached for your kind perusal.

Please facilitate as we were unable to open the link provided in the email. Look forward to acknowledging receipt to this email.

  
(DR. SAMINA KIDWAI)  
DIRECTOR GENERAL

**SAIRA ISHAQ**  
**Principal Scientific Officer (BPS-19)**  
**National Institute of Oceanography**  
**ST-47, Block-1, Clifton, Karachi-75600, Pakistan**  
**Tel: (92-21) 99251172-8, Fax: (92-21)9 9251179**  
**E-mail: [niopk.gov.pk@gmail.com](mailto:niopk.gov.pk@gmail.com), [niopak@gmail.com](mailto:niopak@gmail.com)**  
**Web-site: [www.niopk.gov.pk](http://www.niopk.gov.pk)**

*Date of Birth* : April 15, 1966  
*Postal Address* : II-G, 2/6 Nazimabad # 2 Karachi # 18, Pakistan  
Tel: (92-21) 36684016  
Mobile #: 0300-2561028  
*E-mail (personal)* : [ishaqsaira@hotmail.com](mailto:ishaqsaira@hotmail.com), [sairaishaq@yahoo.com](mailto:sairaishaq@yahoo.com)  
[sairaishaqster@gmail.com](mailto:sairaishaqster@gmail.com)  
*Father's Name* : Muhammad Ishaq (Late)

### **ACADEMIC RECORD:**

#### ***M. Phil.***

- In Marine Biology from Centre of Excellence in Marine Biology, University of Karachi awarded in 1996.

Thesis Title “**Morphology and Taxonomy of Tubicolous Polychaet (Order: Sabellida) from Karachi Coast**” under the supervision of Prof. Dr. Javed Mustaqim.

#### ***M. Sc.***

- In Zoology with specialization in Marine zoology, 1<sup>st</sup> Division, 1989, Department of Zoology, University of Karachi.

#### ***Post Graduate Diploma (PGD) in Statistics***

- One year Diploma in Statistics (2007-08) from Department of Statistics, University of Karachi.

#### ***Diploma in IT***

- One year Diploma in Information Technology (July 2000- June 2001) from Petroman Training Institute, Karachi. Petroman institute run under Information Technology & Telecommunications Division, Ministry of Science & Technology, Government of Pakistan.

#### ***Employment Details***

Principal Scientific Officer (BS-19) at National Institute of Oceanography, Pakistan from 15-03-2021 till present

Senior Research Officer (BS-18) at National Institute of Oceanography, Pakistan from 15-04-2015 to 14-03-2021.

Research Officer (BPS-17) at National Institute of Oceanography, Pakistan from 15-12-1992 to 14-04-2015.

## **PROJECTS (PARTICIPATED)/ CONCEPT NOTE/ R & D/ PSDP :**

- Worked on the water quality and nutrient distribution for the project "Feasibility studies for marine outfall for disposal of sewage from Karachi city into offshore area" sponsored by Karachi Water and Sewerage Board/ Asian Development Bank (1993).
- Worked in the study of Environmental studies to collect baseline data of the Karachi coastal belt for the Coastal Zone Management Project of Karachi Development Authority (1993).
- Worked on Biological samples (Zooplankton and Krill) collected during Pakistan Antarctic Expeditions I & II (1993-1995).
- Hydrographic and environmental survey for the proposed 207 MW Steam Power Plant at Gadani, Baluchistan (Technical Report, 1995, NIO, Pakistan).
- Participated in an In-house R & D project "Experimental Agar Extraction from Seaweed."
- Preliminary assessment of pesticides and DDTs contamination in the coastal marine environment of Karachi and adjoining creeks (Gizri/ Korangi creeks) of Indus Delta. Sponsored by WWF, Pakistan.
- Preliminary assessment of persistence organic pollutants (Pesticides) in the coastal marine environment of Karachi and adjoining creeks of Indus Delta. Sponsored by Pesticide Action Network North America (PANNA-USA) and Global Green Fund (GGF).
- Study of heavy metal pollution level and impact in the fauna and flora of Karachi and Gwadar coast. Sponsored by WWF, Pakistan.
- Monitoring of Persistent Organic Pollutant (POPs) along Karachi Coastal Area (2003).
- Tasman Spirit Oil Spill Impact Assessment- Phase-1 (NRDA) Short Term Programme (2003)
- "Impact Assessment Programme for the Tasman Spirit Oil Spill-Phase-1: Short Term Impact Assessment on Biological Samples" project funded by Federal Environmental Protection Agency (2004).
- NIO's PSDP project "Impact of oil spill and bio-remedial measures to mitigate the effects on marine environment along the Clifton beach and surrounding areas of Karachi"(2005-2007)
- NIO's PSDP project "Strengthening of NIO Sub-station at Gwadar"(2007)
- NIO's PSDP project "Strengthening of NIO: Ocean Technology, Coastal Zone Management and Remote Sensing" (2008)
- NIO's Consultancy Project "Assessment of environmental and socio-economic conditions and options in the Sindh Dhands near Badin (Component A: Assessment of the Tidal Link-Dhands System) funded by World Bank (2008).
- NIO's Consultancy Project with M/S Halcrow Pakistan Ltd. "Environmental Impact Assessment (EIA) study for Karachi New Port Project" Phase 1: Desktop study- To identify

impacts on the marine environment and mitigation measures (Biological Resources) & Phase-II: Boat survey and water sampling. (2009)

- NIO's Consultancy Project with PAEC (Pakistan Atomic Energy Commission), Islamabad "Hydrological studies for the Proposed Intake and Outfall Channel for K-2 Project Near Paradise Point, Karachi" (Benthic and Pelagic fauna study)-(2009-2011)
- Marine Fisheries Appraisal Project- MFD/ FAO/ NIO-  
(i) Participated in Fish Stock Assessment Survey (Pelagic Survey October-November 2010).
- NESPAK Project 2014-"6600MW Power Park at Gadani, Balochistan- Marine Studies- 1. Marine Ecology study- 2014" Involved in this project and participated in intertidal field sampling. Submitted the draft report on the component "**Report on the Ecology of Macrofauna & Macrobenthos at Gadani beach, Balochistan, June 2014**" to the Project Director & In-charge Project.
- **Re-activation of Antarctic Program: (Continue since 2016)**  
With reference to the office order: NIO/2(41)/16/4048, dated: 10-03-2016, I was assigned to work as team member for exploring the possibilities of expected next Pakistani Antarctic Expedition under the umbrella of Polar Research Cell (1990) with In-charge PRC.
- A Consultative Project "**Public Health Engineering, Desalination Project- Gwadar**"  
Under this project Zooplankton samples and a data report was prepared and submitted to DG and NODC section of NIO in March 2017.
- An In-house R & D project entitled "**Beach Monitoring Program 2017-18**", was prepared and conducted.
- **R & D Activities "Beach Monitoring Programme 2018-2019"**  
Under this provided assistance to Dr. Hina Baig in preparing Specification as per Tender document for purchasing of important and necessary instrument and equipment Tender in November 2019.
- "**Drilling of Kekra-1 Exploration Well in Offshore Indus Block G (2265-1): Biological and Environmental study**", ENI Pakistan. As per Office Order No NIO/2(41)/19/4696 dated 12-03-2019 I was assigned duty to work as a team member of Biology Section in this project for study of "Ecology & Biodiversity" in this project area.
- An In-house R & D project proposal entitled "**Biological Monitoring Program 2019-20**", was prepared and submitted for approval.
- An In-house R & D project proposal entitled "**Small scale pilot study on Biodiversity of fauna and flora (HAB) in reclaimed area at DHA/ Sea View beach**" prepared and submitted for approval.
- As per marked MoST letter No. 4(55)/2019-ASA (IL-I) dated 23-01-2020 as subject "**15th session of Pak-China Joint Committee on Economic Trade Scientific and Technical Cooperation (JEC)**", three concept proposal were submitted.
- PSDP Project proposal on provided Format project profile (Unapproved / New Proposals) were prepared and sent to MoST in 2020.
  - i. Strengthening of Oceanographic Research Sub Station Gwadar, Pakistan

- ii. Detection of Harmful Algal Bloom (HAB) in the Indus Deltaic Region
  - iii. Re-activation of Pakistan's Antarctic Program (Chinese Collaboration)
- As per DG's instruction Concept Project proposals were made with colleague scientists
    - i. Development of hydro-dynamical, Coupled Ocean-Atmosphere, sediment transport and ecological model along the Indus Delta (Ms. Syeda Nadra Ahmed. Mr. Syed Rehan Ullah. ROs)
    - ii. Land based activities Impact on the fisheries and fishermen communities of some coastal sites along the Indus Delta, Sindh Coast, Pakistan (with Colleague scientists at Chemical oceanography section)
    - iii. International workshop on "Aquaculture Activities with Special Reference to Food Security" (Dr. Hina Baig. DG, NIO)
    - iv. Assessment of Anthropogenic Activities Impacts on the Environment of Coastal Area of Karachi (For R & D activity with Dr. Sanober, RO)
  - Submitted Project proposal under R & D 2020-21 entitled "**Beach Monitoring Programme 2020-21**" (Sindh coast) 17-08-2020. Under this R & D in-house project two field sampling was carried out.
  - **PSDP Project** entitled "**Strengthening of Oceanographic Research Sub Station Gwadar Pakistan**" was submitted in April 2020 was re-submitted in April 2021 after getting approval from Concept Clearance Committee in December 17, 2020. DDWP approved the project in **May 05, 2021**. *Administrative Approval of the project received on 28<sup>th</sup> July 2021*. Under this project assigned duty as **DDO** of the project.

### **OCEANOGRAPHIC CRUISE(S) PARTICIPATION:**

#### **On-Board Pakistan Navy Survey Vessel "Behr-Paima":**

**2005.** Participated in the Oceanographic Study Cruise in North Arabian Sea from 21 March to 23 March 2005. This cruise was carried out for collecting samples in off-shore waters to check the extent of oil dispersion and distribution of spilled oil from Oil Tanker "Tasman Spirit" in marine water, sediment and biota.

**2008.** Took part in the Oceanographic Cruise-I "Oceanographic Survey and pollution Monitoring" arranged under PSDP Pak-EPA project, NIO from 26<sup>th</sup> November-2<sup>nd</sup> December 2008. During this cruise Biological samples for primary and secondary productivity determination were collected.

**Marine Resources Appraisal Project-MFD/ FAO/NIO (2009 onward): Oceanographic cruise on R/V Dr. Fridtjof Nansen (Fish Stock Assessment Survey) 2010.** Participated in the 1<sup>st</sup> leg of the survey i.e., Pelagic survey to cover whole EEZ beyond continental shelf of Pakistan from 12 - 31 October 2010. (Survey report available online [www.fao.org/dorcep/014/i2279e/i2279e.pdf](http://www.fao.org/dorcep/014/i2279e/i2279e.pdf))

### **RESEARCH PUBLICATION:**

1. **Saira Ishaq** and Javed Mustaqim. Polychaetous Annelids (Order Sabellida) from Karachi Coast, Pakistan. Pakistan Journal of Marine Sciences, Vol. 5(2), 161-197, 1996. HEC recognized "Z" category Journal list 30 June 2010



2. **Saira Ishaq** & Ghazala Siddiqui, 2017. Amphioxus- *Branchiostoma* (Chordata: Cephalochordata): First report of its presence in the intertidal soft sediment benthic community at Clifton beach, Karachi, Pakistan (northern Arabian Sea), *Int. J. Biol. Biotech.*, vol. 14(3), pp. 419-422. HEC recognized "Y" category journal list 30 June 2018
3. Shahid Amjad, Nuzhat Khan & **Saira Ishaq**. 2020. Coral community: Preliminary biodiversity survey of Churna Island, Northern Arabian Sea. *Mehran University Research Journal of Engineering & Technology*, vol. 39(2), 378-385. HEC Recognized "X" Category National Research Journals of Engineering & Technology Updated on: December 20,2019 DOI: 10.22581/muet1982.2002.15
4. Baig H. S., **Ishaq. S.**, Amjad S. & Salem M. 2005. Notes on role of mullets in coastal fishery. *Pakistan Journal of Oceanography*, 1(1), pp 85-88.
5. Hina S. Baig, **Saira Ishaq**, M. M. Rabbani, S. H. Khan, D. A. Razzaq. 2006. Preliminary investigation of phyto- and zooplankton during pre-south west monsoon from Gwadar east bay, Balochistan, Pakistan. *Pakistan Journal of Oceanography*, 2 (2), 11-18.
6. Nuzhat Khan, Shahid Amjad, Jochen f. Muller, **Saira Ishaq**, M. M. Rabbani, M. Iqbal Bhangar. 2006. Evaluation of polycyclic aromatic hydrocarbons (PAHs) concentrations in the coastal environment of Karachi using semi-permeable membrane devices (SPMDs) and sediment. *Pakistan Journal of Oceanography*, 2(2), 49-60.
7. Hina S. Baig, **Saira Ishaq**, M. M. Rabbani, S. Moazzam Ali. 2007 "Distribution pattern of Macro-flora and Fauna in inter-tidal zones of Karachi, Pakistan, during the NE-Monsoon", *Pakistan Journal of Oceanography*, 3(1), 1-12.
8. **Saira Ishaq** and Javed Mustaqim, 1998. "Occurrence and diversity of polychaetous annelids (Order: Sabellida) at different localities along Karachi coast, Pakistan" at three Days workshop on "Coastal zone management and Environmental Impact Assessment" at British Council, Karachi from 19-21 October, 1998 organized under **Higher Education Link Programme 1997-2000 by Institute of Biomedical and Life Sciences, University of Glasgow**, pp 43, 2001, edited by Prof. Azra and Peter Meadows.
9. Khan T. M. A., Rabbani M.M., **Ishaq S.** 2005. EL Niño Southern Oscillation (ENSO) and its relationship with Fish Catch along the Pakistan Coast. pp. 187-198. In: Rabbani M. M., Tabrez A.R. and Khan T.M.A. (eds.) *Utilization of Marine Resources. Proc. of a Regional Seminar (ISESCO) held at National Institute of Oceanography, Karachi, Pakistan.*
10. Rabbani M.M., Khan T. M. A., Razzaq D. A. and **Ishaq S.** 2005. *Utilization of Natural Resources from Antarctic Region*", pp. 263-268. In: Rabbani M. M., Tabrez A.R. and Khan T.M.A. (eds). *Utilization of marine resources. Proc. of a Regional Seminar (ISESCO) held at National Institute of Oceanography, Karachi, Pakistan.*
11. Hina S. Baig, **S. Ishaq**, M.M. Rabbani and S. M. Ali, 2007. Variation in distribution of phyto- and zoo-plankton biomass during the NE-monsoonal period in coastal waters of Karachi, Pakistan. Abstract (W2-3635) page # 218. 4<sup>th</sup> **International Zooplankton Production Symposium- Human and climate forcing of zooplankton populations. 28 May- 1June, 2007, Hiroshima, Japan.**

## ABSTRACTS:

- **Saira Ishaq** and Javed Mustaqim, 1999. Abstract No. 15, p. 29. "Occurrence of Operculate tube-worms (Polychaeta: Serpulidae) on natural and artificial substrates along Karachi coast, Pakistan." Oral presentation at Seminar on Aquatic Biodiversity of Pakistan" from 20-22<sup>nd</sup> March 1999. Organised by MRCRC & Dept. of Zoology, University of Karachi
- Samina Kidwai, **Saira Ishaq** and Shahid Amjad, 2001. "Squids in the Arabian Sea: Is there a potential in the waters around Pakistan" in the National Symposium on "Untapped Fisheries Resources of Pakistan" 23-25 February, 2001 organised by Marine Reference Collection & Resource Centre, University of Karachi and fisheries Society of Pakistan
- "Environmental risks of organochlorine pesticides and PCBs contamination in the coastal marine environment of Pakistan." at the workshop on "Marine Environment 2002-Food, Health and Habitat" organised by Centre of Excellence in Marine Biology, University of Karachi, 29-30 January 2002.
- "Preliminary assessment of Polycyclic Aromatic Hydrocarbon (PAHs) in the sediment of Karachi coast and adjoining Creeks of Indus Delta" at the 2<sup>nd</sup> International & 12<sup>th</sup> National Chemistry Conference, 4-6 February 2002 organised by University of Sindh, Jamshoro.
- Khan, N., Muller, J., Shraim, A., **Ishaq, S.**, and Connell, D., 2003. Preliminary assessment of persistent organochlorines (OGS) in the marine biota from coastal marine environment of Karachi and adjoining creeks of Indus Delta. In: SETAC ASE Asia Pacific 2003, Christchurch, NZ, 28<sup>th</sup> September- 1<sup>st</sup> October 2003.
- Muller, J., Khan, N., Dennison, N., Shraim, A., **Ishaq, S.**, Danish, M., Bhangar I., Komarova, T., and Connell, D., 2003. Contamination of organochlorines pesticides in coastal marine environment of Karachi (Pakistan). In: 9<sup>th</sup> Conference of residue chemists, Brisbane, 6-18 September 2003.
- **Saira Ishaq**, Shahid Amjad and Asif A. Chaudhri, 2003. Preliminary evaluation on the occurrence of corals assemblages along the coast of Pakistan. Abstract posted on web site url: [www.ioc.unesco.org/germn/ROPME/abstracts/Isaq,%20Pakistan.pdf](http://www.ioc.unesco.org/germn/ROPME/abstracts/Isaq,%20Pakistan.pdf).
- Khan, N., & **Ishaq, S.** 2004. An abstract entitled "Comparison of SPMD and sediment data to evaluate PAHs in coastal waters of Karachi" has been accepted for the presentation in a passive sampling workshop and symposium, held at Czech Republic on 14 - 17 April.
- Nuzhat Khan, Shahid Amjad, Tatiana V. Komarova, **Saira Ishaq**, M. Iqbal Bhager and M.M. Rabbani. 2005. "Use of Semi-permeable Membrane Device for the estimation of Bio-available Poly Aromatic Hydrocarbons in the marine environment" for oral presentation at the International Conference on Environmental Horizons, Dec. 19-21, 2005 Karachi organized by the Dept. of Chemistry, International Centre for Chemical Studies (ICCS), Univ. of Karachi.
- Hina S. Baig, M.M. Rabbani, Tariq, M. A. Khan, **Saira Ishaq** and Shahid Amjad. 2005. "Mortality of fishes along Clifton-DHA beach, Karachi: A preliminary Assessment" for oral presentation at the International Conference on Environmental Horizons, Dec. 19-21, 2005 Karachi organized by the Dept. of Chemistry, International Centre for Chemical Studies (ICCS), Univ. of Karachi.

- Hina S. Baig, **Saira Ishaq**, M. M. Rabbani, S. Moazzam Ali. 2008. Impact of oil spill on flat fishes inhabiting coastal waters of Karachi, Pakistan. Presented orally at 35<sup>th</sup> All Pakistan Science Conference Dec. 20-23, 2008, Karachi-Pakistan organized by University of Karachi.
- Nuzhat Khan, Shahid Amjad, Jochen F. Muller, **Saira Ishaq**, M. M. Rabbani & M. Iqbal Bhangar. Evaluation of eco toxicological effect of polycyclic aromatic hydrocarbons (pahs) using semipermeable membrane devices (spmds) and sediment along coastal environment of karachi Presented orally at 35<sup>th</sup> All Pakistan Science Conference Dec. 20-23, 2008, Karachi-Pakistan organized by University of Karachi
- Shaukat Hayat Khan, D.A. Razzaq, Hina Saeed Baig, **Saira Ishaq**, Naimatullah Sohoo, M.M.Rabbani. Environmental oceanography of East Bay, Gwadar, Balochistan. Presented orally at 35<sup>th</sup> All Pakistan Science Conference Dec. 20-23, 2008, Karachi-Pakistan organized by University of Karachi.

### **POSTER PRESENTATIONS:**

- **Saira Ishaq** and Javed Mustaqim, 1998. “**Occurrence and diversity of polychaetous annelids (Order: Sabellida) at different localities along Karachi coast, Pakistan**” at three days workshop on “Coastal zone management and Environmental Impact Assessment” at British Council, Karachi from 19-21 October, 1998 organised under Higher Education Link Programme 1997-2000 by Institute of Biomedical and Life Sciences, University of Glasgow, pp 43, 2001, edited by Prof. Azra and Peter Meadows.
- “Effect of Cyclone “2A” on dhands connected with tidal link drain of LBOD system with special reference to its ecological condition.” 35<sup>th</sup> All Pakistan Science Conference Dec. 20-23, 2008, Karachi-Pakistan.

### **ORAL PRESENTATIONS:**

"**Benthic fauna and Zooplankton distribution at East Bay, Gwader**" an oral presentation at International Conference on "**Climate Change: Opportunities and Challenges**" 9-11 May, 2012, Islamabad. Organized by PCST, MoST and NUST.

### **REPORTS:**

- Data Reports of Zooplankton Samples collected during 2 Pakistan Antarctic Expeditions 1990-91 and 1992-93. National Institute of Oceanography, Karachi, Pakistan.
- Data Report of Krill collected during Pakistan Antarctic Expedition 1990-91. National Institute of Oceanography, Karachi, Pakistan.
- Saira Ishaq. 2003. Country Report. Regional workshop on coral reef monitoring and management in the ROPME sea area. Kish Island, Iran December 2003.

### **CONTRIBUTION IN THE BIOLOGICAL COMPONENT OF THE FOLLOWING NIO'S TECHNICAL REPORTS:**

- 2003. “Preliminary report” in connection to Tasman Spirit Oil Tanker, August was prepared and sent to EPA.
- 2003. Final report on “Oil Spill from Tasman Spirit Oil Tanker”, September.

- Dr. M.M..Rabbani, Ms. Hina Saeed Baig, Saira Ishaq. 2004. Report on Biological Sample Analysis under the project of “Tasman Spirit Oil Impact Study under NRDA Phase-1: Short Term Impact Assessment of Biological Analysis” was done and report was published, June, pp. 1-35.
- Comprehensive Preliminary Report based on Biological and Chemical analysis in connection to the incidence of “Oil spill from Tasman Spirit Oil Tanker” and submitted to EPA, Sind Fisheries Dept., Marine Fisheries Dept., and other concerned organizations.
- 2005. Report on “Dead Fishes” was prepared under the DHA-project and submitted to the funding agency, September, pp. 1-45.
- 2005. Annual Report on “Impact of oil spill and Bio-remedial measures to mitigate the effects on marine environment along the Clifton beach and adjoining areas of Karachi” was prepared and submitted to funding agency i.e. MoST, pp. 1-112.
- 2007. Report based on Biological study from coastal water of Gwadar under PSDP project “Strengthening of Oceanographic sub-Station Gwadar.”
- 2008. Report based on Biological study from coastal water of Karachi under PSDP project “Strengthening of NIO: Pakistan Ocean Technology, Coastal Zone Management and Remote Sensing Project.

### **CONSULTANCY PROJECTS:**

- 2007. Report of consultancy project “Baseline study of Coastal ecosystem of Hingol National Park” submitted to the consultant on 12<sup>th</sup> May.
- 2008. Final report of a consultancy project “Assessment of Environmental and Socio-Economic Conditions and options in the Sindh Dhands near Badin (Component A: Assessment of the Tidal Link-Dhands System)” funded by World Bank.
- 2009. Final Draft Report on “Environmental Impact Assessment (EIA) study for Karachi New Port Project” prepared for Halcrow Pakistan Ltd. Karachi.
- 2009. Report of Consultancy project M/S Halcrow Pakistan Ltd. EIA for Karachi’s new port. A “Desktop study on Biological resources with special reference to its impact on marine environment and its mitigation measures” submitted.
- 2011(Oct.). Final Draft Report on “Hydrological studies for the Proposed Intake and Outfall Channel for K-2 Project Near Paradise Point, Karachi” (Benthic and Pelagic fauna study) submitted.
- 2014(June). Draft Report on " Report on the Ecology of Macrofauna & Macrobenthos at Gadani beach, Balochistan" submitted under NESPAK Project 2014-"6600MW Power Park at Gadani, Balochistan-Marine Studies-1. Marine Ecology study- 2014.
- 2015. Final report of NESPAK Project titled: 6600 MW Power Park at Gaddani Beach-Balochistan, May 2014- Marine Ecological Studies.
- 2017. A Consultative Project “**Public Health Engineering, Desalination Project-Gwadar**” Under this project Zooplankton samples were received for analysis in the month of February. After analyzing the samples, a data report was prepared and submitted to DG and NODC section of NIO in March 2017.

### **Consultancy provided (2012-13)**

- ❖ **Mud samples for benthic fauna analysis**-Assistance provided in detailed benthic analysis of Mud samples from Port Qasim area (Pakistan International Bulk Terminal (PIBT)) for M/S Environmental Management Consultant firm.

## SHORT COURSES/ TRAINING / SEMINAR / CONFERENCE / SYMPOSIA / WORKSHOPS:

- Participated in a National training course on “**Determination of Radio-nuclides in Marine Sediments**” held from 8 –17 August, 1994, NIO, Pakistan.
- Participated in an **International Course** on “**Oceanographic Survey and Coastal Pollution**” Sponsored by AIBS, ONR and IOC, held from 3-13 October, 1994, NIO, Pakistan.
- Attended and participated in the IAEA/ RCA/ PAEC National Training Course on “**Harmful Algal Blooms Concerns in Marine Coastal Environment of Pakistan**”, 9-11 June 2005, Islamabad/ Karachi, Pakistan.
- Attended **International Workshop** on “**Integrated Coastal Zone Management (ICZM)**” organized by IOC, in co-operation with National Institute of Oceanography, Ministry of Science and Technology, Government of Pakistan, held from 10-14 October, 1994, Karachi, Pakistan.
- Attended **Regional Training Workshop** on “**Bio-geo-chemical Budgeting and Socio-economic Modelling for Coastal Scientists**”, 18-23 September, 2000, Colombo, Sri Lanka.
- Attended a five day Seminar on NASEER and 5<sup>th</sup> International Conference on Trace Metal in the Aquatic Environment” organised by NIO, Pakistan from 23-27 January, 2001.
- Participated in a 2 week workshop for Middle Management Women on “**Information Handling for promotion of E-Business**” 23<sup>rd</sup> July to 4<sup>th</sup> August 2001 at Islamabad, Pakistan.
- Participated in a 3 day workshop on “**Information handling in Biological Research**” March 4-6, 2002 organized by Department of Biochemistry, University of Karachi and PASTIC, Islamabad, Pakistan.
- Participated in a 3 days **Regional Seminar of ISESCO on Utilization of Marine Resources**, 20<sup>th</sup>-22<sup>nd</sup> December 2002, Karachi, Pakistan.
- Participated in the Workshop on” **Statistical methods in research with special reference to applied biology**” held at University of Karachi, 27-29 January 2003, organized by Dept. of Biochemistry, Univ. of Karachi & Pakistan Scientific & Technological Information Centre (PASTIC), Islamabad, Pakistan
- Participated in the Regional Workshop on “**Coral Reef Monitoring and Management in the ROPME Sea Area**”, Kish Island, I. R. Iran, 14- 17 December 2003, jointly organized by IOC-UNESCO, the Regional Organization for the Protection of Marine Environment (ROPME) and the Iranian National Centre for Oceanography (INCO).
- Presented the work on biological component under the Tasman Spirit Oil Spill Impact assessment project at the “**National Symposium on Natural Resource Damage Assessment (NRDA)**”, 30-31 May 2005 at Karachi, Pakistan organised by EPA Pakistan, funded by UNDP and UNEP.
- Participated in a 3 days workshop on “**Process Quality Improvement**” 23-25 January 2006, organized by Quality Concerns at Hotel Avari Towers, Karachi.
- Participated in the National Maritime Seminar (NMS) “**Development of Fisheries Sector- Analysis of Issues and Formulation of Strategies**” on 28<sup>th</sup> and 29<sup>th</sup> of June 2010 organized by the National Centre for Maritime Policy Research at Bahria University Karachi Campus Auditorium.
- Participated in the **International Training Courses** on “**Marine Taxonomy**”, Izmir, Turkey 21 September to 1<sup>st</sup> October 2010” funded by INOC (Inter-Islamic Network on Oceanography).
- Attended three day International Conference on “**Human face of Piracy: Consequences & Policy options**” organized by NCMPR at Bahria Auditorium, from 29<sup>th</sup> Feb. to 2<sup>nd</sup> March, 2012.
- Participated in two day workshop on "**Identification of Shark species occurring in Pakistan**", organised by WWF-Pakistan and Pakistan Wetland Programme, between 25<sup>th</sup> & 26<sup>th</sup> April, 2012 at NIO, Karachi.
- Participated in a Training Course on "**Fish Population Dynamics, Fish Stock Assessment Methodology and Fisheries Management**" organized by MFD from 5-17 November 2012 under FRAP Programme.

- Officially attended **MFF Pakistan National Training Course on Project Cycle Management** with emphasis on Medium sized Project Proposal Writing, Feb. 27-28, 2013, PC Hotel, Karachi.
- Attended One Day Workshop for the "**Review and Finalization of Environmental Profile of Sindh**", organized by Environment & Alternative Energy Department, Govt. of Sindh, NEIMS Project, Ministry of Climate Change, GoP on 7th March 2013 at Marriot Hotel, Karachi.
- Attended "**Public Hearing of Environmental Impact Assessment (EIA) Report for "Floating storage Re-Gasification Unit (FSRU) based Liquefield Natural Gas Import Terminal at Mazhar Point in Port Qasim, Karachi"** being proposed by M/s Fauji Oil Terminal and Distribution Company Ltd." at Marriott Hotel, Karachi, 26th April 2013 organized by Sind Environmental Protection Agency.
- Attended Public Hearing of "**Environmental & Social Management Assessment of Pakistan Floating LNG Terminal at Sonmiani, Baluchistan**", organized by SEPA, Govt. of Sindh at Marriott Hotel, Karachi on 30th May 2013, presentations by DSME & EMC.
- Public Hearing of Environmental Impact Assessment (EIA) Report for "**Used LEAD ACID Battery Recycling Plant**", proposed by M/s Atlas Metals (Pvt) Ltd. organized by SEPA, Govt. of Sindh on 7th June 2013.
- Attended Training programme in Fisheries Stock Assessment from 10- 18 June 2013 at Marine Fisheries Department, GoP, West Wharf Karachi under FRAP program.
- Attended as member of organizing committee in the 1st Annual Conference of Pakistan aquaculture and Fisheries society on "**Aquaculture & Fisheries Development: Opportunities & Challenges**", August 16-17, 2013, organized by KU-ORIC held at NIO, Karachi in collaboration with USDA-FSA, FDB and FPCCI.
- Attended MFF Pakistan **Resilience Training Workshop** by Mangrove for the Future Programme, IUCN Pakistan on October 07-09, 2013 at Pearl Continental Hotel, Karachi, Pakistan.
- Officially nominated as a member of Monitoring team on request of **MFF-Pakistan Office** to join MLE-visit-MGF-MFF-Pakistan at Sonmiani Bay, Balochistan on 26th November, 2013.
- Attended and participated in the NIO's Training workshop on "**Water Quality Monitoring & Assessment**" 16-20 December 2013 under the PSDP project of NIO "**Establishment of National Central Marine Research Laboratory at NIO, Karachi. Phase-I-** Act as an organizing committee member. Also assisted in Field excursion on boat inside Manora Channel for demonstrating water sampling on 18th December 2013.
- Attended WWF-Pakistan/ Smart/ Fishing Initiatives/ fisheries Development Board, the consultative workshop on "**Responsible fisheries Practices for Pakistan: Choices and Challenges**" on 19th December 2013 at Regent Plaza.
- Attended a workshop on "**Conservation and Management of Shark Fisheries in Pakistan**" organized by WWF- Pakistan in collaboration with Marine Fisheries Department on 15th September 2014.
- Participated in the **3-days "OIL SPILL EXERCISE - BARRACUDA-V** at Headquarters Pakistan Maritime security Agency(PMSA) from 21 - 23 October 2014. It included a workshop on **Disaster Management and Oil Spill Response in Pakistan**.
- Participated as a member of organizing committee in **International Workshop** entitled "**Seawater intrusion affecting coasts, ecosystems and livelihoods**" and contributed in the presentation entitled "**Natural Disasters on coastal environment**", held at Marriott Hotels, Karachi, on 20<sup>th</sup> October 2015, organized by National Institute of Oceanography, Pakistan.
- Participated in a Consultative Session on **Draft National Intellectual Property Strategy (2017-21)** on 25<sup>th</sup> January 2017 at Khorshed Mahal Hall, Avari Towers Karachi organized by Intellectual Property Organization, Commerce Division, Government of Pakistan.

- Attended and participated in the Half Day Seminar” **International Collaborative research of Global and regional Ocean-Earth processes of the Indian Ocean**” on 17<sup>th</sup> January 2017, organized by NIO, Pakistan.
- Participated in the **Three-day Regional training workshop** entitled: **"Fundamentals of Oceanographic Data Management"** organized by Regional Education and Research Center on Oceanography for West Asia (RCOWA) under the auspices of UNESCO, and Iranian National Institute of Oceanography and Atmospheric Science (INIOAS). It was held on **5-7 March, 2017** in **Iranian National Institute of Oceanography and Atmospheric Science (INIOAS), Tehran, Islamic Republic of Iran.**
- Participated in a 3 days **Training Course on “Application of Project Management In MS Project”**, 27-29 March 2017, Organized by Pakistan Manpower Institute (PMI), Ministry of Federal Education & Professional Training, Government of Pakistan, Islamabad
- Attended training workshop on **“Improving Transparency and traceability in fisheries”** organized by WWF-Pakistan on 17-18 May 2017 at Movenpick Hotel, Karachi.
- Attended JMICC (Joint Maritime Information Coordination Centre) meeting regarding **“EXERCISE TAFHEEM 2”** at NORE-1 on January 04, 2018.
- Attended **“One day Post Cruise Workshop on First Joint China Pakistan Geological & Geophysical Expedition in the Makran Margin”** at NIO Auditorium on February 04. 2018.
- Attended meetings with visiting delegate of Chinese 2<sup>nd</sup> Institute of Oceanography (SIO), State Oceanic Administration (SOA) from 24- 27 June, 2018.
- Attended meeting with visiting Chinese delegate from China Geological Survey (CGS) at NIO.
- Inter-Ministerial Committee constituted by PM Assessing the Living Resources Potential in Pakistan’s Maritime Area: Attended meetings regarding draft report and finalization of the report with the member of the committee (October & November 2018).
- Participated in Two days FlowCam training course, 24-25 June 2019 at NIO organized by Fluid Imaging Technologies, Inc, USA.
- Participated in two days training workshop on **“Implementation of ISO 17025: An Assessor’s Perspective”**, 27-28 June 2019 at NIO, Karachi Organized by COMSATS, ORIC-CUI, Islamabad.
- Participated in training workshop on **“PPRA/ SPPRA/ BPPRA Rules” and “Appropriate use of Alternative Method”** on 3<sup>rd</sup> and 6<sup>th</sup> July 2019 at PC Hotel, Karachi organized by Institute of Tender Management, Lahore.
- Participated in training program on **“Renewable Energy Technologies (Pakistan)”**, 11-31 July, 2019, Seongnam & Daejeon, Republic of Korea.
- OTGA/ INIOAS Training Course on **“Remote Sensing of Coral Reefs”**, 20 – 23 October, 2019, Tehran, I.R. of Iran.
- Attended Official Seminar organized by Hydrography Department Pakistan Navy to discussed the Research Progress of the Joint marine geology expedition in 2018 between China and Pakistan. Post Cruise research activities results were presented by Chinese scientists and two Pakistan scientists of NIO on 30<sup>th</sup> October.
- On 31 October the Chinese delegate (China Geological Survey) along with Hydrographer, Pakistan Navy attended meeting at NIO for discussion and planning for forthcoming seismic cruise in EEZ of Pakistan from December 2019 to March 2020. I was assigned the task to look after overall activities for this meeting on 31<sup>st</sup>, and arrangement of souvenirs and gifts for the members of Chinese delegate. As per Office Orders No. NIO/2(41)/19/2461 and NIO/2(41)/19/2462 dated 09-12-2019, I was nominated to participate on board Chinese

- Geological Survey (CGS) Vessel for Pakistan EEZ Survey under the research collaboration between Pakistan Navy / National Institute of Oceanography (NIO), Pakistan with China Geological Survey (CGS) in two legs (Due to Pandemic Leg 1 team continued for Leg 2 also).
- Participated in a training in “**Microsoft Office**” on 7<sup>th</sup> February, 2020 conduct by Office of Research Innovation & commercialization, University of Karachi.
  - Participated in a training workshop on “**Hands-on Data Analytics using R**” on 18<sup>th</sup> – 19<sup>th</sup> February, 2020 at COMSATS University Islamabad (CUI).
  - Participated in “**Basic training course on Satellite Remote Sensing**”, SUPARCO-SPARC-Lahore, 16-20 March, 2020.
  - Participated in the training workshop on “**Adobe Animate, Adobe Premier**” conducted at NIO under PSDP Project “Capacity building for tapping marine living resources potential of Pakistan through biological oceanography – Phase 1 NIO” from May 11-14 & May 18-21, 2020.
  - Participated in the Training course on “**Remote Sensing Applications Marine, Coasts and Glaciers Research**” from 16- 20 November, 2020 at NERG, SUPARCO HQs Karachi.
  - Attended Webinar on “**Age-depth modelling of marine and lacustrine sediments using ‘clam’ and ‘Bachron’ packages in R statistical software,**” organized by UNESCO Category II “Regional Education and Research Centre on Oceanography for West Asia (RCOWA)” on 4<sup>th</sup> Jan., 2021.
  - Participated in “**Basic training course on Satellite Remote Sensing**”, at NCRG- Karachi, 11-15 Jan., 2021.
  - Participated in **the 9<sup>th</sup> International Maritime Conference (IMC)** at Movenpick Hotel Karachi from 13-15 February 2021.
  - Attended **Online Inception workshop of the project focused on establishing baseline of Abandoned, lost or otherwise discarded fishing gears in Pakistan** on 15 Feb., 2021 organized by WWF-Pakistan. One page report of the crux submitted.
  - Participated in Training workshop on “**Project Monitoring, Evaluation & Control,**” 29-30 June 2021 at PIM, Clifton Karachi organized by Pakistan Institute of Management under NIO’s PSDP Project: Sea water Intrusion.”
  - Participated in In-house Training on “**Civil Servant (Appointment, Promotion and Transfer),** 29-30 July 2021 at PIM, Clifton Karachi organized by Pakistan Institute of Management under NIO’s PSDP Project: Sea water Intrusion.”

## ADMINISTRATIVE ASSIGNMENT

- ❖ I was assigned the additional duties as **In-charge Trainings** (National / International). (till January 2021)
- ❖ Assigned additional duty as **In-Charge Admin.** (till July 2020 to January 2021)
  - Replies to the queries from Ministry, other organizations etc., marked by DG, NIO from time to time were made accordingly.
- **INCHARGE TRAININGS (NATIONAL / INTERNATIONAL) 2019 till January 2021**
  - ◆ Several international (and national) trainings and workshops were marked by DG to nomination and necessary follow-up regarding convey to MoST for approval.
  - ◆ Coordinated with ORIC COMSATS for arranging On-site training for NIO Scientists on “Implementation of ISO 17025: An Assessor’s Perspective”, 27-28 June 2019 at NIO, Karachi in assistance with COMSATS (CUI), ORIC-PD, Islamabad.



- **COORDINATOR FOR VISITING ORGANIZATIONS/ ACADEMIA ETC.**

Coordinated several visit of academia including different universities, PN Hydrography School etc.:

- ◆ M.Phil. Research Course work students Centre of Excellence in Marine Biology, University Of Karachi on 13th February 2020, presented “Organization & Role of NIO.”
- ◆ Visit of 1st Principal Warfare Officer (ADQUAL) Course Participants, Underwater Warfare School, PNS BAHADUR on 22nd October 2020, presented “Types of Marine Life, their Nature and Ecology.”
- ◆ LST ‘Q’ A/2020 COURSE, Navigation & Hydrography School PNS BAHADUR on 28th October 2020, presented on “Types of marine life-Nature, Ecology and Biodiversity.”
- ◆ 7 BS final year students along with a lecturer from Marine Science Department, Uthal University, Lasbella on 15-12-2020.
- ◆ Visit of 2nd Principal Warfare Officer (ADQUAL) Course Participants, Underwater Warfare School, PNS BAHADUR on 15 July, 2021 shared topic presented “Types of Marine Life, their Nature and Ecology.”

- **STUDENT GUIDANCE/ SERVICES**

- ◆ Data required for PhD thesis by Mrs. Sidra Ghayas of Karachi University -guided her on her request and sent official reply through Mr. Shakil. On 29-01-2020.
- ◆ Query from students of NED University of Engineering and Technology of Final Year Applied Physics Department regarding availability of some instrument & equipment with reference to their ongoing thesis was entertained.
- ◆ Discussed along with DG NIO with visiting M.Phil./ Ph.D. students from IMS and MRCRC, Karachi University for the possibility of Internship Program at NIO on 7<sup>th</sup> October
- ◆ Facilitate guidance by Director General (on telephone) to a student from PIDE regarding reasonable data on “Advancement/ Progression of Science and Technology: Future prospect of Ocean Economy.”
- ◆ Responded to the request from Asst. Prof of CEMB for the visit of their M.Phil./ PhD scholar of NIO. But due to closure of academia in respect of COVID-19, program was postponed till January 2021.

- **DR. G.S. QURESHI MEMORIAL OCEAN SCIENCE LECTURE SERIES (IN-HOUSE LECTURE SERIES: 2019 till January 2021):**

Different lectures and presentations under this in-house series were arranged and coordinated with NIO scientists.

- **INTERNATIONAL BEACH CLEAN UP WEEK**

NIO/2(41)/19/1015 dated 18-09-2019 assigned to head two committees (Registration and Gift & Art supply Committee and Purchasing Committee (Bags, Tags, Cups etc.) to coordinate and making arrangements for celebrating International Beach Clean-up Week, A Poster making Contest on 20-09-2019 and A One day National Seminar” Beach and Coastal Health-Vulnerability, Resilience and Risk on 27-09-2019 at NIO.

- As per MoST letter dated November 5, 2019 marked by DG NIO on subject “**PROGRAMME REGARDING MILAD UN NABI (S.A.W.S.)**, coordinated, organized and participated in programme on 11-11- 2019 at NIO Auditorium.

- Assisted in preparing “**Preparation and Circulation of Year Book** of MoST 2019-20 in Pursuance of Rules 25 of the Rules of Business 1973” required by MoST, Islamabad.
- As per DG’s instruction an event was arranged, coordinated and conducted for celebrating **74<sup>th</sup> Pakistan Independence Day** on 13-08-2020 at NIO Auditorium.
- Full assistance provided to DG in changing setting and arrangement of records and staff sitting in Admin Section, In addition support and assistance to admin staff in securing damaged record from several rain spells rain during the month of August 2020.
- Looked-after the matter on immediate basis brought forth by NIO scientists/ staff members; matters related to maintenance & service of building, furniture & fixture, health & hygiene caused by torrential rainfall in yester month.
- As per Office Order No. NIO/2(41)/2020/682 dated 14-09-2020, visited **NIO’s Sub-station Sonmiani** along with other team members on 15-09-200 in connection to look-after routine activities & assessment of maintenance/ administrative tasks after last month rainfall. Visit report was submitted.
- As per Office Orders NIO/2(41)/2020/631 dated 10-09-2020 and NIO/2(41)/2020/660 dated 11-09-2020 performed as member Committee “**Reception, Coordination Committee & Beautification**” in coordinating and making arrangements for the visit of Federal Minister for Science & Technology. Looked after all matters related to visit of **Honorable Federal Minister for Science & Technology and other high official as Members of Board Panel for taking Interviews of Applicant for the Post of Director General of National Institute of Oceanography Pakistan on 5<sup>th</sup> October** at Conference room of NIO.
- Facilitated and coordinated Event of Inauguration of NIO’s Mega PSDP Project “SEA WATER INTRUSION PROJECT” by Honorable Federal Minister for Science & Technology, attended by Federal Secretary and Add. Secretary MoST along with representative of other project stakeholder, HDPN, SUPARCO, PCRWR on 5<sup>th</sup> October.
- Participated as a member of Inquiry/ Fact finding Committee constituted by Competent Authority in connection to the incident of fire breaking on 13<sup>th</sup> October. Inquiry Report was submitted by the Committee.
- As per MoST letter F.No. 17(4)/2017-Coord dated 22<sup>nd</sup> October 2020 on subject “**Program regarding Milad Un Nabi (S.A.W.S) celebration in Rabi-ul Awwal, 1442 A.H.**” I was assigned to arrange it. In this connection attended the meeting of Committee as a member to score the essay competition of students for the title of “**Environmental Pollution and our responsibilities in the light of Seerat un Nabi (S.A.W.S)** on 28<sup>th</sup> October. The program was conducted via zoom link in the Auditorium of NIO on 29<sup>th</sup> October.
- As per DG’s verbal directive review the Draft Progress Report of Consultancy Project “**Assessment of Anthropogenic Activities Impacts on the Environment of Coastal Area along**

**the District West, Karachi**". The suggestions were communicated to Dr. Noor, Mr. Rehanullah and Mr. Abdullah on 29 October.

- The Certificates and Awards for top three positions for the participants in the NIO's Program regarding Milad Un Nabi (S.A.W.S) celebration in Rabi-ul Awwal, 1442 A.H. were handed over to visiting coordinator and subject teacher of participating school by DG on 2<sup>nd</sup> November. Took them for a brief walk-around of laboratories upon their interest.
- Provided inputs for "**Feasibility study of Authorized Fish Landing Sites with onshore facilities along Balochistan coast (PSDP funded project)** - Approval of project by BCDA for M/S Techno Consultant received on 14-12-2020 (NIO being Partner).
- As per Office Order No. NIO/2(41)/2020/1957 dated 09-12-2020, visited **NIO's Sub Station Ghora Bari** on 11-12-2020 for mustering R& D activities.
- As per Office Order No. NIO/2(41)/2020/2030 dated 15-12-2020 Visited Tando Jam with NIO team on 16-12-2020 in connection to site for **Installation of Automatic Weather Station and tide gauge** under on-going PSDP project- SWI.
- **CORRUPTION MONITORING COMMITTEE:**  
With reference to the office order: NIO/2 (41)/16/2082, dated 15-11-2016 I have been appointed as member of the Committee.
- **MEMBER WELFARE FUND COMMITTEE**  
Member of NIO Welfare Fund Committee.
- **CHAIRMAN OF THE HOUSE CEILING COMMITTEE**  
As per Office Order No. NIO/2(41)/19/2006 dated 15-11-2019, duty was assigned as the Chairman of the House Ceiling Committee.
- Participated as Chairman of the Committee for scrutiny of the Pre-qualifications of firms for the year 2020-21, NIO/2(41)/2021/2351 dated 04-01-2021. Opened on 05-01-2021 and final lists of short listed firms/ companies was submitted for approval on 04-03-2021.
- Reply submitted "Draft Comprehensive Environmental Evaluation (ECC)/ Construction of the Turkish Antarctic Research Station (TARS) at Horseshoe Island, Antarctica" on 26-03-2021.
- Nomination as Principal Focal Person for "Gender Focal Person" from government agencies and institutions as request from Head of Provincial Office, Food and Agriculture Organization of the United Nations (FAO) Pakistan in February 2021.
- Participated as Chairperson of Tender opening, Tender NIO/2(41)/2021/5107 dated 17-05-2021, tender opened on 20-05-2021 for procurement of instrument & equipment.
- **Committee for Scrutinizing applications** for different categories for Regular Recruitment NIO/2 (41)/2021/4314 dated 26-03-2021; Submission of MCQ style test paper (Biology) NIO/2(41)/2021/5307 dated 26-05-2021; assigned over-all Incharge of the recruitment process (written test at Karachi Centre) on 10 & 11 July, 2021 NIO.2(41)/2021/06 dated 01-07-2021.

**From:** [Anna Lee-Carswell](#)  
**To:** [+MOTIONS](#)  
**Cc:** [Laurel McIvor](#); ["Andrew"](#); [Lisa Young](#)  
**Subject:** RE: IUCN Motions Working Group: Call for nominations - additional members  
**Date:** 15 September 2023 22:30:02  
**Attachments:** [additional\\_mwg\\_nomination\\_form- iucn\\_Jessika Woroniak September 15 2023 .docx](#)

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Hi – please find attached a nomination from Canada for the Motions Working Group. As Canada's State Member, Parks Canada works closely with federal colleagues at Fisheries and Oceans Canada on IUCN work and we're happy to put forth a federal colleague candidate who could contribute greatly to this working group.

Let me know if you need any further information or have any questions.

Kind regards,  
Anna

Anna Lee-Carswell

*Pronouns:* Her/She  
*Pronom :* Elle

Manager, Intergovernmental Collaboration  
Conservation Strategy Branch, Protected Areas Establishment and Conservation Directorate  
Parks Canada / Government of Canada  
#720, 220 4 Ave SE, Calgary, AB T2G 4X3  
[anna.lee-carswell@pc.gc.ca](mailto:anna.lee-carswell@pc.gc.ca) / Cel: 403-613-8307

Gestionnaire, Collaboration intergouvernementale  
Direction de la stratégie de conservation, Direction générale de l'établissement et de la conservation des aires protégées  
Parcs Canada / Gouvernement du Canada  
#720, 220 4 Ave SE, Calgary, AB T2G 4X3  
[anna.lee-carswell@pc.gc.ca](mailto:anna.lee-carswell@pc.gc.ca) / Tél cell.: 403-613-8307

Parks Canada - 450 000 km<sup>2</sup> of memories / Parcs Canada - 450 000 km<sup>2</sup> de souvenirs

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**From:** +MOTIONS <[motions@iucn.org](mailto:motions@iucn.org)>  
**Sent:** September 13, 2023 1:28 AM  
**To:** Anna Lee-Carswell <[anna.lee-carswell@pc.gc.ca](mailto:anna.lee-carswell@pc.gc.ca)>  
**Cc:** +MOTIONS <[motions@iucn.org](mailto:motions@iucn.org)>  
**Subject:** RE: IUCN Motions Working Group: Call for nominations - additional members

**COURRIEL EXTERNE – FAITES PREUVE DE PRUDENCE / EXTERNAL EMAIL – USE CAUTION**

Dear Ms Lee-Carswell,

Thank you for your message.



**IUCN World Conservation Congress 2025  
Call for Nominations for additional Motions Working Group members.**

**Congrès mondial de la conservation de la nature de l'IUCN 2025  
Appel à candidatures pour des membres supplémentaires du groupe de travail sur les motions.**

**Congres mundial de la Conservación de la Naturaleza de la UICN, 2025  
Convocatoria de nominaciones para miembros adicionales del Grupo de Trabajo de Mociones.**

***Nominator / Nominateur/rice / Nominador/a***

**First Name/Prénom/Nombre: Anna**

**Last Name/Nom/Apellido: Lee-Carswell**

**Organisation/organización: Parks Canada (State Member for Canada)**

***Nominee / Candidat(e) / Candidato/a***

**First Name/Prénom/Nombre: Jessika**

**Last Name/Nom/Apellido: Woroniak**

**Email: jessika.woroniak@dfo-mpo.gc.ca**

***Please provide a brief description of the background of the nominee:***

***Veillez fournir une brève description du candidat:***

***Por favor, proporcione una breve descripción de los antecedentes del candidato/a:***

Jessika Woroniak is a Policy Analyst with Fisheries and Oceans Canada. Since joining the public service in 2021, she has been advancing Canada's interests related to ocean conservation and sustainable use through multiple international and multilateral fora. Jessika was a member of the Canadian delegation negotiating the newly adopted High Seas Treaty under the United Nations Convention on the Law of the Sea and a member of the Canadian delegation who negotiated the Kunming-Montreal Global Biodiversity Framework, and is currently the focal point for Canada at the Sargasso Sea Commission.

Prior to joining the Government of Canada, she applied her work ethic and passion for the ocean to marine biology and fisheries research. As a research coordinator with Sea Around Us, a research group based at the University of British Columbia's Institute for the Oceans and Fisheries, she oversaw and conducted interdisciplinary research projects aimed at quantifying global fishing pressure through time and space and assessing the health of marine fish stocks





using novel assessments methods. The research findings resulting from this work helped inform policy decisions and continue to be applied around the world.

Jessika's interests lie in finding holistic solutions to protect, conserve and restore marine ecosystem complexity, diversity, and resilience in light of current overarching issues of climate change, biodiversity loss, and pollution. She's interested in policy changes that will generate positive long-term environmental, social, and economic outcomes.

Building on her knowledge and experience acquired through the completion of a bachelor's of Science majoring in Biology, Jessika holds a master's degree in Public Policy and Global Affairs specializing in Resources, Energy and Sustainability, both from the University of British Columbia.

**\*By Submitting this form, the nominator confirms that the individual named above has accepted to be nominated.**

**\* En soumettant ce formulaire, le proposant confirme que la personne nommée ci-dessus a été acceptée d'être nommée.**

**\* Al enviar este formulario, el nominador confirma que la persona nombrada anteriormente ha aceptado ser nominada.**



## EVALUATION UPDATE

*Prepared by the Institutional Performance Management and Evaluation Unit for the 110th Council meeting – November 2023*

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### I. Project Evaluations

The analysis below provides an update on project evaluations during the timeframe from 31-10-2022 to 31-10-2023. All IUCN-managed project evaluations can be found on the [Evaluation Database](#) of the IUCN website. This page is regularly updated with new reports and management responses.<sup>1</sup>

#### **Evaluation type and status**

From 31-10-2022 to 31-10-2023, IUCN managed the following evaluations:

## 7 final evaluations

Project ID	Project Title
P02460	The Pacific SIDS Energy, Ecosystems and Sustainable Livelihoods Initiative (EESLI) Phase II-Managing the Ecosystem Implications of Energy Policies in the Pacific Island Countries
P03197	Strengthening Livelihood and Food Security of Host Communities and Syrian Refugees through the Development of Sustainable Agricultural Practices
P02725	Market policy and legislative Development for mainstreaming sustainable management of marine and coastal ecosystems in Lebanon
P02516	Rio Doce Panel
P01957	Scaling Up Mountain EbA
P02256	SOS Lemurs
P03025	Plastic Waste Free Islands

## 3 midterm evaluations

Project ID	Project Title
P03588	Implementation of the UNDP-GEF6 support Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors”
P03609	Creating Lands of Opportunity: Transforming Livelihoods through landscape restoration in the Sahel
P03296	Effective Management of Wadi El-Rayan and Qarun Protected Areas

### II. Programmatic evaluations and strategic reviews

In addition to project evaluations, IUCN undertakes programmatic evaluations and strategic reviews paid by framework funds. This includes the quadrennial External Review of the IUCN Programme.

#### **External Review of the IUCN Programme 2021-2024**

In 2023, the External Review of the IUCN Programme 2021-2024 was launched. This External Review is jointly commissioned by the IUCN’s Director General and Framework partners, as part of the framework agreements signed by both parties. The objective of the review is to evaluate the overall performance of the IUCN Intersessional Programme to ensure the accountability of IUCN towards its

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<sup>1</sup> Many evaluation reports referred to in this document are in the process of being uploaded.

framework partners, constituents, donors and other stakeholders, and to provide lessons learnt that will generate actionable recommendations for further implementation of the Programme. The external review will also provide solid foundation to launch the design of the next IUCN intersessional programme. Accordingly, the objectives of the review are to:

1. Provide oversight and assurance to IUCN, its donors, and all relevant stakeholders on the delivery of the Intersessional Programme;
2. Identify lessons learnt and adjustments to the Intersessional Programme in view of improving its relevance, effectiveness and efficiency over the remaining period, and;
3. Provide key recommendations and directions for the development of the next Intersessional Programme – in support of the IUCN Strategic Vision process.

Primary users of this review are the entire Union and its components, i.e. Member organisations, Commissions, Committees and the Secretariat; IUCN's donors and partners and IUCN's governance.

### **Strategic reviews**

In 2023, IUCN conducted one Strategic Review: Strategic Review of IUCN's convening of regional congresses on protected and conserved areas. This review focused on the last three regional parks congresses: the 3rd Latin America and Caribbean Protected Area Congress (CAPLAC) in Peru in October 2019, the 2nd Asia Parks Congress (APC) in Malaysia in May 2022, and the Inaugural IUCN African Protected Area Congress (APAC) in Rwanda in July 2022. A mixed-methods approach was used by the review to ensure that a full range of data and information was collected to respond to the review questions; in total 52 stakeholders were interviewed, and available budget and participation data reviewed. Despite some gaps incurred with the available data, the review team endeavored to respond to all the review questions.

### **Programmatic evaluation**

In February 2023, the IUCN Secretariat leadership commissioned a learning-focused evaluation of IUCN's influence on policy at all scales: international, regional, national and sub-national. This evaluation is financially supported by one of its framework partners, the Swiss Agency for Development Cooperation. In August, the evaluation was launched and a Steering Committee was put in place. The Steering Committee is comprised of Susan Lieberman (IUCN Council and PPC Chair), Stewart Maginnis (DDG IUCN Secretariat), Daniel Maselli (Swiss Agency for Development Cooperation) and Antoine Ouellet-Drouin (IUCN Secretariat). The evaluation is expected to be finalised by the end of Q1 2024.

### **Enhancing the evaluation function**

In June 2023, the Executive Board validated a new Evaluation Policy with new guidelines and templates following the recommendation of the Institutional Performance Management and Evaluation Unit (former Programme Performance, Monitoring and Evaluation Unit).

The rationale for revising the policy was to ensure IUCN has appropriate and effective procedures to meet governance, partner and donor expectations and provide assurance of IUCN's work; to increase the utility of evaluations by evaluating strategically and improving the quality of evaluations; and to increase the efficiency with which evaluation is undertaken.

The [Evaluation Policy](#) establishes the rationale and requirements. An updated [Guide for Managing Evaluations](#) and new templates are available on the Union Portal [Policies, Procedures, and Guidelines](#) section. The following tools and templates are available as annexes to the guide:

- a. [Evaluation Terms of Reference template](#) (for evaluation managers; examples available on request)



- b. [Evaluation matrix template](#) *(for consultants)*
- c. [Evaluation inception report template](#) *(for consultants)*
- d. [Management response template](#) *(for the audience/user of the evaluation)*
- e. [Level of effort calculator](#) *(for evaluation managers when writing the ToR)*
- f. [Checklists for evaluation management](#) *(for evaluation managers, updated aide-mémoire)*

The following points summarize the main changes brought to the policy:

1. A policy for evaluation only (monitoring standards operationalised);
2. Quality assurance and requirements for independence of evaluators increased;
3. Evaluation criteria updated to align to current OECD DAC criteria (international standard);
4. IUCN-specific evaluation criteria added;
5. Evaluation Commissioning Framework established (process, work plan and budget to ensure regular evaluation of IUCN's work and systematic follow up);
6. Project evaluation financial threshold raised from 500,000CHF to 1M CHF as threshold for needing a final evaluation;
7. Tracking of management response implementation added;
8. Annual report on evaluations and management responses to the Executive Board added.

The policy and associated tools are effective and staff are being trained on it.



# Report of the Director General to Council

13 November 2023

# Contents

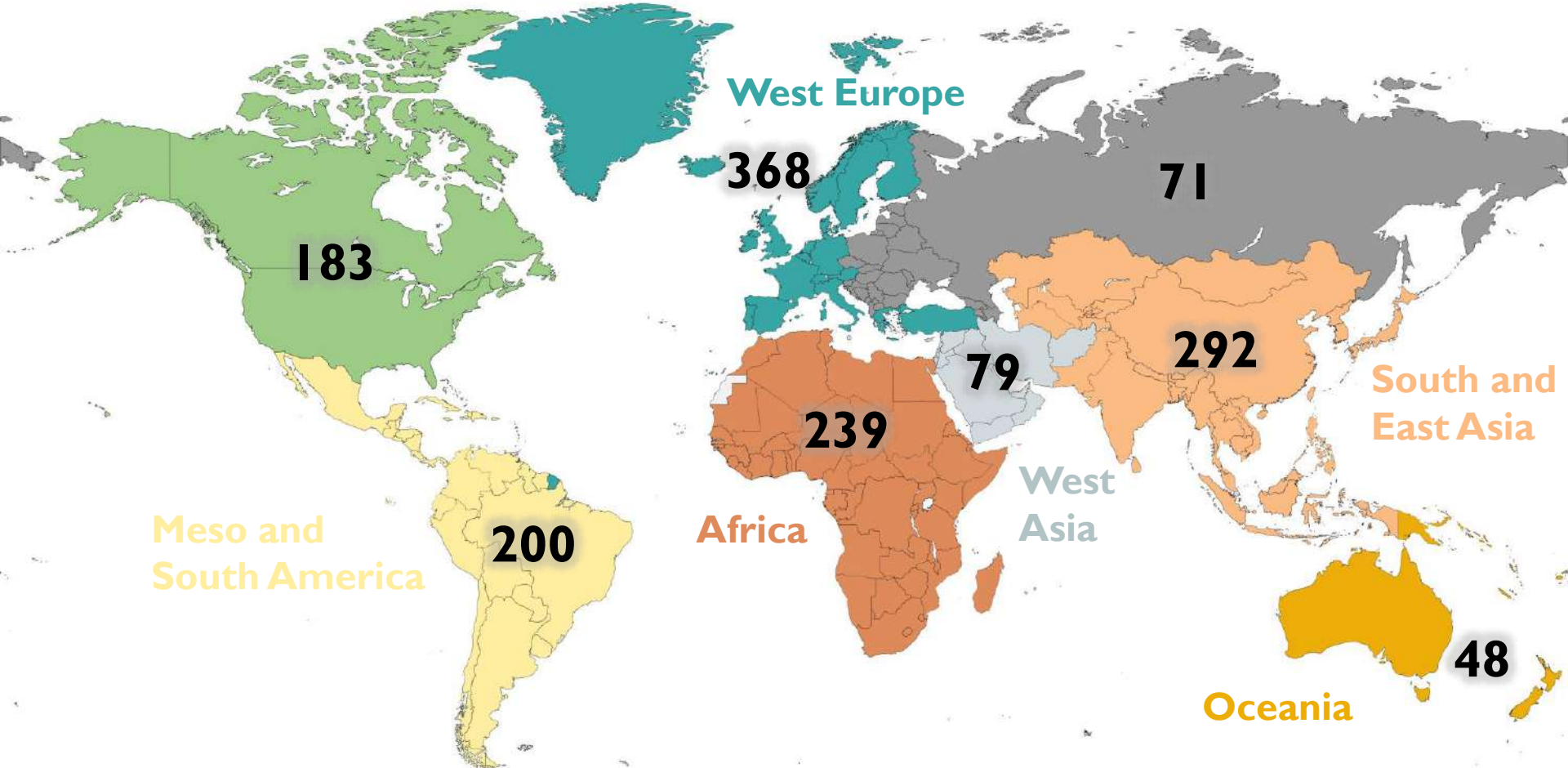
1. Membership
2. Strategic partnerships & Resource mobilisation
3. Financial result and portfolio
4. People management
5. IUCN Programme and Policy influencing; Representation
6. IUCN 20-year strategy
7. Looking ahead...



# 1. Membership

# North America and the Caribbean

# East Europe, North and Central Asia



# Membership (govts that joined since June 2023)

## Govt Agency with State Member:

1. Mauritania – Diawling National Park
2. Saudi Arabia –Vegetation Cover Development Foundation
3. South Korea – National Institute of Ecology

## Govt Agency without State Member:

1. Argentina – National Parks Administration
2. Singapore – National Parks Board

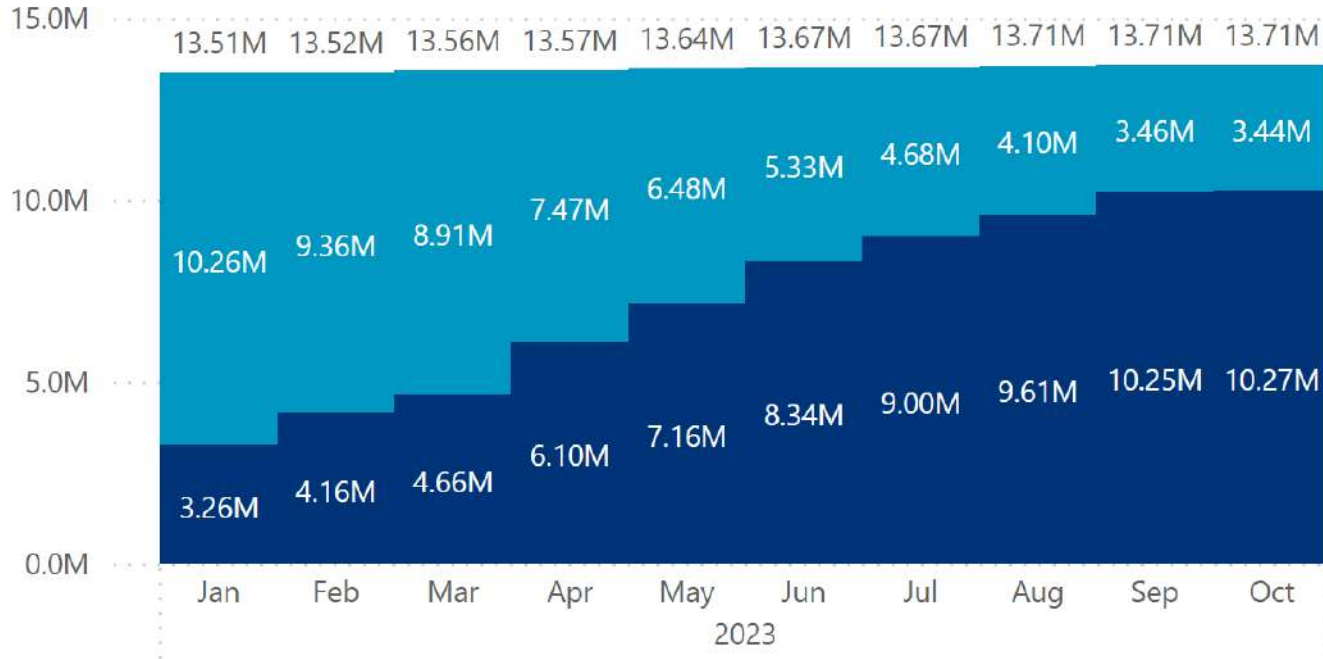
## Subnational govt:

1. France – Department of Bouches-du-Rhône
2. Spain – Reg Min of Eco Transitn, Fight against Climate Change & Land planning, Canary Islands
3. Spain – General Directorate of Natural Env & Env'tl Assessment, Reg Min of Ag,Valencia



# Member income (Invoiced and collected)

● Paid YTD ● Balance Due YTD



# Membership

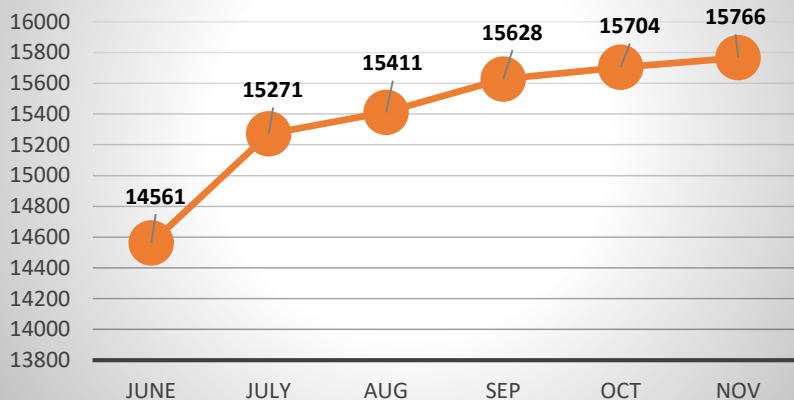
- Since July: 13 new Members
- Member satisfaction survey:
  - 82% satisfied with membership
- IUCN Engage (latest monthly average stats):
  - 2,206 unique visitors
  - 1,056 logged-in users
  - 155 contributing users
- “Unite for Nature” magazine
  - Published twice a year, next edition out end-Nov
- 9 messages in bi-weekly IUCN Digest (July-Nov)
  - Mixed between DG messages or joint President-DG messages
- Training webinars
  - E.g. COP28 key messages, Contributions for Nature
- Members’ meetings
  - E.g. US, Europe & West Europe





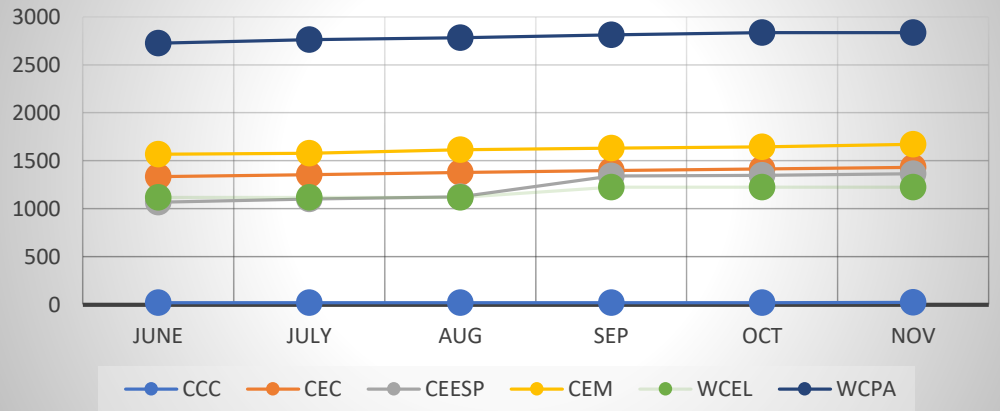
# Commissions

## Total growth in Commission membership

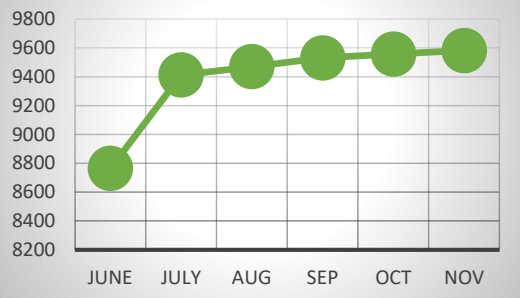


Growth from June-Nov: 1,205 Commission members

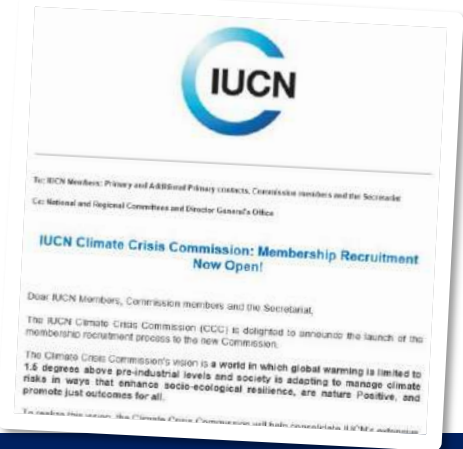
## Growth in Commission membership by Commission



## SSC membership growth

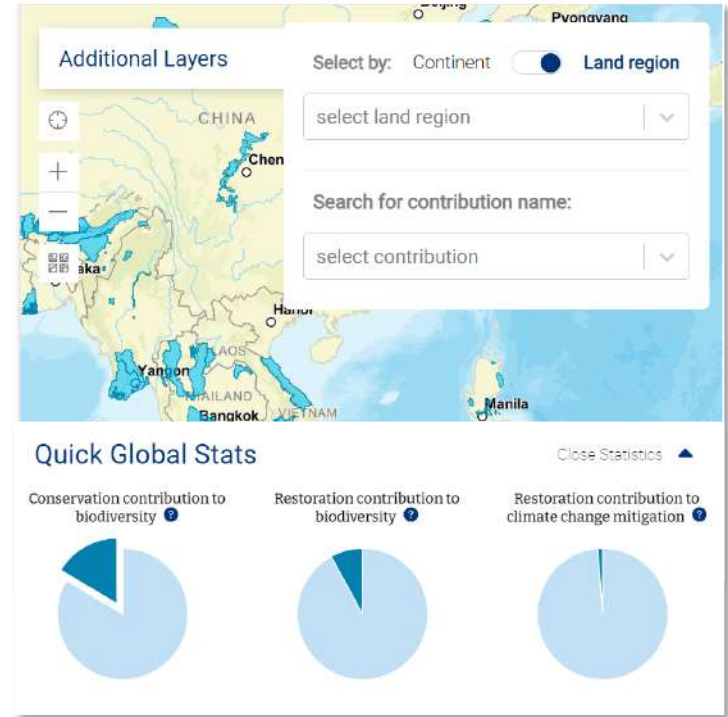


(SSC shown separately for presentation purposes)



# Contributions for Nature (Nov 2023)

- 138 IUCN constituent contributors
- 9,862 validated contributions
- “Contribution of the Month” in planning
- Campaign for increased Membership input via RCFs

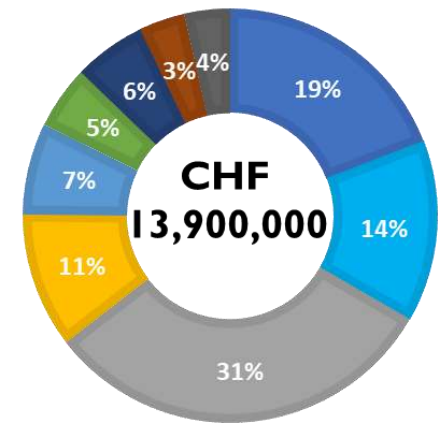




## 2. Strategic partnerships & Resource mobilisation

# Framework funding

- Engaging all to **renew agreements** next year
- Inception phase of **External Review** complete. Full review to finalise in 2024
- **Framework Partners' Meeting** November 6 - 7
- **Roadmap developed** to engage new partners (priority: Germany, Netherlands, Japan, Canada)
- Enhanced engagement planned with **Asian** countries
- Institutional engagements / donor relations key to continued core funding and additional restricted funding



Denmark



Sweden



Finland



France



S. Korea



Switzerland



USA



Norway



Luxembourg

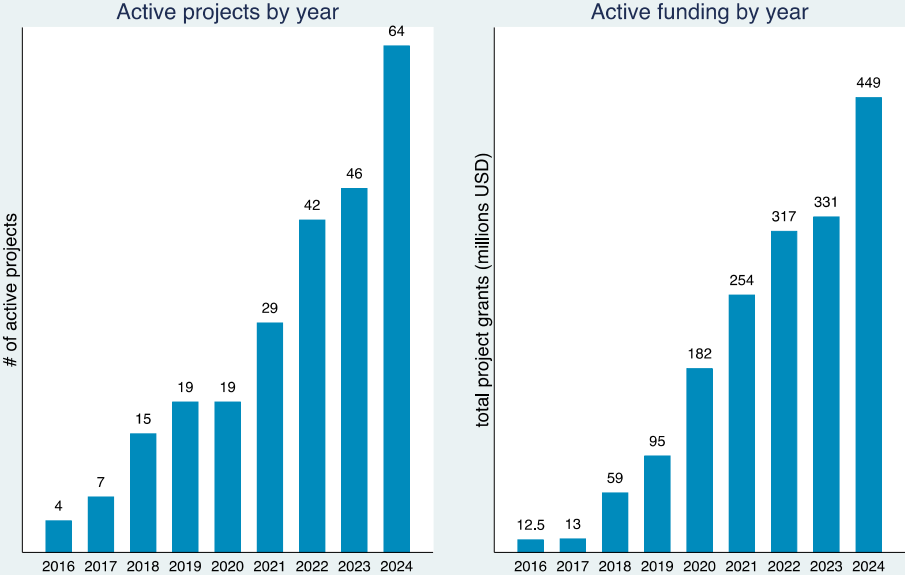
# Patrons of Nature

- Strong engagement continued
- Meeting in New York
- 1 new Patron
  - **Francisca Cortes Solari**, President of Filantropia Cortes Solari, Chile
- 2023 forecast: US\$900K



# GEF/GCF portfolio

Growth of IUCN GEF GCF portfolio over time\*



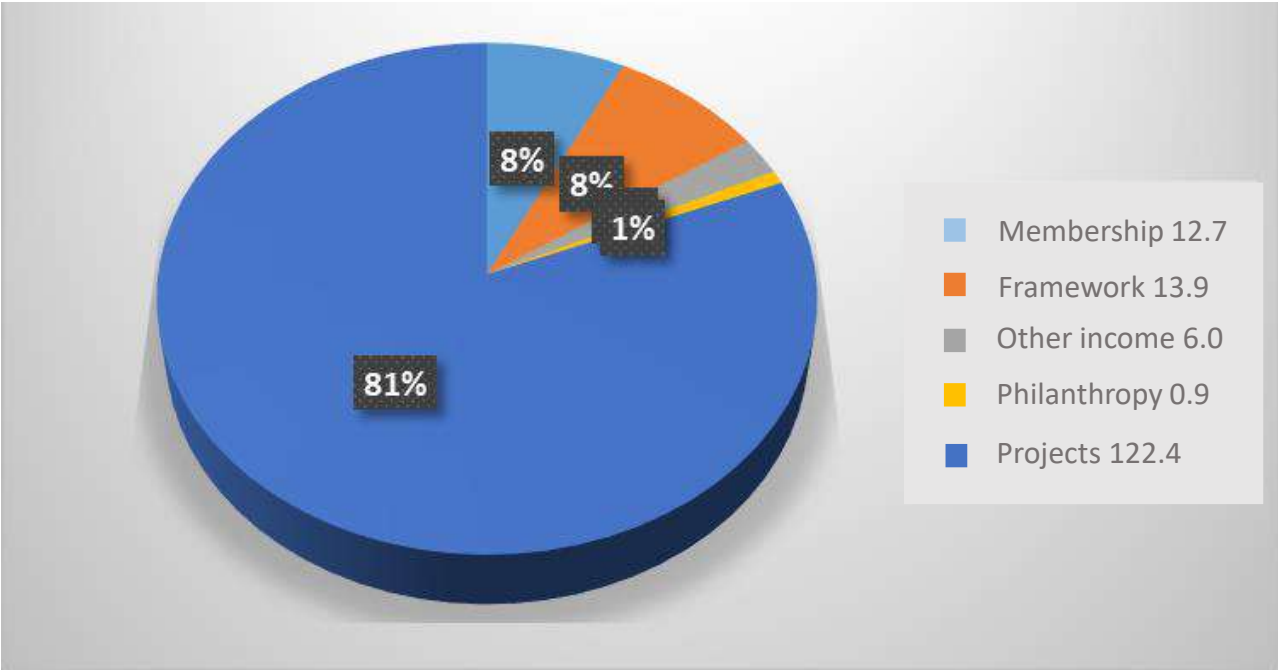
\*Yearly totals include all fully-developed, approved and active GEF and GCF projects, plus approved GEF concepts (n=18) for 2024





# 3. Financial results and portfolio

# Income sources



GEF/GCF  
22% of project budget

40%  
Implementing partners



# Project portfolio

- Continued strong portfolio growth
- Trends towards a smaller number of larger projects

FIGURE 3: PROJECT PORTFOLIO VALUE

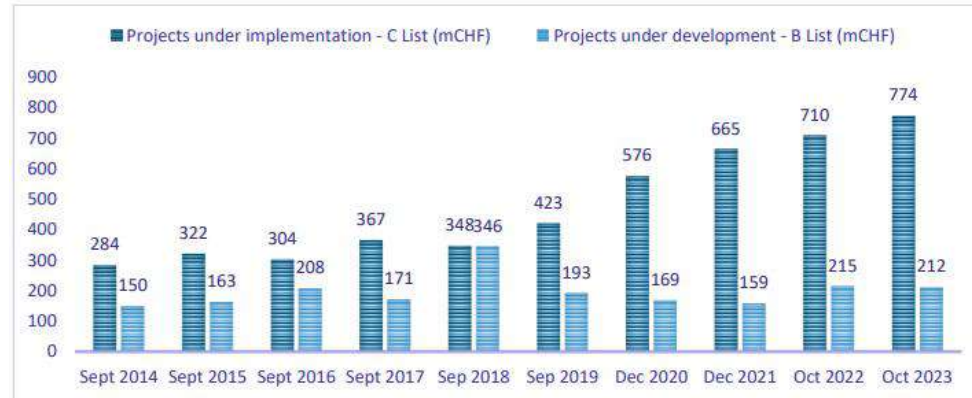
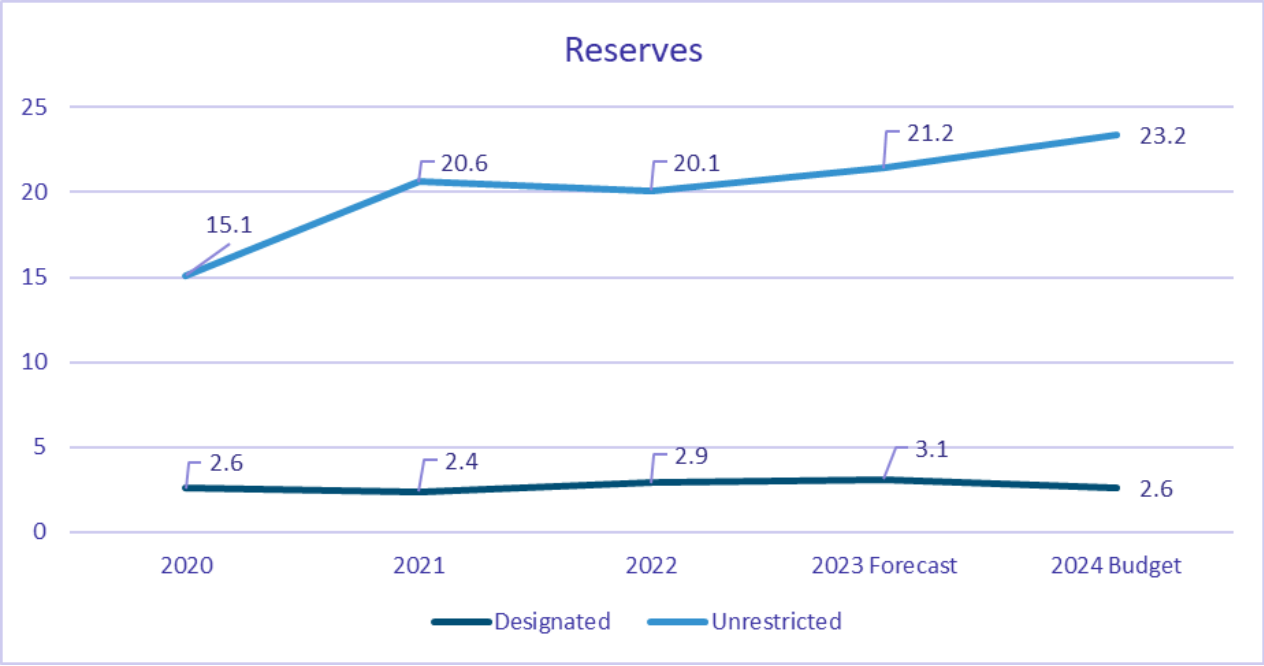


FIGURE 4: PORTFOLIO VALUE PER PROJECT SIZE IN 2023 AND 2024 FOR PROJECT UNDER IMPLEMENTATION (C LIST IN MCHF)



# Reserves projection



- Unrestricted reserves projected to increase from:

CHF 20.1m  
(end 2022)



CHF 23.2m  
(end 2024)

- Reserves target:  
CHF 35 - 40m

# Partnering Members

- 513 partnerships
- 62% of these (316 partnerships) with Members/ Commissions/ Committees
- 39% of projects engage directly with Members, Commissions and/or Nat'l/Reg Committees

**TABLE 11: MEMBER DISTRIBUTION BY TYPE**

Member type	Distribution
Affiliates	4.38%
Indigenous peoples' organisations	3.65%
Non-governmental organisations	51.09%
State gvt. agencies, political	40.88%
<b>Grand Total</b>	<b>100.00%</b>

**TABLE 12: MEMBER DISTRIBUTION BY REGION**

Row Labels	Distribution
Africa	26.28%
East Europe, North and Central Asia	4.38%
Meso and South America	26.28%
North America and the Caribbean	5.84%
Oceania	2.92%
South and East Asia	21.17%
West Asia	2.19%
West Europe	10.95%
<b>Grand Total</b>	<b>100.00%</b>

# Evaluation Update Report to Council

From 31 October 2022 – 31 October 2023, IUCN:

- Managed 7 final evaluations and 3 mid-term evaluations of projects
- Undertook several programmatic evaluations and strategic reviews
- Strengthened its evaluation function (new evaluation policy and tools)

## **Final evaluations**

The Pacific SIDS Energy, Ecosystems and Sustainable Livelihoods Initiative (EESLI) Phase II-Managing the Ecosystem Implications of Energy Policies in the Pacific Island Countries

Strengthening Livelihood and Food Security of Host Communities and Syrian Refugees through the Development of Sustainable Agricultural Practices

Market policy and legislative Development for mainstreaming sustainable management of marine and coastal ecosystems in Lebanon

Rio Doce Panel

Scaling Up Mountain EbA

SOS Lemurs

Plastic Waste Free Islands

## **Mid-term evaluations**

Implementation of the UNDP-GEF6 support Managing together: Integrating community-centered, ecosystem-based approaches into forestry, agriculture and tourism sectors”

Creating Lands of Opportunity: Transforming Livelihoods through landscape restoration in the Sahel

Effective Management of Wadi El-Rayan and Qarun Protected Areas

## **Programmatic evaluations / strategic reviews**

External Review of the IUCN Programme 2021-2024 launched

Strategic Review of IUCN’s convening of regional congresses on protected and conserved areas (conducted)

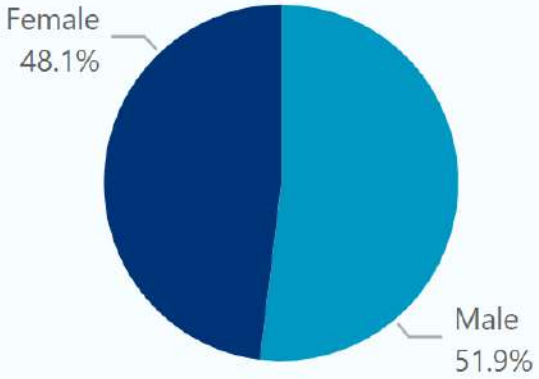
Evaluation of IUCN’s influence on policy commissioned



# 4. People management

# Key details

Total Number of Staff by Gender



1,042

Total Number of Staff

541

Male Staff

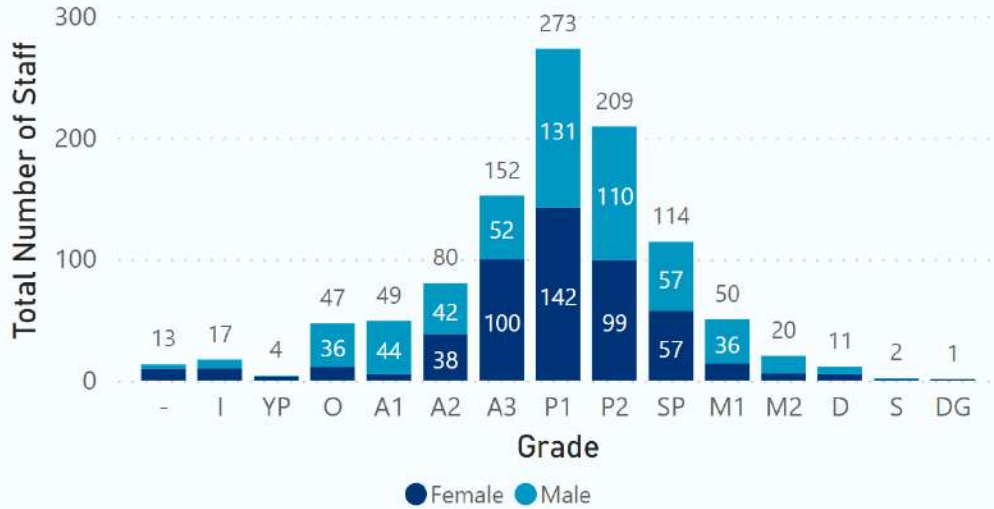
501

Female Staff

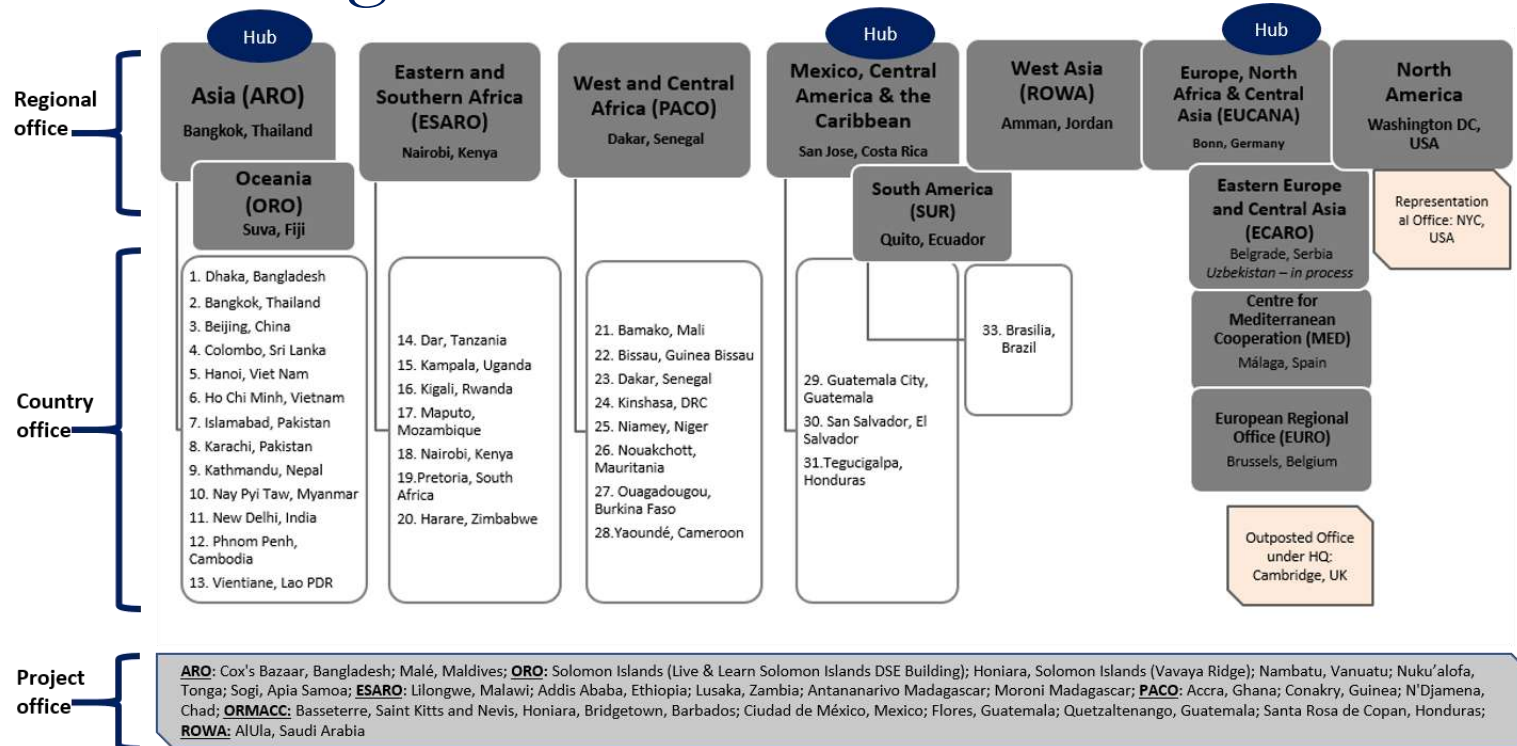
21

Open Vacancies

Headcount by Grade



# IUCN Regional Office Infrastructure



# Key updates

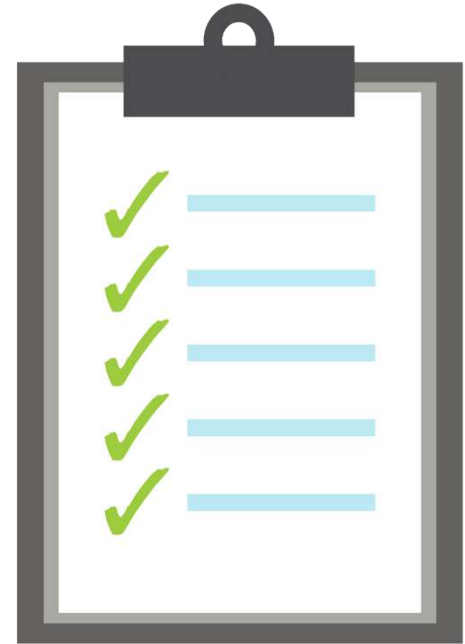
- Turnover (Q3 2023)
  - Departures: 54
  - Arrivals: 92
- Ombudspersons appointed
  - Úrsula Parrilla, Regional Director, ORMACC
  - Serah Mati, Senior Legal Officer
- Recruitments
  - Susanne Pedersen, Director, Science and Data Centre (June)
  - Grethel Aguilar, Director General (October)
  - Steven Waithaka, Internal Auditor (October)
  - Leituala Kuiniselani Toelupe Tago, Regional Director, Oceania (join December)





# Policies

- Whistleblowing and Anti-retaliation Policy (New)
- Code of Conduct & Professional Ethics (Updated)
- Anti-Fraud and Anti-corruption (Updated)
- Investigation Procedure (Updated)
- Ethics Committee Terms of Reference (Developed)



# Capacity building

- Performance Development Programme refresher training launched
- IUCN Open Access Week (raising awareness on benefits of Open Access)
- Intellectual Property Quiz
- Global onboarding programme developed (pilot in January 2024)
- Leadership coaching programme developed and delivered



# A special event





# 5. IUCN Programme & Policy influence; Representation

# Highlights: CBD, UN, Marine, G20, etc (Jul-Nov)

## CBD Nairobi meetings 2023

**A**s a leading provider of biodiversity tools and standards that help with planning, IUCN will participate in meetings in Nairobi, continuing with its the CBD process to advance the implementation of the Kunming-Montreal Global Biodiversity Framework.



Photo: Victoria Romero / IUCN



Source: ENB

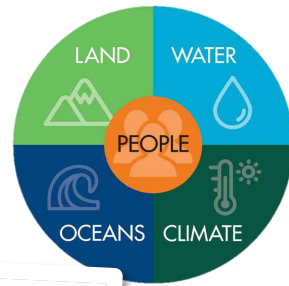


# Highlights: UNGA 78; Climate Week NYC





# Programme achievements





# Highlights: IUCN Leaders Forum



13 November 2023 – DG Report to Council

# Highlights



Int'l Tribunal for Law of the Sea



Global species action plan



GEF Assembly

# Comms highlights

- 36,800+ articles referenced IUCN in 2023 Q3, e.g.
  - BBC
  - El País
  - Le Monde
  - All Africa
- Crossroads blog posts:
  - Restoring nature in Saudi Arabia
  - Biobanking
- 8 press releases issued in Q3
- 2,576,097 impressions on all social media channels (Twitter, LinkedIn, Facebook, Instagram)



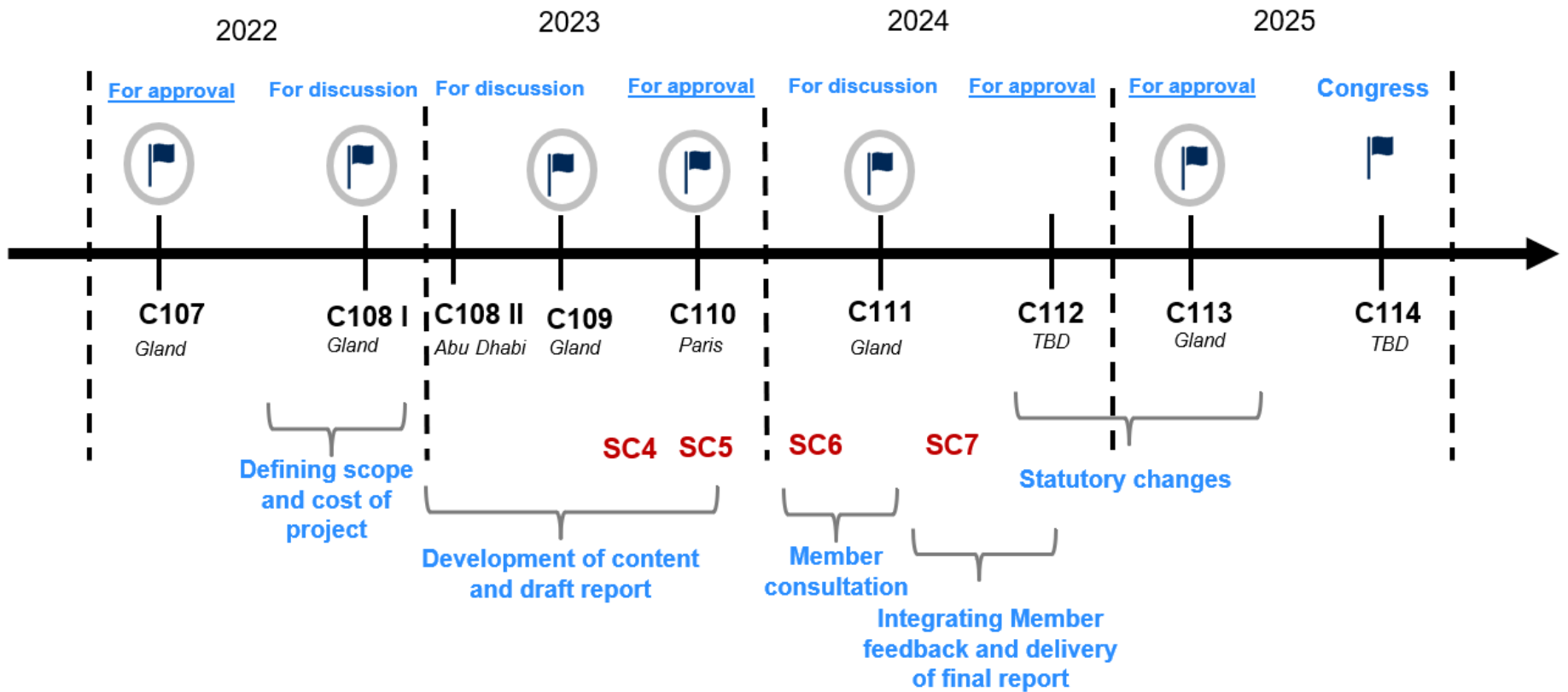


# 6. 20-year strategy

# 20-year vision advancing

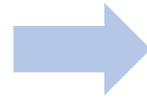
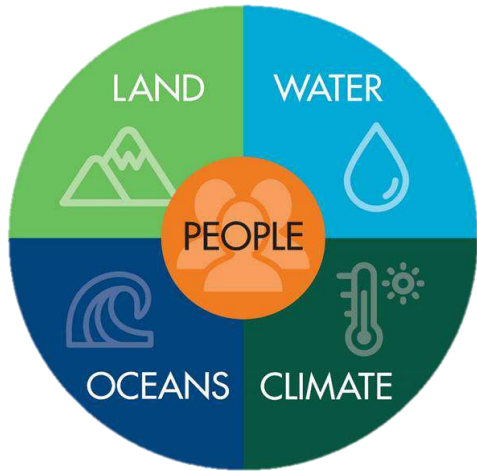
- Rich discussion at Steering Committee meeting in October
- Revised timeline approved
- Chapters I and II finalised; shared with Steering Committee and Council early November
- Planning for discussions at 2024 RCFs underway





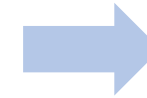


# 7. Looking ahead...



## Enablers

Membership	
Policy & Law	
Knowledge products	
Technology	
Resource mobilisation	
Convening power	
Education; Capacity-building	



## Transformative Change

Equity & rights	
Food systems & agriculture	
Healthy lives	
Energy Transition	
Sustainable cities	



# Membership Challenges and Opportunities



- Main reasons for Member satisfaction:

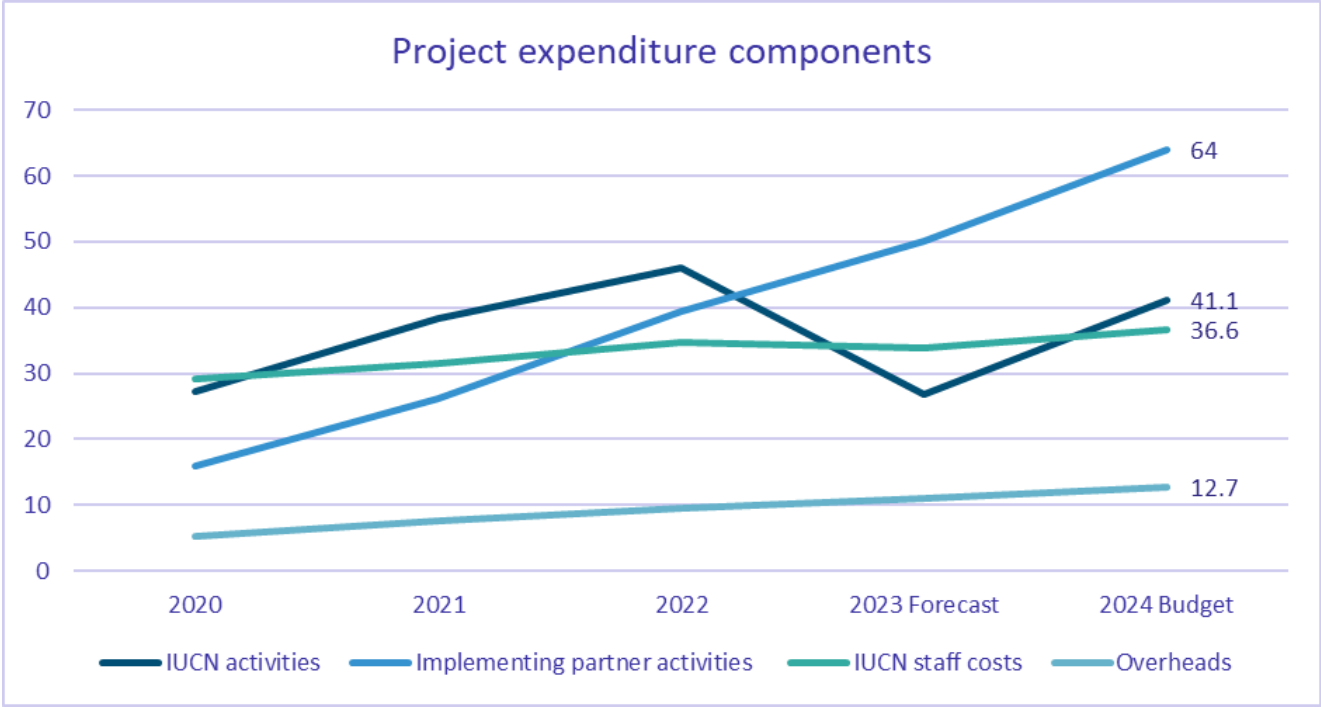
1. Receiving the latest conservation info
2. Gaining new conservation skills and knowledge
3. Being part of a global conservation network
4. Getting involved in projects

- Main reasons for Member dissatisfaction:

1. Increase in dues
2. Lack of engagement and networking activities for Members
3. Competition on projects
4. Lack of progress on Resolutions



# Project expenditure trends



# IUCN Commissions







Merci

Gracias

Thank you

شكرا



# 2024 IUCN WORKPLAN AND BUDGET

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# Introduction

The world is in an alarming state. IUCN's role in addressing the triple planetary crisis has never been more needed. The transformational change needed to put humanity back on course to sustainable development requires a long-term vision coupled with urgent action. As such, the IUCN Programme Nature 2030 for the first time sets its ambition in a decadal timeframe (2021–2030), underpinned by a strong call for mobilisation of the entire Union.

This high-level 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 Kunming Montreal Global Biodiversity Framework (KMGBF).

The purpose of the document is to set out the Secretariat's planned 2024 contributions to advance implementation of the Nature 2030 Programme in collaboration with Commissions and Members. Part I contains the Work Plan for 2024, outlining a framework for delivery with respect to Member Engagement, Global Policy, Resolution Implementation and how the portfolio will contribute to IUCN's five Programme Areas: People, Land, Water, Oceans, and Climate. Part II provides the associated budget of the Secretariat and the Commissions' Operating Funds (CoF).

This Workplan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2024. 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.

## Part I. 2024 Workplan

### 1. Membership Engagement Chapter

A Union of more than 1,450 diverse Members, together with a substantial global network of over 15,000 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.

#### 1.1. Membership and Commissions Support

To improve and foster engagement in 2024, the Secretariat has developed a set of implementation priorities for 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.

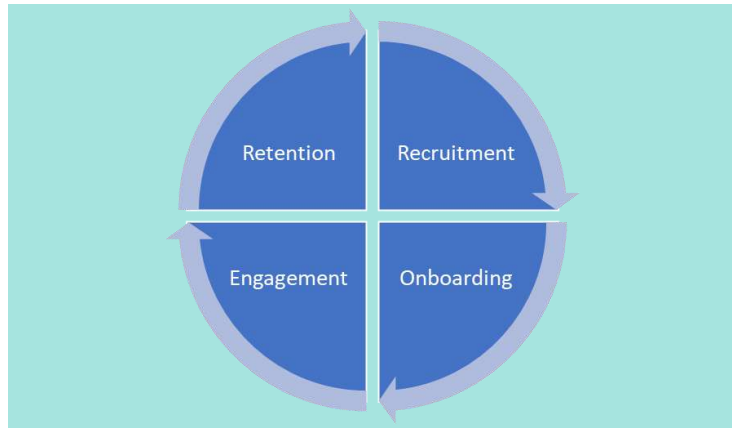
The roadmap focuses on delivering value to Members in the following three areas:

1. **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;

2. **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
3. **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: Membership lifecycle:

**FIGURE 1: MEMBERSHIP LIFECYCLE**



**RECRUITMENT:** In 2024, the Secretariat aims to grow the number of new IUCN Members by 60 with a focus on State, Subnational Government, and Indigenous Peoples’ Organisation categories along with venue-based organisations (VBOs) assuming IUCN Members vote for the new membership dues for VBOs in December 2023. Recruitment efforts will be supported by targeted marketing materials that explain the value of IUCN Membership and case studies of active Members that have significantly benefited from membership.

**ONBOARDING:** In 2024, the Secretariat will produce an IUCN New Member Handbook to support the global onboarding programme introduced in 2023 for all new Members.

**ENGAGEMENT:** The majority of the Secretariat’s efforts in 2024 will focus on implementing a more dynamic and systematic engagement with Members in order to increase Member satisfaction and Member retention. These will include:

- The priority Member engagement activity will be hosting nine Regional Conservation Fora (RCF) in 2024. RCFs aim to bring together all parts of the Union to discuss and debate conservation challenges in the region; help shape IUCN’s programme of work for 2025-2029/30 and prepare for the IUCN World Conservation Congress 2025 (Abu Dhabi, 9-15 October 2025). These events are expected to be held in Belgium, Canada, Colombia, Fiji, Kenya, Mexico, Saudi Arabia, Thailand, United States with, for the first time, the African RCFs being combined into a single pan-African RCF to be held in Nairobi.
- As per Council Decision C107/10, the Secretariat launched a new online community platform, [IUCN Engage](#), in 2023 to engage IUCN Members, Regional and National Committees, Commission Members, Council, and Secretariat staff. In 2024, online engagement efforts will aim to achieve a critical mass of activity so that constituent content and activity becomes self-sustaining in 2024. This will happen through making IUCN Engage

into a core communication channel with constituents for activities including: Member webinars, mobilizing Members around IUCN positions, IUCN consultations, matchmaking and networking of Members.

- The third and fourth issues of a new Member digital magazine.
- A platform for Members and Commissions at major global environmental events (e.g. at COP29 and COP16 in 2024) via use of an IUCN Pavilion or Booth for events, networking and presentation of their work.

**RETENTION:** The Secretariat will continue to enhance listening to Members in 2024 through the second annual Member satisfaction survey, introducing a systematic analysis of why Members leave IUCN and monitoring Member engagement indices in order to identify strategies to increase retention. The 2023 Member satisfaction survey identified two key levers to increase member satisfaction: Capacity building and involvement in field projects. The Secretariat in 2024 will therefore increase Member participation of IUCN Academy capacity building courses and identify strategies to increase Member involvement in projects.

In addition in 2024, the Secretariat will carry out a comprehensive analysis of the current Membership models for IUCN, their associated member benefits and dues structure, with a view to strengthening the Union to achieve the IUCN vision, as requested at C110 Part 1.

Support for Commissions will continue in 2024 with the aim to continually improve the efficiencies and effectiveness of support provided to the Commissions in the areas of membership, finance, administration and communication. A particular focus in 2024 will be on working with all the Commissions to increase the quality and quantity of Commission membership, and to enhance the interlinkages between Commissions, Members and Secretariat mainly in the regions via the RCFs.

## 1.2. Contributions for Nature Platform

Section 8 of the IUCN Programme Nature 2030 mandated that IUCN "create a digital platform where all parts of the Union can voluntarily share their planned and realised contributions to meeting the Impact Targets as well as towards global policy targets such as the post-2020 global biodiversity framework and the Paris Agreement on Climate Change". This was introduced and launched at the World Conservation Congress 2021 in Marseille as well as the IUCN Leaders Forum in Jeju, October 2022, as the [IUCN Contributions for Nature Platform](#), with guidance from an international [Advisory Board](#).

To date, Contributions for Nature Platform documents nearly 10,000 contributions by more than 100 IUCN constituents, in terms of spatial documentation of where their conservation and restoration are being undertaken (or will be undertaken) over the decade 2021–2030. After validation by IUCN's Regional Offices, this documentation is then analysed to assess potential contributions towards global goals for species extinction risk reduction (using the [Species Threat Abatement & Restoration metric](#)) and for climate change mitigation (using the [Restoration Barometer](#)).

For 2024, the top priority is further engagement with IUCN constituents to support documentation of further contributions, with a target of having 30% of Members register at least 1 contribution entry on the platform. Innovations in the platform itself will include strengthening of the reporting on climate change mitigation, establishing unique URLs for each contribution, and improving the user experience and user interface for the visualisation module. The platform will also work with the

[ENACT Partnership](#) to ensure that it meets ENACT's needs for reporting on progress towards biodiversity and climate change goals through Nature-based Solutions.

### 1.3. Commission-led programme delivery

#### **Commission on Education and Communication (CEC)**

CEC will Support the Nature 2030 IUCN Programme's commitment to 'Reimagine Conservation', with activities which promote a culture for conservation and care for the planet through a people-centered, bottom-up movement, listening to diverse audiences. This will be done notably through the establishment of several task forces. Main objectives for 2024 will include the consolidation of best practice in Nature Education for Sustainability; the catalisation of a global movement inspiring love of nature for people, the planet and all of life; and the championing youth engagement and intergenerational partnerships. A set of activities will be developed in collaboration with the IUCN Academy. These include the development of a series of guidance notes, which can then be transformed into online courses on the IUCN Academy Learning Platform. In line with the objectives stated above, the guidance notes for 2024 will cover the following topics: (i) 10 Steps to developing a communication strategy; (ii) Developing Nature-based education; (iii) Developing outdoor learning green school grounds and outdoor learning networks (iv) 10 steps on how to build a youth-focused dialogue space; (v) 10 steps to create a #NatureForAll love festival.

#### **Commission on Environmental, Economic and Social Policy (CEESP)**

CEESP continues to systematically “reimagine” conservation, with a particular focus in securing sound advance in implementing the people centred and rights-based approaches across the Union. Strategically we aim for an unprecedented inclusive WCC 2025, making visible how human rights dimension is the path to transform conservation practices. This translates into specific action items through 2024 and beyond mobilized by CEESP, with the implementation of Resolution 119 on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth (WCC 2020) as an overarching framework to address legacy issues globally, with a particular focus in impacts to IPLCs and the most vulnerable groups. Strategic and operative arms for this task reside in CEESPs engagement and collaborations with the novel Council Human Rights Task Force, the [Conservation Initiative on Human Rights](#) (CIHR) Group and the Human Rights in Conservation Unit of the Center for Society and Governance, in coordination with CEESP working groups, particularly those engaged in traditional and novel intersections, such as governance and health related issues. Collaboration with IUCN ORMACC region to advance implementation of science-based tools and strategic outreach to support indigenous environmental defenders’ agenda will serve as case study and for upscaling and replication opportunities in other regions.

In parallel, CEESP’s transformative ambition for 2024 and beyond will require deeper analysis to understand and unpack the convergence between rights/sustainable development and economic-financial flows through continuous reflection on sustainable finance, in the context of the Post Covid economy and the tensions of a global scenario signed by a backlash on human rights, weakening of democracy and continuously increasing carbon intensive consumption and production patterns, despite the global commitments for biodiversity and climate change defined by CBD GBF and UNFCCC respectively. Opportunities for youth engagement through education, empowerment and transformative leadership initiatives, in the context of IUCN’s [Youth Strategy](#), will provide room for extended collaboration and synergies among CEESP-CEC-Secretariat and key external partners.

## **World Commission on Protected Areas (WCPA)**

WCPA will continue to innovate in 2024 and build on a solid foundation of aligned and strategic specialist groups and task forces. WCPA has prioritized implementation of the new Global Biodiversity Framework, especially Target 3 on protected and conserved areas. New guidance developed by the Commission with IUCN members and GEF Secretariat will be progressively rolled out at global events and at national level in key countries. WCPA is instrumental in developing a new partnership for Target 3 in partnership with the Secretariat of the CBD, as well as advancing IUCN collaboration with the High Ambition Coalition secretariat, along with the IUCN secretariat.

WCPA has helped put the IUCN Green List onto a new track with a more secure and credible process for validating effective conservation in protected areas worldwide. WCPA continues to lead global guidance on 'other effective area-based conservation measures' OECM, with a new toolkit to be promoted widely in 2024.

As such, in 2024, WCPA will prioritise:

- Strengthening of the governance and management of the membership and network of Specialist Groups and Task Forces including a focus on implementing relevant IUCN resolutions
- Target 3 implementation, building on WCPA technical strengths, through advocacy and partnerships with key stakeholders;
- Technical guidance and advocacy to promote diverse governance and management regimes for connected networks of Protected Areas, 'OECMs' and Indigenous and Traditional Territories, promoting conservation-at-scale approaches
- Promoting key linkages between Target 3 with Targets 1, 2, 4 and 8 of the Global Biodiversity Framework including through new task forces on spatial planning and restoration and focus on freshwater conservation.
- The development and socialization of a new framework to measure effectiveness that builds on and includes the Green List Standard.
- The integration of protected and conserved areas as natural climate solutions
- The implementation of the Biodiversity Beyond National Jurisdiction BBNJ Treaty; creation and management of marine protected areas in the High Seas and revitalizing IUCN's strategy for the Antarctic and Southern Ocean.
- Continuing to support the KBA Partnership, the High Ambition Coalition, the T3 Partnership, the IUCN WCPA Awards and the World Protected Areas Leaders' Forum.

## **Commission on Ecosystem Management (CEM)**

CEM continues to expand its membership, notably in India, and will increase its outreach efforts to further develop the IUCN-CEM Young Professionals Network; CEM will also focus on dissemination of its work by conducting 16 CEM Dialogues on different topics as well as regional events such as Forestry with IUFRO, in Africa and issue three newsletters/year in English, Spanish and French. Four CEM publications and at least 20 papers will be issued in 2024 as well as development of three educational videos about the links between environmental degradation and human health.

The main priorities of CEM for 2024 allows for a good collaboration with the Secretariat. E.g around the Red List of Ecosystems TG where CEM will expand RLE assessments and maps, developing new tools, data to support assessments, as well as joint projects, such as Ecosystem Accounts and KBA. To advance the Red List of Ecosystems (RLE) & Global Ecosystem Typology (GET), CEM and the

Secretariat will work with governments and international processes, especially regarding the GBF and its monitoring framework. As regards, the GEO-Atlas, CEM will continue fundraising and offer scientific and technical support for the development of the GEO-Atlas.

NBS is another key area of work where CEM will support the ISC of NbS and complete the publication on NbS case studies and progress with a NbS&Pas/OECMs paper. In collaboration with the Secretariat, CEM will also provide guidance on the application of NbS. In addition, CEM will further develop the work on Carbon markets and biodiversity, including documenting NbS case studies on biodiversity and climate change in Latin America, mainly focused on the links between NBSAP and NDC.

CEM will support the implementation of the Standards of Practice on Ecosystem Restoration. As part of CEM's efforts to disseminate its work and experiences, CEM will initiate preparation of the 6th Forum on Ecological Restoration, generally share good practices on Ecological/Ecosystem Restoration, work on the Rewilding Guidelines with the addition of case studies, presentations in various conferences, conduct a CEM dialogue on Cultural Practices and try to complete the Handbook on case studies. In the area of Human Health, educational materials such as videos and 5 Eco-anxiety webinars will be finalized. Together with the Red List of Ecosystems group, a Human health indicator is under development.

### **World Commission on Environmental Law (WCEL)**

In 2024, WCEL will continue to expand its membership across all regions and in particular in Africa and Oceania. WCEL will also continue to contribute to the implementation of IUCN resolutions which directly call upon the Commission. In addition, WCEL will continue to work during its 8 Specialist Groups and 4 Task Forces on legal issues with respect to environmental protection and the implementation of the Environmental Rule of Law across the whole scope of thematic issues.

Two streams will be prioritized in the coming months. First, the preparation of IUCN submissions to the international legal advisory proceedings on states' obligations with respect to climate change at the world's highest court: the International Court of Justice. Moreover, WCEL also prepares the IUCN Statement to the Inter-American Court on Human Rights and will follow up on the International Tribunal on the Law of the Sea in their respective climate change advisory proceedings. Second, the collaboration with UNEP on the preparation of guidebooks, material and capacity building sessions for judges worldwide on the relationship between human rights and climate change, as recommended to the United Nations General Assembly by the UN Special Rapporteur on Climate Change and Human Rights.

Finally, WCEL will work on:

- the negotiations of a new treaty to address plastic pollution (to be adopted in 2024)
- the implementation of the BBNJ Agreement under UNCLOS
- the legal aspects of the implementation of the Kunming-Montreal Global Biodiversity Framework
- implementation and further work on the recognition of a human rights to a clean, healthy and sustainable environment
- legal frameworks and safeguards for nature-based solutions to climate change
- need for regulation of Carbon Dioxide Removal Technologies
- development of international discourse on Rights of Nature and the Ocean
- development of a Model Forest Act

- recruitment of Early Career Members
- legal framework for the protection of the environment during armed conflict regional focus on: islands

### **Species Survival Commission (SSC)**

2024 will be the first full year of the new Red List Partnership Agreement and so it will be incumbent on the Secretariat, SSC, and the Red List Partners to find ways to ensure that the new Red List structures are operational and effective. The Secretariat and SSC Specialist Groups will produce new and updated Red List assessments from a number of priority groups in 2024, including reef-forming corals, dung beetles, fungi, freshwater molluscs, sharks, seahorses and marine fish. Regional efforts will focus on national Red Lists in Greece, Saudi Arabia and Europe.

The Secretariat and the New Mexico BioPark will co-deliver the Red List Training of Trainers course and Red List training webinars. There will be close collaboration with SSC Specialist Groups, Red List Authorities, Species Survival Centres and new National Species Specialist Groups throughout 2024. The interim STAR Committee will be formalised, marine and freshwater STAR published, and mechanisms established to serve STAR through the Red List website, and to support STAR calibration. Collaborative effort on the IUCN Green Status will see recovery assessments completed for new species and added to the IUCN Red List. The Secretariat will work with the SSC and the WCPA through the KBA Committee to steer the KBA Partnership, including the development of a KBA Marine Working Group, the design and application of the KBA monitoring framework and identification of KBAs in Central America and East Africa. Indicators derived from both the Red List and the KBA Programmes will be derived and served to the UN to track progress towards the Sustainable Development Goals, and to the CBD to track progress towards the Global Biodiversity Framework, and to other multilateral environmental agreements.

The IUCN Secretariat will coordinate SSC engagement on wildlife trade and sustainable use during the 2024 CITES Animals, Plants and Standing Committee meetings. Additionally, SSC Members from multiple specialist groups will provide input to several intersessional working groups. SSC will leaders contribute to a CITES-funded project to develop non-detriment finding guidance documents for the Parties. The IUCN Secretariat, SSC and TRAFFIC, will funding raise to support the implementation of the CITES mandated African and Asian Rhinoceroses – Status, Conservation and Trade report, for submission to CITES CoP20. IUCN’s engagement in CMS COP14 will be coordinated by the Secretariat and delivered jointly with various SSC Specialist Groups.

The IUCN Secretariat plans to work closely with SSC Invasive Species Specialist Group to build on the findings of recent IPBES assessment on invasive alien species. This will include working on developing guidance to support parties implement action towards GBF Target 6 and SDG 15.8, and mobilising data, including EICAT assessments, to be incorporated into IUCN ISSG Global Invasive Species Database. IUCN also will continue, in partnership with the ISSG, in providing technical and scientific support to the EC for the implementation the EU IAS Regulation 1143/2014. The IUCN Secretariat plans to work closely with the SSC Wildlife Health Specialist Group in the development and dissemination of guidelines on wildlife health surveillance.

The Secretariat will continue to support efforts to implement the Global Biodiversity Framework, including Reverse the Red, the SSC Post-2020 Taskforce, and the Global Species Action Plan; the Secretariat will continue to support these efforts. Secretariat-SSC collaboration will underpin many aspects of conservation granting, including SSC representation at the Technical Advisory Group of

[SOS](#) and [ITHCP](#) initiatives, engagement priority setting for the design of SOS initiatives and technical support in the implementation of SOS initiatives.

### **Climate Crisis Commission (CCC)**

The IUCN Climate Crisis Commission was established at the IUCN World Conservation Congress 2020 in Marseille with the aim of mobilising and coordinating the Union and engaging with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available science coming from the IPCC and taking into account the actions and initiatives that are developed in the UNFCCC through the Global Climate Action Agenda.

Building on its achievements to date, including the appointment of an interim steering committee and chair and deputy chair, and the development of approved terms of reference and a 2023-2024 work plan, the commission will focus on the following activities in 2024: (i) recruitment of new Members; (ii) resource mobilization and fund-raising; (iii) development of specific knowledge products and/or initiatives; and (iv) active collaboration and support to the other ongoing climate-related programmatic and policy work within the secretariat and other commissions.



## 2. Global Policy Chapter

*IUCN's Mission: Influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable.*

Policy is central to IUCN's work, its mission and its ability to deliver on its Programme. Through World Conservation Congresses our Members set IUCN's general policy. Together - Secretariat, Members and Commissions - work to influence decisions and actions on the ground aiming to impact international, regional, national and local policy frameworks and ultimately benefitting people and nature.

In 2024, a year before the 2025 IUCN World Conservation Congress, numerous policy processes and events will take place presenting a good opportunity for IUCN to continue advocating for a just world that values and conserves nature. In effect, IUCN is committed to delivering a clear and demonstrable contribution to the Sustainable Development Goals, the Kunming-Montreal Global Biodiversity Framework and the Paris Agreement on Climate Change.

The three Rio Conventions – the Convention on Biological Diversity (UN CBD), the United Nations Framework Convention on Climate Change (UNFCCC), and the United Nations Convention to Combat Desertification (UNCCD) - will have their Conference of the Parties as will do the Convention on Migratory Species (CMS) and the World Heritage Convention that will have its WH Committee in 2024. IUCN will continue to call for securing greater synergies among the three Rio Conventions as well as across the wider Biodiversity-related Conventions; we will do this through the application of Nature-based Solutions, science-based target setting monitoring, and support to implementation of national commitments.

There is clear alignment between the recently adopted Kunming-Montreal Global Biodiversity Framework (KMGBF) and Nature 2030, and between the GBF and IUCN Resolutions (Figure 2: Left: linkages between Nature 2030 and the GBF targets; Right: number of Resolutions related to the GBF targets). IUCN has thus a key role to play in the implementation of the ambitious goals and targets under the new framework, assisting and influencing Parties to the Convention as they update their

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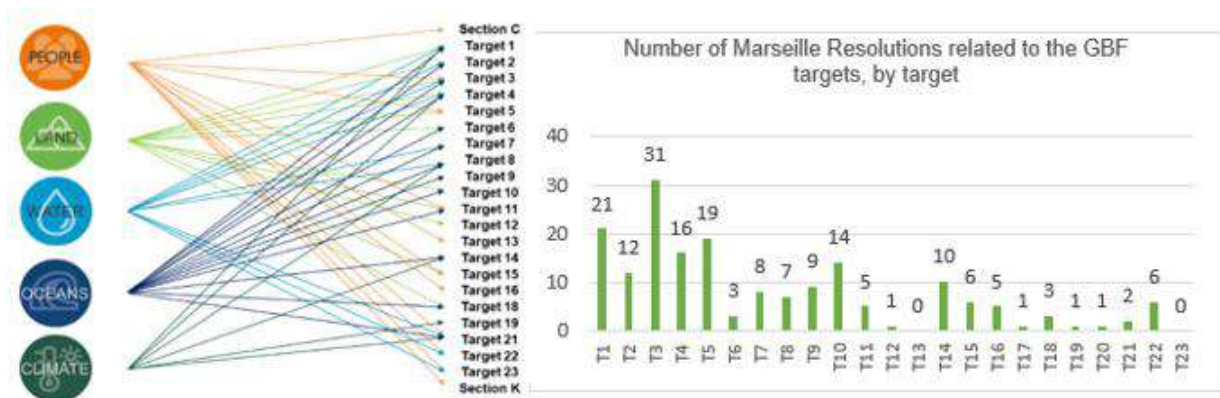
*“IUCN congresses have paved the way for key international environmental agreements including the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the World Heritage Convention, and the Ramsar Convention on Wetlands. IUCN continues to work with these conventions to flag important issues, provide technical advice, and influence effective and collaborative responses to emerging challenges” (Nature 2030, the unique value proposition of IUCN, p.6)*

*“We commit to delivering a clear and demonstrable contribution to the Sustainable Development Goals, the post-2020 global biodiversity framework and the Paris Agreement on Climate Change” . (Nature 2030, Nature 2030: A Union in Action, p.7)*

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national biodiversity strategies and action plans (NBSAPs) as well as spell out national targets and move speedily into action. **Through its position statements and engagement with governments and civil society Members** on the ground, at Conference of the Parties (CBD COP16), IUCN will advocate for bold commitments and actions, scientifically sound and coherent decisions, and enhanced and fair conservation practices. **IUCN will put forward its conservation tools, knowledge products and best practices** for advancing the work of the Convention and achieving all areas of the IUCN Programme. **Through partnerships and alliances<sup>1</sup>**, IUCN will continue to join forces with its Members and other actors to keep ambition high and enable the swift implementation of the KMGBF.

**FIGURE 2: LEFT: LINKAGES BETWEEN NATURE 2030 AND THE GBF TARGETS; RIGHT: NUMBER OF RESOLUTIONS RELATED TO THE GBF TARGETS**



On climate, IUCN will actively engage in all relevant UNFCCC processes, work programmes and bodies in 2024 - including at the subsidiary bodies’ meetings (SB60) and at COP29 - to strengthen integrated and inclusive approaches for addressing the interlinked climate and biodiversity crises. Building on the outcomes of the 2023 Global Stocktake and in line with relevant IUCN Programme impact targets, IUCN will advocate for more ambitious global climate action, including **through the stronger incorporation of Nature-based Solutions for mitigation and adaptation within the new Nationally Determined Contributions (NDCs)** that governments need to submit in 2025. We will also **advocate for greater financing of high-integrity Nature-based Solutions (NbS), with a greater proportion to flow to Indigenous peoples and local communities, highlight the ecological and social risks of new and emerging climate technologies (e.g. geoengineering)** and engage in other relevant policy fora to amplify and reinforce IUCN’s views on these topics.

Guided by its Resolutions and Recommendations<sup>2</sup> and consistent with its Programme, IUCN will stay strongly engaged with UNCCD and provide inputs to a variety of topics and priorities including **restoration of land, grasslands and rangelands, governance and rights, gender mainstreaming, NbS, sustainable agriculture, water management and drought**. Through partnerships, including with the UNFCCC Secretariat, IUCN has contributed to the implementation of projects including on

<sup>1</sup> [The Nature Positive Initiative](#), the [NBSAP Accelerator Partnership](#), the [NBSAP Forum](#) for example.

<sup>2</sup> For example: 1.74 (1996) “Combating Desertification”; WCC (2000) RES 003 “An IUCN Arid and Semi-Arid Lands Global Thematic Programme”; 4.093 (2008) “Legal aspects of the sustainable use of soils”; 4.134 (2008) “Responding to deforestation and land degradation related to climate change and desertification”; WCC 2020 Res 009 on Protecting and restoring endangered grassland and savannah ecosystems.

Land Degradation Neutrality (LDN) target setting with the GEF and on the Gender Action Plan and Gender Help Desk. These efforts will continue in 2024 as will collaboration with the UNCCD Secretariat in implementing the third IUCN-UNCCD joint work plan 2021-2024 which supports the achievement of Land Degradation Neutrality through the application of NbS.

UNCCD COP16 in December 2024 will provide an opportunity for IUCN to follow-up to the [Abidjan Call](#) adopted during the last COP in 2022 and which reaffirms the key commitment to the 2030 Agenda for Sustainable Development, especially SDG 15.3 on achieving LDN by 2030. We will also work on **raising awareness about the [Abidjan Declaration on Achieving Gender Equality for Successful Land Restoration](#)**, which underscores the pioneering role of the Convention in **championing women's rights, including with respect to land tenure**, as well as engage with different Parties and actors to ensure that a decision is taken on rangelands restoration, at the latest in 2026 during COP17.

At CMS COP14, IUCN will provide **scientific advice for CMS species listings**, concerted action proposals for listed species, advocate for scaling up of species conservation at all levels to support the implementation of the GBF using the Global Species Action Plan (GSAP), through the National Biodiversity Strategies and Action Plans (NBSAPs) at the national level. The COP will also be an important opportunity to promote ecological connectivity conservation<sup>3</sup>, follow-up to relevant IUCN Resolutions and Recommendations<sup>4</sup> and highlight the contributions of IUCN to the objectives of the Convention more generally.

IUCN will prepare for the 20<sup>th</sup> CITES COP through the provision of expert scientific advice at the 27<sup>th</sup> Plants Committee, 33<sup>rd</sup> Animals Committee and 78<sup>th</sup> Standing Committee meetings. Ongoing efforts to support the Parties with respect to making non-detriment findings and **assessing species at risk of extinction** from international trade will continue.

Under its new [IUCN World Heritage Strategy: New ambition for World Heritage](#), IUCN will exercise its long-standing role as the statutory Advisory Body on nature to the World Heritage Convention, further enhancing global area-based conservation through the 46th session of the World Heritage Committee. In this role, IUCN will provide technical advice on around 20 potential new World Heritage sites, monitor existing sites through missions and the preparation of around 50 State of Conservation reports, as well as provide guidance on technical documents that inform policy and decision-making at regional, national and site-based levels. IUCN will provide inputs into the policy documents of the Convention, which have clear linkages to the delivery of the GBF, and **deliver area-based and species conservation through rights-based approaches**.

Turning to the wider UN sustainable development agenda, the [Summit of the Future](#) will be the main policy event at the United Nations in New York. Through the Permanent Observer to the UN, IUCN will identify opportunities to engage and influence the negotiations for the Pact for the Future to be adopted at the Summit in September 2024 so that it adequately acknowledges the indispensable role of nature in our future. IUCN will emphasize that in order to truly set ourselves on a path to a sustainable future, nature must be integrated into in all chapters of the Pact and

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<sup>3</sup> In line with [Resolution 7.073 – Ecological connectivity conservation in the post-2020 global biodiversity framework: from local to international levels](#).

<sup>4</sup> For example [Resolution 6.027 – Strengthening the implementation of the Bern Convention for migratory bird species](#) [Recommendation 6.099 – Promotion of Anguillid eels as flagship species for aquatic conservation](#)

considered just as important for promoting and maintaining international peace and security and transforming the global governance system as it is for achieving the 2030 Agenda. Crucially, IUCN will retain its role as a custodian agency for five of the UN-agreed indicators of progress towards the Sustainable Development Goals (protected area coverage of key biodiversity areas in marine, terrestrial & freshwater, and mountain environments; the Red List Index; and invasive alien species policy response), in preparation for the 2025 comprehensive review.

Regarding the intergovernmental science-policy interface, IUCN's strategic partnership with the Intergovernmental Platform on Biodiversity & Ecosystem Services (IPBES) will expire in 2024, and so work is now underway to renew this. Focus will continue on IUCN's role supporting stakeholder engagement in IPBES, which emphasises the complementarity between IPBES and IUCN. In addition, in 2024, IPBES11 will consider the Summaries for Policy-Makers for their Nexus and Transformative Change Assessments, while the IPBES Business Assessment will undergo first review, and the expert nominations process for the Monitoring and Second Global Assessments will begin. Accordingly, IUCN will advance review comments into the first three of these important assessments, and support nominations into the latter two.

IUCN will emphasise the need to go *beyond GDP*, by not only agreeing on metrics that capture measures not included in GDP but by also expanding GDP measurement to incorporate nature and environment more generally. IUCN's message is clear: All economies and human wellbeing ultimately depend on nature, but current economic headline indicators such as GDP fail to recognise nature's massive value. Without such recognition, nature gets undervalued if not altogether ignored in economic decision-making. IUCN will also integrate in its messages the importance of decisions that will continue to support a green economy and a just transition.

The sixth session of the **United Nations Environment Assembly (UNEA6)** will be held in February-March 2024 under the overall theme "Effective, inclusive and sustainable multilateral actions to tackle climate change, biodiversity loss and pollution". IUCN will use the opportunity to continue to position our NbS work after the UNEP consultations pursuant to Resolution 5/5 "*Nature-based Solutions for Supporting Sustainable Development*" would have concluded and promote the further application of the IUCN Global Standard on Nature-based Solutions. UNEA6 will also take stock of progress against the Resolutions adopted at the 2022 session, in particular Resolution 5/14 "*End plastic pollution: Towards an international legally binding instrument*," which gave way to the Intergovernmental Negotiating Committee (INC) and the negotiations of a new treaty to tackle plastic pollution through its whole life cycle.<sup>5</sup> In line with its active engagement in the INC process since 2022, as well as following on to the mandate received from our Members through relevant Resolutions<sup>6</sup>, IUCN will engage in UNEA6 plastic pollution discussions and continue to provide inputs to its Political Declaration more broadly.

Another process in 2024 that IUCN will engage in is **4<sup>th</sup> Small Islands Developing States Conference** to be held in the second quarter of 2024 and the negotiation of a new ten-year action plan for SIDS,

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<sup>5</sup> In line with relevant IUCN Resolutions on mining (including deep sea mining), chemical and pesticides use, and waste processes in general, and in order to support various projects in the Regions, IUCN has been, and will continue to be actively involved in supporting the follow-up of UNEA Resolutions 5/8 "*Science-Policy Panel to contribute further to the sound management of chemicals and waste and to prevent pollution*", 5/11 "*Enhancing Circular Economy as a contribution to achieving sustainable consumption and production*", and 5/12 "*Environmental aspects of minerals and metals management*".

<sup>6</sup> In particular, Resolutions 7.019 - Stopping the global plastic pollution crisis in marine environments by 2030 and 7.069 - Eliminate plastic pollution in protected areas, with priority action on single-use plastic products.

that will take over from the current Samoa Pathway, and will be negotiated in New York from the beginning of the year. The IUCN Permanent UN Observer will engage with relevant colleagues, particularly in the Regions which have SIDS, to provide inputs and action on IUCN's impact targets, particularly those in the Oceans and Climate Programme Areas.

In addition to the above, the High-Level Political Forum will take place in July on the theme **'Reinforcing the 2030 Agenda for Sustainable Development and eradicating poverty in times of multiple crises: The effective delivery of sustainable, resilient and innovative solutions'**. It will conduct in-depth review of SDG 1 (no poverty), SDG 2 (zero hunger), SDG 13 (climate action), SDG 16 (peace, justice and strong institutions), and SDG 17 (partnerships for the Goals). IUCN will engage actively on the negotiations of the Ministerial Declaration and in the meeting itself, provide inputs focusing on contributions to SDG13's implementation and in line with our evolving position on climate change.

Under the broader chemicals, waste and pollution agenda, IUCN will engage in a number of events and processes including those of the INC and the negotiations towards the adoption of a **legally binding treaty to tackle plastic pollution** which will continue in 2024 with the aim of reaching an agreement by the end of the year. Collaboration across different Secretariat Teams and in particular with WCEL will continue in order to profile IUCN's work and advocate for the full inclusion of biodiversity considerations in the plastic pollution treaty. In addition, IUCN will also continue to follow the discussions towards the establishment of a Science Policy Panel on Chemicals, Waste and Pollution prevention (SPP), engage with the Basel, Rotterdam and Stockholm (BRS) Conventions, the Strategic Approach to International Chemicals Management (SAICM), and with the WTO in relation to environmental provisions in Free Trade Agreements, plastic pollution and environmentally sustainable plastics trade.

On the marine front, IUCN will engage in the **2024 UN Ocean Decade Conference** to celebrate the achievements three years after the start of the UN Decade of Ocean Science for Sustainable Development (2021-2030). The event will offer an opportunity to reflect on progress and set a collective vision and joint priorities for the future of the Decade.

In addition, in close collaboration with WCEL, WCPA and CEM, IUCN's engagement towards the ratification of the **Biodiversity Beyond National Jurisdiction (BBNJ) treaty** will lay a sound foundation for the Union's role in BBNJ implementation. To this end, IUCN will develop a programme of work to support countries ratify and prepare for the implementation of the treaty.

Finally, in 2024, Brazil will hold the G20 Presidency and it is expected that IUCN will play a role in supporting the Brazilian government as a technical partner, building on its collaboration with the Indian Presidency under the "Environmental and Climate Sustainability" and "Sustainable Finance" workstreams. IUCN will also explore opportunities to support the Italian G7 Presidency in 2024, including potentially on invasive alien species, Nature Positive Economies, and other emerging priorities.

### 3. Resolutions Chapter

The World Conservation Congress is the highest decision-making organ of IUCN, and as such, it defines the general policy of IUCN. To this effect, the membership of the Union submits drafts motions, that when adopted, take the form of Resolutions and Recommendations.

During the last Congress in Marseille, IUCN Members adopted a total of **137 Resolutions and Recommendations** covering a wide spectrum of issues of relevance to the governance of the Union as well as to the conservation and sustainable use of natural resources, sustainable development and human wellbeing.

#### Implementation of the Global Biodiversity Framework

Out of these 137 Resolutions and Recommendations, 22 relate to the GBF, including [IUCN Resolution 116](#) “Develop and implement a transformational and effective Post-2020 Global Biodiversity Framework”, providing detailed guidance for IUCN to consider the implementation of Framework. Topics covered include **protected areas and other effective area-based conservation measures (OECMs), restoration, ecological integrity and connectivity, species and ecosystems conservation, strengthening financing, planning and reporting**.<sup>7</sup> In 2024 the mandate provided by these Resolutions will be used to support and enhance delivery of this year’s programme of work.

IUCN will offer its conservation tools, knowledge products and best practices to Parties of the CBD and other stakeholders as they navigate the implementation phase; for example WCPA’s [30x30 A Guide to Inclusive, Equitable and Effective Implementation of Target 3 of the Kunming-Montreal Global Biodiversity Framework](#). Through partnerships and alliances<sup>8</sup>, IUCN will continue to join forces with its Members and other actors to keep ambition high and enable the rapid implementation of the GBF. IUCN, with the support of Red List Partners and as mandated in [Resolution 131](#), will continue to fundraise for the [IUCN Red List of Threatened Species](#), particularly given its role in underpinning implementation of the GBF and conservation policy and practice more broadly. In line with [Resolution 96](#), IUCN will continue its engagement with the CBD Inter-Agency Liaison Group on Invasive Alien Species, working with the other Members on the delivery of CBD COP decisions on providing guidance and tools to support progress towards GBF Target 6. We will work closely with the SSC Invasive Species Specialist Group (ISSG), building on the recent IPBES assessment on IAS, to provide tools and data, including the application of the IUCN Environmental Impact Classification of Alien Taxa (EICAT), that inform the prioritisation of IAS, pathways of introduction and management efforts.

In line with the [GBF Target 3](#) and the mandate from numerous Marseille Resolutions, for example [Resolution 080](#) – *Recognizing, reporting and supporting other effective area-based conservation measures*, [Resolution 118](#) – *Recognizing and supporting indigenous peoples’ and local communities’ rights and roles in conservation* and [Resolution 125](#) – *Setting area-based conservation targets based on evidence of what nature and people need to thrive*, IUCN will advocate for strengthening and expanding protected areas and OECMs in the right places and through well-connected systems of

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<sup>7</sup> Refer to [OVERVIEW OF OUTCOMES FROM THE IUCN WORLD CONSERVATION CONGRESS](#) Contributions to the development and implementation of the Post-2020 Global Biodiversity Framework.

<sup>8</sup> [The Nature Positive Initiative](#), the [NBSAP Accelerator Partnership](#), the [NBSAP Forum](#) for example.

protected areas and OECMs while safeguarding areas of importance for biodiversity, natural heritage, climate mitigation and adaptation and recognising the rights and territories of Indigenous peoples and local communities.

### **An inclusive and rights-based approach to conservation**

A number of Marseille Resolutions related to Indigenous peoples and local communities – for example, Resolutions [002](#), [036](#), [041](#), [115](#), [118](#), [119](#), [129](#) and [137](#), will help shape collaboration between Commissions, Members and Secretariat to advocate for the recognition and respect of Indigenous rights and territories and the important role indigenous peoples play in conservation of nature. Through the new [Podong Indigenous Peoples' Initiative](#)<sup>9</sup>, IUCN will enhance its collaboration with the IUCN Indigenous Peoples' Organisations Members and the International Indigenous Forum on Biodiversity (IIFB) to support Indigenous peoples' contributions to the conservation of biodiversity and climate solutions through their Indigenous knowledge systems, while ensuring their full and effective leadership and access to adequate resources for the implementation of the GBF, the Paris Agreement and other global goals.

### **An integrated approach to addressing the Climate and Biodiversity Loss crises**

The Marseille Manifesto (the outcome statement from the last World Conservation Congress) highlighted the urgency and importance of integrating approaches to addressing current global crises. This message is now resonating strongly at all levels of decision-making. Drawing from Resolutions [015](#), [030](#), [032](#) and in particular [114](#) – IUCN will continue to call for limiting global warming to below 1.5°C through sustained reduction of emissions by sources and increase in removals from sinks. IUCN will advocate for elimination of all fossil fuel subsidies as well as the use of coal for energy and reduction of other fossil fuel consumption. The relationship between nature conservation and climate change will continue to feature as one of IUCN's key policy messages, including the impact of climate change on species and ecosystems, the importance of ensuring the energy transition to renewables is nature positive and in advancing NbS for both adaptation and mitigation.

In line with Resolution [060](#) *Promotion of the IUCN Global Standard for Nature-based Solutions*, IUCN will continue to call on all actors and sectors implementing NbS, whether through market or non-market mechanisms, to adhere to a high-integrity approach in the design, verification and scaling up of such initiatives by applying the IUCN Global Standard for NbS. The implementation of this resolution will be further supported by the roll-out of ENACT - *Enhancing Nature-based Solutions for an Accelerated Climate Transformation*, which IUCN can deploy to amplify and support accelerated implementation of NbS' commitments through documenting, profiling, and promoting promising practices and success stories.

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<sup>9</sup> The new initiative envisages four pillars of action: 1) Capacity building, 2) Scaling up work with Indigenous peoples at the territorial level, 3) Empowering Indigenous peoples-led design in the development of direct funding approaches, and 4) Recognising and maintaining Indigenous peoples' leadership in international spaces and platforms.

## **Putting a focus on Ocean Conservation**

Attention on the marine agenda in 2024 will continue to grow with Resolutions [019](#), [023](#), [025](#), [032](#), [107](#), [113](#), [122](#), and [128](#) providing a clear mandate and direction for Council, Members, Commissions and Secretariat to accelerate action on Ocean conservation.

Through its active participation in the negotiations towards the agreement of a legally-binding plastic pollution treaty, engagement in the wider international policy processes on pollution, chemicals and waste, and the implementation of various projects, IUCN will continue to address the increasing requests for action to tackle plastic pollution as evidenced in IUCN Resolutions ([7.019](#) - *Stopping the global plastic pollution crisis in marine environments by 2030* and [7.069](#) - *Eliminate plastic pollution in protected areas, with priority action on single-use plastic products*) as well as action on other international biodiversity goals and targets including [Target 7](#) of the GBF and SDG12.

Fulfilling the mandate received from IUCN Members in Resolution 122 *Protection of deep-ocean ecosystems and biodiversity through a moratorium on seabed mining*, IUCN will continue to call for a moratorium on deep seabed mining, issuing of new exploitation and new exploration contracts, and the adoption of seabed mining regulations for exploitation, by the International Seabed Authority (ISA). Following the adoption of the new [High Seas Treaty](#) and in line with Resolution 128 *Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction*, IUCN working through its Commissions, will provide scientific and legal advice to ensure that area-based management tools, especially marine protected areas, are implemented so as to address climate change and the many threats to marine ecosystems, guaranteeing the critical benefits that they provide to people and in a way which is consistent with the Global Biodiversity Framework and its Target 3. IUCN will also call for swift ratification at national level in order to bring the High Seas Treaty into force and offer its continued support to Parties and stakeholders to lay the foundation for a rapid, effective, and equitable implementation. Additionally, IUCN will complete publication of its [Situation Analysis on Unselective, Unsustainable, and Unmonitored Fisheries](#), in response to WCC 2016 Res 021.

## **Addressing synthetic biology**

Recent technological advancements in synthetic biology create both significant risks and significant opportunities for nature conservation, as well as challenges in creating coherent policies and regulations to guide its potential applications. In 2024, guided by the IUCN Council, the Union will continue to advance in the implementation of [Resolution 123](#) *Towards development of an IUCN policy on synthetic biology in relation to nature conservation* following a rigorous process to engage its Members and experts in the development of the IUCN policy. The IUCN Secretariat will thus continue to support the process as it advances in the run-up to the World Conservation Congress in the Fall of 2025.

## **Task Force on Antarctica and the Southern Ocean**

In 2024, the Task Force on Antarctica and the Southern Ocean will finalise and promote the revised IUCN Strategy on those issues and support the implementation of this strategy by the whole Union. This work includes ensuring that the elements of the strategy are incorporated in the new Programme of work of IUCN, recognizing that polar conservation is of global importance and that those regions and ecosystems are hugely and irreversibly impacted by climate change.




## 4. Programme Delivery Chapter

### 4.1. People

# PROGRAMME PORTFOLIO PEOPLE

Contributing to



### Impact Targets

-  Fully realised rights, roles, obligations and responsibilities for just and inclusive conservation and sustainable use of nature
-  Equitable and effective governance of natural resources at all levels to benefit people and nature
-  Enhanced realisation and enforcement of the environmental rule of law

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The Nature 2030 programme commits the Union to a people-centered approach to conservation that leverages the agency of individuals and societies to contribute to biodiversity conservation and climate change in ways that enhance recognition, respect, equity, justice and access for all. Since Marseille, IUCN has strengthened its commitment to rights-based approaches, framing its activities with a dedicated focus on Indigenous Peoples, women, environmental defenders, youth and socially marginalised groups. IUCN has also placed greater emphasis on heritage, culture and the environmental rule of law as effective conservation pathways.

**Impact Target 1:** *Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature*

**2024 key deliverables:** In 2024, as a key contribution to just and inclusive conservation, the Secretariat will work with Commissions, notably CEESP and WCPA, to **explore and pilot options to establish a trusted mechanism for the recognition, reconciliation and redress of negative legacy impacts from historic exclusionary conservation actions.** In this context, concrete actions to

“unpack” the human rights in conservation (HRC) approach **and strengthen capacities on implementing the rights-based approach** across the Union, will also include knowledge management and capacity building activities, by strengthening our internal network of focal points, including tools and resources for mainstreaming and awareness raising through HRC and Gender basic training. This work will also enable preliminary discussion and consultations to draft of a global standard on human rights in conservation.

Furthermore, building on rights-based principles, IUCN will work **with its Indigenous Peoples member organisations and the International Indigenous Forum on Biodiversity (IIFB) to raise awareness and garner donor support through the “Podong Initiative”**. IUCN will work with the [IIFB](#) and IUCN indigenous peoples’ member organisations to better understand and interpret provisions in the GBF for recognition of indigenous and traditional territories, and recognising and respecting the rights of indigenous peoples and local communities, including over their traditional territories.

IUCN will also work with IPs to strengthen their agency and advance the enabling of direct access to processes such as the Task Force on Nature-related Financial Disclosures ([TNFD](#)) and REGEN 10 platforms. Through the GEF funded Inclusive Conservation Initiative ([ICI](#)), the portfolio of IPs-driven projects will start implementation of their Impact Strategies in the project geographies, **showcasing IPs organisations’ self-driven efforts to steward land, waters, and natural resources to deliver global environmental benefits.**

IUCN will continue to support global policy and on the ground efforts to advance **gender responsive agendas** for biodiversity and climate action, through the Advancing Gender in the Environment ([AGENT](#)) partnership. To this end, prioritised actions for 2024 include strengthening of IUCN’s role to implement solutions that address the gender-based violence (GBV) and environment linkages.

**Through the Resilient, Inclusive and Sustainable Environments ([RISE](#)) grants challenge, we will address the GBV risk by filling critical knowledge gaps, facilitating cooperation and catalysing investment through a growing global portfolio of supported projects.** RISE, as the first-of-its-kind mechanism to address gender-based violence (GBV) in the environmental context, will continue building a new narrative and support action on GBV as a central issue that directly affects conservation efforts globally. **Development of a national assessment on GBV in the environment for Indonesia is a highlight for 2024 action on GBV.** In parallel, IUCN will continue supporting Climate Change Gender Action Plans ([ccGAPs](#)), as a means to identify gender-specific opportunities in nationally-determined climate-related priority sectors through participatory, multi-stakeholder process and establishing blueprints for action. In 2024 CC Gaps processes will continue in Ecuador, Guatemala and Rwanda. Actions to influencing global policy gender agenda will continue in 2024 through provision of targeted **technical support to the gender national focal points** and negotiators to advance the implementation and update of the CBD, UNFCCC and UNCCD Gender Action Plans, in collaboration with key partners including UN Women, UNDP, Kaschak Institute among others.

Technical assistance and training for indigenous youth leaders focusing on women and girls for effective participation and engagement in relevant regional and local fora to advance women’s rights in the context of global fora is also a highlight towards UNFCCC and CBD COPs in 2024.

2024 will mark the roll out of IUCN's Youth and intergenerational approaches in conservation, including the formation and kick off sessions of **the Youth Advisory Committee<sup>10</sup> (YAC) with young leaders from across the Union**, including IPOs. Building upon our participation in the GEF Assembly in August 2023, IUCN will continue dialogue with the GEF to influence their youth agenda globally and advance co-design of a youth concept note for outreach with potential donors/partners, including the GEF, IFAD among others.

In 2024, IUCN will also further support the Universal Ranger Support Alliance and the implementation of the Rangers for 30x30 framework that aims to improve the working conditions for rangers, professionalize rangers through recognition of competences and professional conduct of rangers.

**Supporting activities:** Within the Secretariat, over 80 projects are dedicated to this Impact Target, spread across Asia, East and Southern Africa and Meso-America, Mexico and the Caribbean. Global initiatives also include countries from South America, West and Central Africa and Oceania. Thematic entry points include climate change adaptation, water stewardship, species conservation, protected areas and World Heritage site management, forests, grasslands, livelihoods and marine plastics. The focus is also on supporting countries and communities to mobilise action and resources through sub-national and national policy engagement. Furthermore, influencing new global policy arena – seas, human rights, public health, finance for nature and others – are also a priority for the next 4 years. Specifically, in coordination with Secretariat and other relevant Commissions, CEM and CEC will develop scientific papers and educational materials, such as **Eco-anxiety webinars**, on the link between cultural practices, governance, human health and together with the Red List of Ecosystems group, a Human health indicator will be finalised.

**Impact Target 2:** *Equitable and effective governance of natural resources at all levels to benefit people and nature*

**2024 key deliverables:** In 2024, IUCN will further work with Indigenous Peoples, local communities and women to achieve **direct access to financial mechanism**, bringing about more equitable approaches to natural resources. Additionally, IUCN will expand its support of effective decision-making by an enhanced cooperation among sub-national authorities in terms of the protection, restoration of nature in rural and urban spaces, applying IUCN knowledge products such as the Global Standard for NbS and the IUCN Green List.

**Supporting activities:** With its portfolio work, Secretariat has around 90 projects dedicated to this Impact Target, across 5 regions. Close collaboration with CEESP, the novel Council Human Rights Task Force, the Conservation Initiative on Human Rights ([CIHR](#)) Group, the Truth and Reconciliation Working Group and the Center for Society and Governance will take place for the implementation of flagship Resolutions, particularly **Resolution 119** on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth as an overarching framework to address legacy issues globally, with a particular focus in impacts to IPLCs and the most vulnerable persons and groups.

**Impact Target 3:** *Enhanced realisation and enforcement of the environmental rule of law*

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<sup>10</sup> Refer to the [IUCN Youth Strategy 2022-2030](#).

**2024 key deliverables:** Currently, “environmental rule of law” related activities are delivered through transboundary water projects, co-partnering with other institutions judicial training, environmental defenders’ rights, representing IUCN at the International Tribunal for the Law of the Sea amongst others. In 2024, the Secretariat will work with WCEL in the development of training manuals for judges on the linkages between climate change and human rights. IUCN will expand the scope of work concerning the rule of law to working with communities and local authorities on the prevention of wildlife trafficking, protection of whistleblowers and environmental defenders and facilitating a “just transition” with respect to addressing climate change, including working with member-led initiatives such as the Nature Crime Alliance. IUCN will reach out to collaborate with those Members that already have established expertise in this field, identifying opportunities to support and add-value to their work.

In the context of the implementation of the “Voices” project (Advancing towards effective conservation and territorial management with a rights-based approach: strengthening indigenous regional cooperation in Latin America), concrete actions to promote and enable access to justice in LAC region will be delivered. This include advocacy for provisions to protect environmental defenders, ensure public access to data and establishment of early warning systems, monitoring mechanisms and reporting frameworks. Concrete action lines in 2024 include systematisation of jurisprudence and emblematic cases in Latin America, regarding the protection of the rights of environmental defenders and a framework document on human rights in conservation and its link with access to justice for environmental defenders, with emphasis on women, IPs and journalists. IUCN will support the implementation of the novel Regional Agreement on Access to Information, Public Participation and Justice in Environmental Matters in Latin America and the Caribbean, known as the “Escazu Agreement”. Integrated science and knowledge to use IUCNs tools to advance IPLCs land rights will be tested, particularly through a process of updating to include new layers of data in the Indigenous Peoples, protected areas and natural ecosystems maps.

Programme Area	Impact Target	Highlights for 2024
<b>PEOPLE</b>	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"> <li>- Provide technical support to the gender national focal points and negotiators to advance the implementation and update of the CBD, UNFCCC and UNCCD Gender Action Plans</li> <li>- Address gender-based violence risk through the Resilient, Inclusive and Sustainable Environments (RISE) grants challenge, Support development of Africa IPLC Alliance and platform</li> <li>- Provide tools and mechanisms to Indigenous communities in high biodiversity ecosystems of the Amazon of Peru, Ecuador and Honduras to prevent and reduce threats to their territorial management</li> <li>- Empower and build capacity of organisations, IP Leaders and environmental defenders in Latin America to prevent and address threats to their territorial management with a focus on rights, gender inclusion and environmental justice</li> <li>- In collaboration with IPOs and the International Indigenous Forum on Biodiversity (IIFB), raise awareness and garner donor support through the “Podong Initiative”.</li> <li>- Kick off sessions of the Youth Advisory Committee (YAC) with young leaders from across the Union.</li> </ul>
	Impact Target 2. Equitable and effective governance of natural resources at all levels to benefit people and nature	<ul style="list-style-type: none"> <li>- Support efforts of the America the Beautiful for All Coalition (AtB4All) goal of implementing a Justice40 metric to ensure that at least 40% of investments are made in communities of colour and frontline communities that have historically seen little to no investment in conservation and equitable access to nature.</li> </ul>

		<ul style="list-style-type: none"> <li>- Support the operationalisation of the Selva Maya 2030 Strategy, especially in conserving and restoring its cultural heritage</li> <li>- Build gender and social inclusion strategies to address gender disparities and tackling barriers experienced by other vulnerable groups such as the youth in South American countries (SUR)</li> <li>- Support Indigenous Peoples, local communities and women to achieve direct access to financial mechanism.</li> <li>- Support the implementation of IUCN Resolution 119 on Renunciation of the Doctrine of Discovery to Rediscover care for Mother Earth.</li> </ul>
	Impact Target 3. Enhanced realisation and enforcement of the environmental rule of law	<ul style="list-style-type: none"> <li>- Advance partnerships with UNEP, ADB, SPREP, WCEL and ARIEL to strengthen environment rule of law in Oceania including the establishment of a Regional Dispute Resolution Mechanism.</li> <li>- Work with WCEL in the development of training manuals for judges on the linkages between climate change and human rights.</li> <li>- Working on the prevention of wildlife trafficking, protection of whistleblowers and environmental defenders.</li> <li>- Working with member-led initiatives such as the Nature Crime Alliance</li> </ul>

**TABLE 1: 2024 PEOPLE IMPACT TARGETS BUDGET ALLOCATIONS**

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	8.7	6%
IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	16.1	10%
IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	2.6	2%
<b>TOTAL PEOPLE</b>	<b>27.4</b>	<b>18%</b>

## 4.2. Land

**PROGRAMME PORTFOLIO**  
**LAND**

Contributing to

- 1 NO POVERTY
- 2 ZERO HUNGER
- 3 GOOD HEALTH AND WELL-BEING
- 5 GENDER EQUALITY
- 8 DECENT WORK AND ECONOMIC GROWTH
- 11 SUSTAINABLE CITIES AND COMMUNITIES
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 15 LIFE ON LAND
- 17 PARTNERSHIPS FOR THE GOALS

**Impact Targets**

-  Ecosystems are retained and restored, species are conserved and recovered, and KBAs are safeguarded.
-  Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.
-  Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.

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**Impact Target 1:** *Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded*

**2024 key deliverables:** The Kunming-Montreal Global Biodiversity Framework (GBF) agreed in December 2022 has laid a foundation for accelerated action on the conservation and restoration of areas of particular importance for the conservation of ecosystems and species, through effective area-based conservation. Based on the current project portfolio, this area of work represents the primary contribution that IUCN will make to the implementation of the GBF with a particular focus on Goal A. This will include, in close collaboration with SSC and WCPA, supporting the KBA partnership and the recognition of KBAs in priority regions, mobilising the Global Species Action Plan, supporting the equitable and effective **expansion of networks of protected and conserved areas**, promoting the Green List Standard and certification, where relevant to improve and recognise effective and equitable management and **framing an institutional approach towards biodiversity credits** that is inclusive, equitable and widely consulted among the IUCN membership.

The Connectivity Conservation Specialist Group of the WCPA advances science, policy, and practice to protect ecological connectivity that is key to maintaining the integrity of protected areas, saving biodiversity, and increasing resilience to climate change. In 2024, the specialist group will continue

its work on i) sharing information and technical expertise to communicate the scientific concepts, policy innovations, and proven practices for achieving connectivity conservation; ii) delivering, promoting, and “ground testing” the IUCN ‘Guidelines for conserving connectivity through ecological networks and corridors’ to facilitate their recognition, delineation, and management; and iii) supporting capacity-building and coordination to share strategies and resources across governments, inter-governmental organizations, NGOs, and other fora to increase the uptake and implementation of connectivity conservation solutions, among others.

**Supporting activities:** Within the framework of the World Heritage Convention, IUCN will serve as standard- and policy-setter through the statutory monitoring of 476.8 million hectares globally (115 times the size of Switzerland) across 266 sites strictly protected for their natural values. IUCN’s standards, guidance and tools will be used to **support progress on biodiversity relevant spatial planning, on ecosystem restoration, on protected and conserved areas, and on species conservation action**. Joint work will continue with the SSC, WCPA and CEM on identifying key biodiversity areas, Red-listing species, conserving threatened species through planning and action, conserving threatened ecosystems and ensuring ecosystem connectivity through the production landscape. IUCN’s extensive grant management programmes will continue to invest in IUCN Members and other organisations to implement ecosystem and species conservation on the ground. IUCN will further **harmonise and standardise grant-making programmes** across global and regional thematic programmes, and place further emphasis on capacity development, for both management and implementation of grant funding, as well as knowledge management and learning to capitalise on grant investment programmes. IUCN, working through its Commissions, will **support the new Regional Hubs for Scientific and Technical Cooperation** to be announced by the CBD, and to build on the successful Regional Observatories established in Africa, Caribbean and Pacific regions.

IUCN will mobilise the [Global Species Action Plan \(GSAP\)](#) as a guide to achieve species conservation outcomes for the GBF, working with IUCN Members, other governments and stakeholders to embed GSAP-identified actions into National Biodiversity Strategies and Action Plans, and to translate species conservation goals and targets into species recovery programmes for priority species in countries. IUCN is **developing an online knowledge platform for the Global Species Action Plan**, entitled - *the Global Species Action Plan – Species Conservation Knowledge, Information Learning, Leverage and Sharing Online Knowledge Platform (GSAP SKILLS)*, to be launched in 2024. GSAP SKILLS will be a one-stop shop to provide technical information, tools and resources on species conservation actions required to achieve the GBF for practitioners, professionals, decision makers, academia and all other stakeholders interested in species conservation.

In addition to supporting national governments to assess and determine conservation priorities, the Secretariat and WCPA will continue to enhance the effectiveness of protected area systems, diagnosing needs through the use of the IUCN Green List Standard, and prioritising capacity development to address weaknesses and gaps in capacity. **The Secretariat and WCPA will continue to roll out the revised governance and management arrangements for the IUCN Green List**, with the appointment and orientation of a new Green List Panel, and ensuring that assurance of Green-Listed sites is improved through the deployment of self-assessment tools, greater capacity among Green List Expert Groups in jurisdictions to undertake verification of site dossiers, and ultimately that validation of sites against the Standard is in accordance with ISEAL Standards. **The Green List Development Plan will be implemented through the expansion of at least 20 new high priority jurisdictions** and the expansion of engaged sites in the process.

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection and management of terrestrial ecosystems, and associated species, that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List.

The GBF emphasises the need for greater inclusivity and involvement of indigenous peoples and local communities in conservation action. IUCN will work with the International Indigenous Forum on Biodiversity ([IIFB](#)) and IUCN indigenous peoples' member organisations to better understand and interpret provisions in the GBF for recognition of indigenous and traditional territories, and recognising and respecting the rights of indigenous peoples and local communities, including over their traditional territories. IUCN Secretariat will support the identification, recognition of OECMs by promoting the technical guidance developed through the WCPA and building capacity for the recognition and implementation of OECMs in key geographies. The Secretariat will also **implement the 30X30 campaign together with the High Ambition Coalition** including through resource mobilisation to support ambitious implementation.

IUCN's work on ecosystem restoration is expanding – including the recent addition of shallow reefs, sea grasses and kelp to the IUCN Restoration Intervention Typology ([RITTE](#)) – further advancing our ridge to reef engagement on restoration. IUCN will support governments in setting and implementing national restoration targets as part of revised NBSAPs, as we do for updated NDCs and LDN targets. Action on the ground will be further strengthened with the launch of the Forest Landscape Restoration Hub with the Government of Germany, WWF and WRI, and the Forest Action Facility with KfW, the German Development Bank, both involving several IUCN regional offices and many country partners. CEM plays a key role in advancing IUCN's restoration agenda, including via the use of the IUCN Global Ecosystem Typology ([GET](#)) and linkages to the Decade on Ecosystem Restoration. A new Restoration Task Force within WCPA will make clear linkages between Targets 2 and 3 of the KM-GBF. **The [Restoration Barometer](#) will be further strengthened** as the most advanced monitoring and reporting tool in support of GBF Target 2 via a partnership with the CBD Secretariat and FAO.

**Impact Target 2:** *Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term*

**2024 key deliverables:** Since the adoption of the Nature 2030 Programme, IUCN has developed a coherent package of activities on biodiversity conservation in productive landscapes, with a particular focus on sustainable agriculture. This builds on earlier efforts to scale up, promote and expand efforts on ecosystem restoration and improving ecological connectivity. In 2024, IUCN will reach out to and **build new networks of partners, including farmers associations and Ministries of Agriculture**, whose participation and input will be essential for transitions toward more sustainable land management.

**Supporting activities:** IUCN will mobilise stakeholders and partners to set clear goals for achieving land degradation neutrality, grassland/rangeland conservation and productivity and addressing resilience to drought in drylands.

IUCN will present its vision for the implementation of the GBF (for example Target 10) in production landscapes including through the promotion of more sustainable production systems and **enhanced work with companies and farmers to raise ambition and drive sectoral change**. Common Ground Dialogues will be pursued, with a view to promoting synergies between agriculture and conservation sectors and build cross-sectoral coalitions at Congress 2025. **NbS will be explained and**



**disseminated using a sectoral guidance, and their impacts monitored through a Land health monitoring framework – both tools currently being tested in 6 countries.** At a practice level, IUCN will apply knowledge products, tools and standards, with the support of IUCN Commissions, including [the Global NbS Standard](#), [STAR](#), the [Red List of Ecosystems](#) and [Nature-Positive](#) to enable sustainable agriculture and biodiversity, including in soils. Policy messaging will be reinforced at international level on the Biodiversity–Climate–Food Systems nexus, also ensuring the implementation of IUCN Resolution 3 on Sustainable Food Systems along with further work on NbS and agroecology (Resolution 7), natural capital accounting policy (Resolutions 57 and 120), and pesticide use (Resolution 66).

**Impact Target 3:** *Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint*

**2024 key deliverables:** Over the past 3 years IUCN has been laying the groundwork for Urban Biodiversity. Starting from a very low programmatic base and supported by both the IUCN Urban Alliance as well as the accession of sub-national jurisdictions as Members, in 2023 IUCN developed a framework (the [Urban Nature Indexes](#)) intended to support subnational decision-making. Although these activities currently on represent 1% of the overall 2024 budget it is anticipated that this area is now set to expand. In 2024 IUCN will begin to **implement its first at-scale urban initiatives in Peru and Guatemala** and take a key role in the Global Platform for Sustainable Cities.

**Supporting activities:** IUCN will strengthen and continue to work through the IUCN Urban Alliance to expand universal access to high-quality green spaces and to enhance biodiversity conservation in cities, leveraging IUCN Members (especially sub-national governments and civil society organisations) and expertise of Commissions. More specifically, IUCN will **support cities establishing their GBF-aligned baseline and targets by applying the Urban Nature Indexes**, and ensure that local governments are able to apply these indexes through providing implementation guidance and communication among participating cities. This will reinforce linkages with efforts to promote human health and well-being in cities (engaging with and building on the work of the Health and Well-Being Specialist Group of the WCPA), by linking health in urban settings, with environmental quality indicators, biodiversity conservation and education and awareness-raising among citizens and most importantly, youth. IUCN will work with and build on the extensive experience of the WCPA's Urban Conservation Strategies Specialist Group to develop innovative approaches to manage and deploy green spaces in the built environment, for instance through **facilitating the establishment and recognition of OECMs in cities.**

IUCN will work with CEC, to develop nature-based education and in particular through outdoor learning involving green school grounds, and outdoor learning networks in cities and towns, and mobilising youth networks.

IUCN will also engage with CEM and its urban ecosystem technical group to support cities in scaling-up NbS by developing further guidance for city shapers and partnerships to enhance NbS planning, assessment and monitoring. Sustained growth in the urban project portfolio will allow stronger engagement with cities at global level, thanks for instance to the **Global Platform for Sustainable Cities led by the World Bank under GEF-8 and where IUCN will serve as an expert partner** and will implement GEF-8 national projects in Peru and Guatemala, building on the expertise of some IUCN Members such as FUNDAECO.

As part of its ongoing mandate and partnership to improve the integration of nature into the built environment, IUCN will continue to work with the International Association of Horticultural

Producers (AIPH) to acknowledge cities' efforts, through its advisory role in the World Green City Awards 2024.

Programme Area	Impact Target	Highlights for 2024
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"> <li>- Provide country support for the implementation of the GBF (in particular to the 30 by 30 challenge, including NBSAP revision, financing options, OECMs strategies, etc.)</li> <li>- Working with the International Policy Centre through the NBSAP Forum and national CBD Focal Points to share targeted information on how KBAs can be integrated into NBSAPs to help deliver the GBF.</li> <li>- Ensuring complementarity between ongoing freshwater KBA identification and monitoring and the Ramsar STRP task on a gaps analysis of potential Ramsar sites. As a Ramsar IOP, reflecting KBA-Ramsar complementarity in the Ramsar Fifth Strategic Plan.</li> <li>- KBAs are already embedded in the Contributions for Nature Platform, in providing one of the pathways by which IUCN constituents can enter spatial data (ie by selecting KBAs where they are working). In 2024, plans are under development to add reporting of IUCN Union-wide efforts towards safeguard of KBAs into the Contributions for Nature Visualisation Module.</li> <li>- The new KfW WALD Innovation Facility, under development between IUCN and the German Government, will mobilise support to conservation projects on the ground and in the water in ODA recipient countries, with project location within or adjacent to a KBA being a core criterion for project eligibility.</li> <li>- Promote GSAP as guidance to achieve GBF and NBSAP outcomes</li> <li>- Development and launching of the GSAP Online Knowledge Platform</li> <li>- Expansion of networks of protected and conserved areas</li> <li>-</li> <li>- Improve management effectiveness and mainstreaming of the Green List Standard/certification in protected areas across IUCN regions</li> <li>- GEF 8 Forest-biome regional leadership where IUCN &amp; FAO are co-leads for Indo-Malay, IUCN is single lead for Meso-America</li> <li>- Framing an institutional approach towards biodiversity credits</li> <li>- Support the achievement of the America the Beautiful for All Coalition (AtB4All) goals of conserving at least 30% of land, water, and ocean by 2030 to avoid massive species loss, secure just and equitable access to nature's benefits, and prevent and repair the impacts of the climate crisis for all communities</li> <li>- Continued support to science-based conservation action through initiatives like Save Our Species (the Central Asia Phase 2, the African Wildlife Initiative, etc.), among others.</li> <li>- Advance the application of the Restoration Barometer by better positioning it as a monitoring system (e.g. within the Mesoamerica region and Central and West Africa).</li> <li>- Completion of the global re-assessments of conifers and cycads</li> <li>- In partnership with relevant Commissions, support the new Regional Hubs for Scientific and Technical Cooperation to be announced by the CBD</li> <li>- Roll out guidance on the identification, recognition and support of "other effective area-based conservation measures" to contribute towards the overall goal of 30x30</li> <li>- Further define and implement the 30X30 campaign together with the High Ambition Coalition</li> </ul>
	Impact Target 2. Thriving production landscapes are sustainable, and nature's	<ul style="list-style-type: none"> <li>- Attract new investors and donors to channel funding through Forest Action Facility and Forest Landscape Restoration Hub</li> </ul>

	value and benefits are safeguarded in the long term.	<ul style="list-style-type: none"> <li>- Deploy NbS of forest, drylands and agricultural ecosystems across IUCN regions (e.g. NbS for restoration and land management in Ethiopia, Tanzania, Mozambique, Kenya and South Africa adopted across 8 landscapes (150 000ha) and supporting up to 50,000 individuals)</li> <li>- Develop coherent strategy on Biodiversity-Climate-Food systems nexus and role of NbS in agriculture as well as plan for portfolio development on sustainable agriculture</li> <li>- Deliver testing in 6 countries of the Agri NbS guidance and the land health monitoring framework.</li> <li>- Build new networks of partners, including farmers associations and Ministries of Agriculture.</li> <li>- NbS will be explained and disseminated using a sectoral guidance, and their impacts monitored through a Land health monitoring framework – both tools currently being tested in 6 countries.</li> </ul>
	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"> <li>- Continued support to scaling-up ecosystem-based Adaptation measures in rural areas, including through the provision of local planning instruments at provincial and municipal levels</li> <li>- Continued support in guiding European cities with the Urban Index and NbS</li> <li>- Facilitating the establishment and recognition of Urban Protected Areas and Urban OECMs.</li> </ul>

**TABLE 2: 2024 LAND IMPACT TARGET BUDGET ALLOCATIONS**

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	45.5	29%
IT2.2 - Thriving production landscapes are sustainable, and nature’s value and benefits are safeguarded in the long term.	12.7	8%
IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	1.6	1%
<b>TOTAL LAND</b>	<b>59.7</b>	<b>38%</b>

## 4.3. Water

# PROGRAMME PORTFOLIO WATER

Contributing to



### Impact Targets



The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.



Equitable access to water resources and all associated ecosystem services are secured.



Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.

Mozambique delta  
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**Impact Target 1:** *The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated*

**2024 key deliverables:** The 2023 United Nations Water Conference provided the opportunity to reinvigorate IUCN’s work on the loss of freshwater species and decline of freshwater ecosystems, including creating opportunities to mobilise new prospects for increasing investment. In 2024, **IUCN will produce a STAR ([Species Threat Abatement and Restoration](#)) metric for freshwater (currently STAR is only available for terrestrial taxonomic groups)** which will enable systematic freshwater biodiversity target setting. IUCN will also **launch a Tropical Peatland and Landscape Technical Facility** to help channel public and private investment in the healthy peatlands and it will take a leadership role in helping to support the **launch and implementation of the [Freshwater Challenge](#)** – a country driven initiative to bring 300,000 km of rivers and 350 million hectares of wetlands under restoration.

Technical guidance is being developed by the WCPA Commission Specialist Groups to support the protection and restoration of freshwater ecosystems. This work includes among others the revision

and compilation of criteria for effective management, the development of adaptive management and governance guidelines, the promotion of connectivity in freshwater systems, etc.

**Supporting activities:** As an International Organisation Partner to the Ramsar Convention we will **increase our support to the Convention** through technical advice, support to countries in the management, protection and expansion of sites, and support the Scientific and Technical Review Panel in delivering against their workplan. IUCN, as a core partner to the Freshwater Challenge, will work with Commissions, partners and donors to **mobilise resources and establish a support unit for the Challenge and take forward freshwater outcomes from UNFCCC COP28.**

A Tropical Peat and Landscape Technical Facility will support selected countries to develop knowledge and data, build capacity and identify projects for public and private investment that maintain healthy peatlands, the world's largest natural terrestrial carbon storages. Through our increased private sector engagements, we will support companies develop and roll out biodiversity strategies and frameworks in their roadmaps to good water stewardship to safeguard and restore the ecosystems they rely upon.

In Central America, work on wetland/mangrove restoration in Honduras, Guatemala and El Salvador supports the integrity of coastal ecosystem and improves the connectivity of freshwater ecosystems across five transboundary landscapes. An exciting new project on Mekong fisheries working with the Mekong River Commission and four countries of the Mekong will start in 2024 to specifically **support countries on reducing threats to migratory freshwater fish stocks.**

Following completion of the first global freshwater fish assessment based on the IUCN Red List of Threatened Species data, this new information will be used to support the Freshwater Challenge to restore freshwater habitats. In 2024, there will be a focus on **the production of area habitat maps for comprehensively assessed freshwater species groups and subsequent incorporation of these species into the Species Threat Abatement and Restoration (STAR) metric.** The STAR metric is restricted only to amphibians, birds, and mammals at present, so additions of freshwater species will significantly improve the effectiveness of the metric. In 2024, a three-year project to complete a **comprehensive assessment of all freshwater mollusc species for the IUCN Red List of Threatened Species** will begin. This will expand the IUCN Red List both in terms of coverage and visibility of this group, which are essential for the maintenance of healthy wetland ecosystems. New work in Lake Tanganyika with the Lakes' Management Authority will ensure that KBAs are considered as part of sustainable fisheries co-management plans. KBAs will also be made available to decision makers and the public through the KBA website and Integrated Biodiversity Assessment Tool ([IBAT](#)).

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection, and management of freshwater ecosystems and associated species that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List.

**Impact Target 2:** *Equitable access to water resources and all associated ecosystem services are secured*

**2024 key deliverables:** This is a long-standing and well-established area of work. IUCN will deliver this target in 2024 by working with countries, particularly in Latin America, Africa, Asia and the Middle East, on issues such as transboundary water management, reducing vulnerability to climate change in river basins and underground technologies for flood and drought mitigation.

**Supportive activities:** Supporting the meaningful participation of women, youth and indigenous and vulnerable populations in the management of water resources is a key aspect of all water activities. Through the transboundary water management portfolio of IUCNs work, and youth and gender activities in the SUSTAIN programme further development and implementation of benefit sharing processes will be incorporated into activities on-the-ground and transboundary water policy development. **In the Andes we will continue supporting ‘Women in Defence of Lake Titicaca’, a group of over 50 indigenous leaders, and start a new alliance with ‘Women Water-Keepers of the Mayo – Chinchipe Basin’, a newly formed group of nearly 100 women in the across the border of Ecuador and Peru.**

Support for reducing vulnerability to climate change in river basins continues. The “Building livelihood resilience to climate change in the upper basins of Guatemala’s highlands, aims at reducing climate change impacts on the hydrologic cycle in selected watersheds through improved land use practices. Similar activities in rural Ecuador, Guatemala and Costa Rica will work to **increase the climate resilience of vulnerable communities and ecosystems through water resource management.** For Guatemala City, IUCN will develop a water security strategy for water supply to the cities’ metropolitan areas and associated municipalities and gather new information on the state of groundwater.

In Asia, IUCN is developing a large-scale project with the Critical Ecosystem Partnership Fund ([CEPF](#)) in Bangladesh, Cambodia, Lao PDR, Thailand and Viet Nam to **reverse degradation in 10 of the most climate-vulnerable freshwater wetland landscapes in the Indo-Burma region** (830,000 hectares, 700,000 direct beneficiaries, 180 MtCO<sub>2</sub>eq reduction over 20 years).

An increasing portfolio of multilateral funded work supports the restoration and improved governance of freshwater ecosystems to improve access for people and nature. In the Mekong region, new GEF IW projects will focus on the Ca/Ma transboundary freshwater systems between Vietnam and Lao PDR, alongside the Mekong Delta groundwater project between Vietnam and Cambodia. The Mekong EbA South Project executed by the Thai Department of Water Resources and Vietnamese Biodiversity Conservation Agency will implement innovative, on-the-ground adaptation technologies for flood and drought mitigation and share implementation lessons across the region.

Focused on the Horn of Africa, the CREATES programme (Climate Resilient Eastern African Transboundary and Environmental Sustainability Programme) grows transboundary water management work across the region, focusing on **increasing water security, promoting regional stability, and enhanced resilience through the use of NbS.** Activities will include establishing and/or strengthening transboundary cooperation, creating benefit sharing mechanisms and investing in climate change adaptation and NbS to further socioeconomic development and environmental sustainability.

**Impact Target 3:** *Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge*

**2024 key deliverables:** IUCN will expand its work on shared groundwater governance through new partnerships in 2024. It will also improve our institutional experience on conjunctive surface and groundwater management due to increasing pollution concerns, impacts on biodiversity, and the need for improvements in gender and social inclusion as freshwater ecosystems becoming increasingly threatened and competed over.

**Supporting activities:** IUCN is a core partner in the newly formed Transboundary Water Cooperation Coalition hosted by the UN Economic Commission for Europe (UNECE). This role, combined with IUCN's expanding portfolio of transboundary water management work, will help **accelerate support to States Members to achieve goals under SDG indicator 6.5.2**. The Transboundary programme BRIDGE plays a pivotal role in the negotiation of the bilateral agreement for nine transboundary basins between Ecuador and Perú. In 2024, IUCN will push for the adoption of the river basin organisation's statute and rules of procedure to initiate local river basin committees. IUCN will further support Mozambique and Zimbabwe in the implementation of the BuPuSa and Save river basin agreements supported and facilitated by the BRIDGE project. In 2024, IUCN will **work in over 20 river and lake basins worldwide to encourage peaceful cooperation for sustainable management of freshwater ecosystems and to prevent conflict over water resources**. IUCN will showcase its work on water governance at the 10th World Water Forum in Bali in May and **will write on water and conflict for the 2024 World Water Development Report**.

In the Simsang basin, a sub-basin of Meghna basin shared by Bangladesh and India, IUCN will work with the Institute of Economic Growth (Delhi) and East-West University (Dhaka) for an economic analysis of ecosystem services as the foundation for the business case for the cooperative management of shared natural resources. This will form the basis for multi-stakeholder water dialogues and investment decisions using ecosystem-based decision making. IUCN will execute the Implementation of the Strategic Action Programmes and the National Strategic Action Plans for Integrated Water Resources Management in the Puyango-Tumbes, Catamayo-Chira and Zarumilla Transboundary Aquifers and River Basins in South America.

With growing work on water governance, building climate resilience, and working in fragile countries and environments to safeguard freshwater ecosystems for social needs and to protect the foundational ecosystems themselves, the importance of good governance, NbS, restoring freshwater systems, and mobilising financial resources will continue to drive 2024 growth and programme planning. NbS and disaster risk reduction and planning will be an area requiring additional capacity from IUCN through 2024.

Programme Area	Impact Target	Planning highlights for 2024
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"> <li>- Expand grants portfolio for freshwater species and freshwater ecosystem protection</li> <li>- Support positioning of the 2 regional Ramsar Centres of East Africa and Southern Africa</li> <li>- Launch of the first global freshwater mollusc assessment for the IUCN Red List of Threatened Species to fill an information gap and raise profile of invertebrate and freshwater biodiversity</li> <li>- Produce a STAR (Species Threat Abatement and Restoration) metric for freshwater (currently STAR is only available for terrestrial taxonomic groups) which will enable systematic freshwater biodiversity target setting.</li> <li>- Launch a Tropical Peatland and Landscape Technical Facility to help channel public and private investment in healthy peatlands.</li> <li>- Launch and implementation of the Freshwater Challenge</li> </ul>
	Impact Target 2. Equitable access to water resources and all associated ecosystem services are secured.	<ul style="list-style-type: none"> <li>- Restoration of degraded catchments, scaling up catchment and micro catchment plans and implementation of knowledge management systems for Integrated Water Resource Management in 5 key transboundary water basins and wetland systems</li> </ul>

	<ul style="list-style-type: none"> <li>- Support ‘Women in Defence of Lake Titicaca’, a group of over 50 indigenous leaders, and start a new alliance with ‘Women Water-Keepers of the Mayo – Chinchipe Basin’, a newly formed group of nearly 100 women in the across the border of Ecuador and Peru.</li> <li>- Reverse degradation in 10 of the most climate-vulnerable freshwater wetland landscapes in the Indo-Burma region (830,000 hectares, 700,000 direct beneficiaries, 180 MtCO<sub>2</sub>eq reduction over 20 years)</li> </ul>
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"> <li>- Provision of policy advice, technical assistance and access to climate financing to West Asian countries highly susceptible to the effects of climate change, particularly in terms of water resources, biodiversity, and health.</li> <li>- Work in over 20 river and lake basins worldwide to encourage peaceful cooperation for sustainable management of freshwater ecosystems, preventing conflict over water resources</li> <li>- Write on water and conflict for the 2024 World Water Development Report</li> </ul>

**TABLE 3: 2024 WATER IMPACT TARGETS BUDGET ALLOCATIONS**

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.2	2%
IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	5.4	3%
IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	5.7	4%
<b>TOTAL WATER</b>	<b>14.3</b>	<b>9%</b>



## 4.4. Ocean

# PROGRAMME PORTFOLIO OCEANS

Contributing to



Mother seal with her pup in seagrass.  
© Ocean Image Bank / Jeff Hester

### Impact Targets



The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.



Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.



Ocean and coastal processes are maintained as a key foundation for planetary stability.

**Impact Target 1:** *The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated*

**2024 key deliverables:** Ocean and coastal systems which make up 70% of the earth surface has been invigorated by the recent decisions taken under the Kunming-Montreal Global Biodiversity Framework. Historic focus on conservation of marine ecosystems has lagged their terrestrial counterparts both in terms of the generation of conservation science and assessments as well as the effective delivery of conservation action. The representation of effectively conserved marine and coastal areas lags that of its terrestrial systems and will require substantive effort to achieve the target of 30%. In 2024, IUCN will have a strong focus on advancing the improvement of coverage of high priority marine ecosystems as protected areas and OECMs. IUCN **will build on the work of specialist groups and task forces of the IUCN Commissions and address this shortfall with the Red List assessment of the conservation status of marine fish species** and, through the Red List of Ecosystems work on the assessment of other functional coastal ecosystems (having completed

mangroves in 2023). It will also pursue the implementation of global ocean conservation commitments including the **Ocean Breakthrough**<sup>11</sup>.

**Supporting activities:** IUCN will support the effective and improved management of protected areas, building on the Green List for Mediterranean Marine Protected Areas that strengthen management quality and equitable governance; this will serve as a learning for global uptake.

Through collaborative initiatives with IUCN Members, WWF and Wetland International, projects such as [Save our Mangroves Now Phase 3](#) will serve as a mechanism to accelerate mangrove ecosystem conservation and restoration. Upscaling national and local policies and initiatives that support mangrove restoration and conservation, capacity building and identification of additional financing will be key elements to deliver enhanced ecosystem integrity. Similar actions as demonstrated by the Regional Coastal Biodiversity Project in Central America, will work in coastal landscapes to address the key drivers of ecosystem decline and promote improved livelihoods through climate-smart bio commerce activities that reduce threats to biodiversity, promoting sustainable and climate-smart land use practices and by increasing education and scientific capacity for evidence-based biodiversity conservation.

To support on-ground action that addresses target 1, programmes such as BESTLIFE2030 will contribute their specialised expertise in grant management, project implementation, and capacity development in the Outermost Regions (ORs) and Overseas Countries and Territories (OCTs). Such action will foster practical capacity building that generate tangible impact in the field of biodiversity conservation across European Overseas Territories, supported by a financing facility to ensure impact on the ground.

Through the World Heritage Convention, IUCN continues to contribute to the monitoring, protection and management of marine ecosystems, and associated species that have been recognised as being of Outstanding Universal Value to humankind through their inscription on the World Heritage List. For example, further to IUCN's advice, the UNESCO World Heritage Committee enlarged marine World Heritage areas by almost 100 million hectares in the Indian Ocean in 2023, as a major commitment to the highest level of international protection for marine biodiversity.

**Impact Target 2:** *Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities*

**2024 key deliverables:** Ensuring marine resource use that benefit the livelihoods of coastal peoples and the economies they depend on are addressed across three broad intervention areas. The foundation of such action is in good coastal management practices that demonstrate livelihood benefits; the implementation and promotion of tools for integrated resource management and; ensuring financial mechanisms that enable improved livelihoods and benefits are mainstreamed. In 2024, IUCN will begin to operationalise the [Great Blue Wall initiative in the Western Indian Ocean](#), which has been under development since its launch in Marseille, and identify other regional opportunities where this type of large-scale ambition can be taken to scale.

**Supporting activities:** On ground action, such as the Conserving Coastal Ecosystems in Honduras, works to improve the management of coastal resources to protect biodiversity, promote climate

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<sup>11</sup> Refer to [the Ocean Breakthroughs Initiative](#).

change adaptation and mitigation, and generate economic opportunities and resilience for local communities in an integrated manner. Working at a landscape level – that includes coastal municipalities, the management, administration and governance of 150,000 hectares of coastal wetlands – **economic opportunities for people, especially youth, women and Indigenous communities will be delivered**. The learning from such actions will help inform IUCN interventions and also provide an opportunity to engage with other regional initiatives such as those planned under the Great Blue Wall in the Western Indian Ocean, that take a seascape approach. For the sustainability of such actions, sound planning processes at spatial scales need to be in place. Land use plans, coastal zone management plans and marine spatial plans are a foundation for such action. IUCN will promote initiatives such as the planned GEF programme for Marine Spatial Planning (MSP) in the Gulf of Guinea that **will establish a regional MSP to enhance cooperation and support partnerships for financing through payment of ecosystem services**.

To compliment such actions and promote financing, IUCN will continue to provide opportunities through projects such as the Blue Natural Capital Financing Facility ([BNCF](#)), which is designed to support NbS financing in and around marine and coastal environment to help strengthen specific projects that combine bankability and positive environmental and social impacts. In doing so, projects such as BNCF help **jumpstart viable business models that have quantifiable conservation, climate and ecosystem benefits with advice and funding**. Similarly, the IUCN-managed [Blue Carbon Accelerator Fund](#) **will help establish projects to secure progress on blue carbon, coastal conservation and ocean accounting activities globally**. Such readiness support will enable project recipients to access next phase investment by the private sector. Projects will need to demonstrate their blue carbon generation potential and the ability to monetise the blue carbon, with positive habitat conservation and/or restoration value across ecosystem services, as well as opportunities for developing additional income streams for local communities and livelihoods. Such actions will be part of IUCN engagement in the Blue Economy. Through projects such as the Western Indian Ocean Coastal and Ocean Resilience, marine and coastal socio-ecological resilience will be enhanced in parallel with biodiversity conservation to unlock a sustainable, inclusive and resilient blue economy in the West Indian Ocean region as part of the Great Blue Wall. IUCN will also continue to engage in the global dialogues to promote the mainstreaming of the concepts of resilient blue economy.

**Impact Target 3:** *Ocean and coastal processes are maintained as a key foundation for planetary stability*

**2024 key deliverables:** Having helped shape and support the establishment of the BBNJ treaty, the Secretariat and WCEL will work with its State Members and other parties to help ratify and bring into effect the treaty as soon as possible. In addition, IUCN will support the development and negotiations of an international legally-binding instrument on plastic pollution, i.e. the UN Plastic Treaty.

**Supporting activities:** A key step to building ocean conservation action will require additional communication and advocacy on the ocean climate connection. Accelerating the uptake of knowledge and options to integrate the relevance of complex biogeochemical functions of the ocean into the global agenda are a necessity.

IUCN engagement in this sphere crosses many facets of work. The work of IUCN in large spatial scales, such as in the Bay of Bengal Large Marine Ecosystem (BOBLME)<sup>12</sup>, will contribute to a system-level approach to sustainable management of fisheries, marine living resources and their habitats. Also, actions that promote sustainable management of fisheries, restoration and conservation of critical marine habitats and conservation of biodiversity and management of coastal and marine pollution to improve ecosystem health demonstrate taking a broad collective approach across multiple jurisdictions. Through large initiatives such as the [Great Blue Wall initiative](#) and the [Bay of Bengal Large Marine Ecosystem](#), IUCN and its Members will support the **establishment of a network of sustainable, resilient, and inclusive seascapes to reduce the vulnerability of coastal communities to adverse impacts of climate change in the West Indian Ocean region to achieve equitable Nbs with biodiversity co-benefits for climate adaptation.**

Engaging in the policy agenda for oceans and the key drivers that affect ocean health are core area for intervention. Marine areas beyond national jurisdiction represent nearly half of the planet's surface, 64% of the global ocean surface, and 95% of the Earth's total habitat by volume. The open access nature of the high seas means that its jurisdiction and management are governed by a patchwork of agreements. The **Biodiversity Beyond National Jurisdiction (BBNJ) treaty** is the third implementing agreement of the UN Convention of the Law of the Sea, addressing the biodiversity conservation aspects, complementing the existing one on seabed mining provision and the fish stock agreement. IUCN's engagement towards the adoption of the treaty was in collaboration with the WCEL, WCPA and CEM. This collaboration lays a sound foundation for IUCN to play an important role in BBNJ implementation. To this end, IUCN working together with Commissions and Members as relevant, will continue to develop a programme of work to support countries ratify and prepare for the implementation of the treaty. Planned actions include **supporting national situational assessments with respect to the conservation and sustainable use of BBNJ** and potential impact and an inventory of repositories and databases; and **assessment of national research capacities associated with marine genetic resources in the ABNJ**; and **conduct national legal and policy gap assessments**. IUCN, working through its commissions can provide technical advice on the creation of new MPAs in the High Seas. Additionally, in collaboration with partners, IUCN will also continue to assess the opportunity to use new technologies to support monitoring and assessment of the future BBNJ Treaty implementation ([AI2 and IUCN partnership](#)).

Future threats to the ocean and coasts are also driven by land-based sources. To this end, IUCN has been addressing the impact on plastic and pollution, through its engagement in the Internationally legally binding instrument on plastic pollution at the national and global level. Through projects such as Afripac, the Secretariat in collaboration with WCEL supports West African countries engage and build capacity for the negotiation process. In addition, IUCN will continue to promote the need to address the triple planetary crisis in such negotiations and highlight the importance of including biodiversity considerations into the text of the negotiations. To complement such support, IUCN continues to develop partnerships such as Catalysing action for effective Plastic Circularity Solutions through partnerships and learning. By doing so, such programmes aim to reduce and prevent the release of plastic pollution into the environment, by catalysing solutions, innovation, and

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<sup>12</sup> One of the largest LMEs covering 6.2 million km<sup>2</sup> with depths ranging between 2 000 and over 4 000m

investments, and that can maximize circularity by bridging government and SME-stakeholder action businesses.

IUCN will serve as an important **knowledge facilitator to create dialogues on new and emerging solutions affecting oceans**. A key topic will be oceans’ biogeochemical function, particularly related to the carbon cycle. Recognising that new and emerging practices on ocean carbon storage through geochemical engineering can have a profound effect on the ocean climate nexus, IUCN will facilitate dialogue on these issues at the various multilateral environmental agreements.

Programme Area	Impact Target	Highlights for 2024
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"> <li>- Support the creation of protected areas and OECMs to meet the 30 by 30 GBF target. This includes supporting the designation of high seas MPAs under BBNJ and good governance through the deployment of the Green List Standard in selected Blue Natural Capital Financing Facility (BNCFF) interventions</li> <li>- Continued support to galvanize global action on plastic pollution by supporting Global Plastic Treaty negotiations and increasing the number and scope of initiatives to make the full lifecycle of plastic more sustainable, starting with efforts to change the design and use of plastic products.</li> <li>- Delivery of the first global ecosystems assessment on Mangroves</li> <li>- Support the implementation of marine and coastal spatial planning and monitoring capabilities such as the Marine and Coastal Zone Monitoring Information System in East and Central Africa and the Integrated Oceans Management spatial planning in Oceania.</li> <li>- Address this shortfall with the Red List assessment of the conservation status of marine fish species.</li> <li>- Support implementation of the Ocean Breakthrough Initiative</li> </ul>
	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"> <li>- Promote principles and mobilise action on the Blue Regenerative Economy agenda through initiatives like Blue Natural Capital Financing Facility</li> <li>- Improved mangrove/coral/sea grass systems management in 20,000 HA and livelihoods diversification for 15,000 individuals</li> <li>- Operationalisation of the Great Blue Wall initiative in the Western Indian Ocean</li> <li>- Establishment of a regional MSP to enhance cooperation and support partnerships for financing through payment of ecosystem services</li> <li>- Jumpstart viable business models that have quantifiable conservation, climate and ecosystem benefits with advice.</li> <li>- Blue Carbon Accelerator Fund will help establish projects to secure progress on blue carbon, coastal conservation and ocean accounting activities globally</li> </ul>
	Impact Target 3. Ocean and coastal processes are maintained as a key foundation for planetary stability.	<ul style="list-style-type: none"> <li>- Provide capacity development for the ratification and early implementation of the BBNJ.</li> <li>- Following-up on IMPAC5 recommendations that are being identified and enacted, IUCN working in partnership with WCPA and other Commissions to start the preparation of IMPAC6</li> <li>- Establishment of a network of sustainable, resilient, and inclusive seascapes (that include effective PAs and OECMs) to reduce the vulnerability of coastal communities to adverse impacts of climate change in the West Indian Ocean region to achieve equitable NbS with biodiversity co-benefits for climate adaptation.</li> <li>- Support national situational assessments with respect to the conservation and sustainable use of BBNJ</li> </ul>

		<ul style="list-style-type: none"> <li>- Assessment of national research capacities associated with marine genetic resources in the ABNJ and national legal and policy gap assessments.</li> <li>- Serve as a knowledge facilitator to create dialogues on new and emerging solutions affecting oceans</li> </ul>
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**TABLE 4: 2024 OCEAN IMPACT TARGETS BUDGET ALLOCATIONS**

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	4.7	3%
IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	8.5	6%
IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	5.9	4%
<b>TOTAL OCEAN</b>	<b>19.1</b>	<b>12%</b>




## 4.5. Climate

PROGRAMME PORTFOLIO  
**CLIMATE**

Contributing to

- 5 GENDER EQUALITY
- 7 AFFORDABLE AND CLEAN ENERGY
- 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
- 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
- 13 CLIMATE ACTION
- 14 LIFE BELOW WATER
- 15 LIFE ON LAND
- 17 PARTNERSHIPS FOR GOALS

**Impact Targets**

-  Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.
-  Countries scale up Nature-based Solutions to reach climate mitigation targets.
-  Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.

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**Impact Target 1:** *Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change*

**2024 key deliverables:** Mainstreaming and scaling up NbS for climate adaptation and resilience will be a priority in 2024 through a growing portfolio of project. Overall, IUCN will seek to ensure that NbS for climate change is underpinned by high integrity actions in accordance with the IUCN Global Standard for NbS. This will include ensuring that there is broader **recognition of the IUCN standard, especially when NbS is considered at UNEA 6**. The Secretariat, working closely with CEM, will **establish and pilot a framework for credibly and systematically providing voluntary assurance of the integrity of NbS intervention according to the NbS Standard**.

**Supporting activities:** These include spearheading guidance, best practice and technical support on NbS for adaptation at the service of national, regional and global initiatives, precipitating additional financial resources for implementation through NAbSA (new), [Global EbA Fund](#), Regenerative Seascapes in the West Indian Ocean (new) and Community-based Adaptation at Scale in Southern Africa (new), as well as catalysing recognition of and support for NbS for Adaptation globally by

leveraging the convening power of [Friends of EbA network](#) and [ENACT \(Enhancing NbS for an accelerated climate transformation\)](#).

IUCN has also been working with Global Affairs Canada to incorporate NbS into its funding in Sub Sahara Africa with the objective of ensuring integration of biodiversity into climate adaptation into all stages of the project cycle; from climate vulnerability assessment to field interventions and M&E. This will ensure that implemented measures don't have any negative impact on local biodiversity and communities.

IUCN will continue supporting countries to incorporate EbA into NBSAPs and NDCs design and implementation; contributing to global policy dialogues and creating knowledge through FEBA and ENACT-lead multi-stakeholder working groups; implement global courses on NbS for Climate, tailored to different geographies and ecosystems; and support the application and elaboration of NbS Standard in the context of climate change adaptation.

Implementing this impact target is only possible in collaboration with all IUCN constituents. **Seventy-three members across all IUCN commissions will join a technical expert group of the Global EbA Fund to provide needs-based expertise for the Fund's projects as well as strategic advice.**

**Impact target 2:** *Countries scale up Nature-based Solutions to reach climate mitigation targets*

**2024 key deliverables:** While voluntary carbon markets remain uncertain and, in some quarters controversial, the climate imperative of ensuring protected, well managed and restored ecosystem as a contribution to urgently needed mitigation action is clear. IUCN will work to support the **inclusion of natural and managed ecosystems into enhanced Nationally Determined Contributions**, including building more systematic linkages with protected areas networks and reinforcing the opportunities that this offers in addressing both the KMGBF and the Paris Agreement. In particular, IUCN will provide support and guidance on innovative options to optimise conservation and social outcomes through nature-based mitigation interventions while more broadly building momentum for nature-based climate action through the ENACT partnership.

**Supporting activities:** The use of NbS in this context is linked with IUCN priorities to ensure nature positive results, high integrity and quality of NbS that promotes mitigation outcomes and advocate against greenwashing. IUCN works towards implementation of this impact target by supporting transparent reporting of NbS' mitigation outcomes through the Contributions for Nature Platform. Plans for 2024 include a deeper integration of carbon storage data, accounting for additionality, and carbon sequestration data.

Implementation of NbS for mitigation will continue to be promoted in 2024 under [ENACT](#) as a global initiative is promoting up to 2.4 billion hectares of healthy natural ecosystems, to be secured by 2030. An example of regional implementation of mitigation outcomes is the ORMACC region through the GCF/KOICA-funded "Resilient Highlands" Project in Guatemala, the regional KfW-funded "Linking the Central American Landscape" programme, as well as a GEF-funded project on sustainable land management in St. Kitts and Nevis.

Blended financial resources mobilised by the Subnational Climate Fund ([SCF](#)) for regenerative agriculture and NbS projects are designed to generate mitigation outcomes with the highest environmental and social quality (C.2.1.3). The Secretariat will develop NbS guideline to understand projects' NbS potential and strengthen IUCN's Technical Assistance (TA) role appropriately.



Furthermore, the Nature+ Accelerator Fund, where IUCN is the TA facility, aims to support NbS to mitigate and adapt to climate change whilst delivering positive impacts both on biodiversity and the wellbeing of local communities. IUCN will continue aiding early stage/ seed projects. IUCN is also building on Mirova's KPIs to ensure alignment with SEEA (System of Environmental Economic Accounting).

Regarding creating knowledge and building capacity on NbS for mitigation, the Secretariat, partnering with Commissions (WCEL, CEM, CCC) and Members, will launch the report “NbS for corporate net zero targets” at UNFCCC COP28, which is the first milestone of a series of activities to be rolled out in 2024 to convey key messages to stakeholders. CEM will continue the work on carbon markets and biodiversity, including documenting NbS case studies on biodiversity and climate change in Latin America, mainly focused on the links between NBSAP and NDC. Moreover, in 2024 a new policy workstream connecting the biodiversity and climate change agendas and global targets through NbS will be rolled out under FEbA with the participation of the CBD Secretariat.

**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*

**2024 key deliverables:** IUCN will work with key players and regulators in the renewable energy sector to **create a coalition committed to ensuring that nature positive goals are an integral part of the upscaling of renewable permitting and installation.** This will be combined with foundational work that will enable IUCN to position itself more centrally within the processes and debates concerning the “just transition”.

**Supporting activities:**

The Secretariat is leading work to ensure that the accelerated transition towards a low carbon future does not have unintended consequences on nature and people. The focus will be on supporting the speed up deployment of wind, solar and electricity grids while protecting and restoring nature. This will be achieved by developing guidance and training materials, providing capacity sessions, and supporting robust and transparent monitoring and reporting for both operators and regulators. Reporting tools will be developed in partnership with Members and renewable energy sector platform organisations, such as International Renewable Energy Agency ([IRENA](#)), [the Renewable Grid Initiative](#) and REN 21.

IUCN will **convene a sustainable renewable energy coalition for action on ensuring that the rollout of renewable energy contributes towards nature-positive goals** – this platform will include regulators, operators and investors in the renewable energy sector.

In addition, IUCN will carry out regional workshops to identify opportunities and challenges of a just transition and on the role of nature. These workshops will be the way to establish “Just Transition Hubs” which will provide support and guidance on the development and implementation of projects to integrate nature conservation and restoration into the climate mitigation, adaptation, and livelihood goals.

Programme Area	Impact Target	Highlights for 2024
	Impact Target 1. Countries use Nature-based Solutions to scale up effective adaptation to the impacts of climate change.	- Continued support to mobilise investments in conservation through the use of replicable investment models that incorporate innovative blended (grant and non-grant) finance like the Coalition for Private Investment in Conservation (CPIC) Finance

<b>CLIMATE</b>		<p>Initiative and the Kiwa Grants to organisations in the Pacific to promote NbS for climate adaptation.</p> <ul style="list-style-type: none"> <li>- Work towards broader recognition of the IUCN NbS standard, especially at UNEA 6.</li> <li>- Establish and pilot a framework for credibly and systematically providing voluntary assurance of the integrity of NbS intervention according to the NbS Standard.</li> <li>- Seventy-three members across all IUCN commissions will join a technical expert group of the Global EbA Fund to provide needs-based expertise for the Fund's projects as well as strategic advice.</li> </ul>
	Impact target 2. Countries scale up Nature-based Solutions to reach climate mitigation targets.	<ul style="list-style-type: none"> <li>- Support the protection of high carbon value ecosystems and inclusion of natural and managed ecosystems into enhanced Nationally Determined Contributions</li> <li>- Promotion of sustainable renewables and grid, supporting regulators and companies to adopt and incorporate nature positive outcomes in new installations.</li> <li>- Develop global courses on NbS for Climate (tailored to different geographies and ecosystems)</li> <li>- Develop IUCN guidance documents on spatial planning and cumulative impacts for renewables</li> </ul>
	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"> <li>- Develop IUCN institutional approach to the Just Transition that incorporates biodiversity and conservation</li> <li>- Create a coalition committed to ensuring that nature positive goals are an integral part of the upscaling of renewable permitting and installation.</li> <li>- Convene a sustainable renewable energy coalition for action on ensuring that the rollout of renewable energy contributes towards nature-positive goals</li> </ul>

**TABLE 5: 2024 CLIMATE IMPACT TARGETS BUDGET ALLOCATIONS**

Impact Target (IT)	2024 Budget Allocation (mCHF)	% of 2024 Budget
IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	17.7	11%
IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	3.1	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.	6.6	4%
<b>TOTAL CLIMATE</b>	<b>27.4</b>	<b>18%</b>

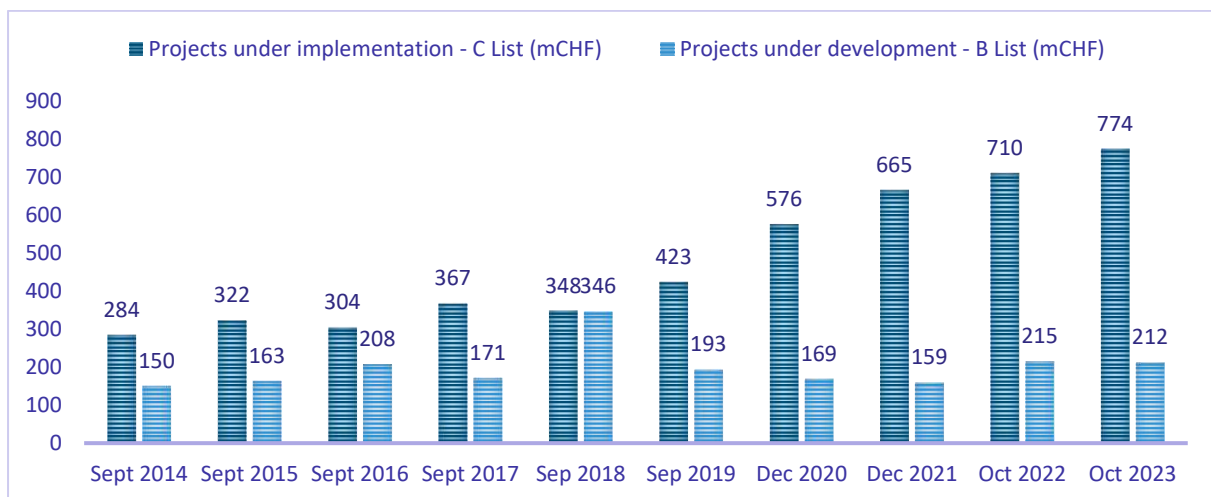
## 5. State of the Programme Portfolio

### 5.1. Overview

In 2024, the Institutional Performance Management and Evaluation Unit (IPME) will deploy a new version of the Programme and Project Portal to strengthen IUCN performance and assurance storytelling. This work includes a results planning and monitoring module building on both custom and standard results and indicators, as well as a risk management module. These increments are happening in the context of other enhancements related to finance, procurement, grant management, etc. All contribute to increasing IUCN’s performance and assurance management capacity at all levels to maintain our relevance, efficiency, effectiveness, sustainability and impact.

In 2024, the value of the project portfolio will continue its upward trend like previous years increasing from CHF 925m to CHF 986m (see Figure 3: Project portfolio value below). This portfolio of projects is comprised of both projects under implementation (C list) and those part of a strong pipeline of projects that will soon become part of IUCN’s portfolio (B list)<sup>13</sup>. The portfolio of project under implementation represents a total of 310 projects for a total value of CHF 774m. The 2024 pipeline of projects includes 107 projects for a total value of CHF 212m.

**FIGURE 3: PROJECT PORTFOLIO VALUE**



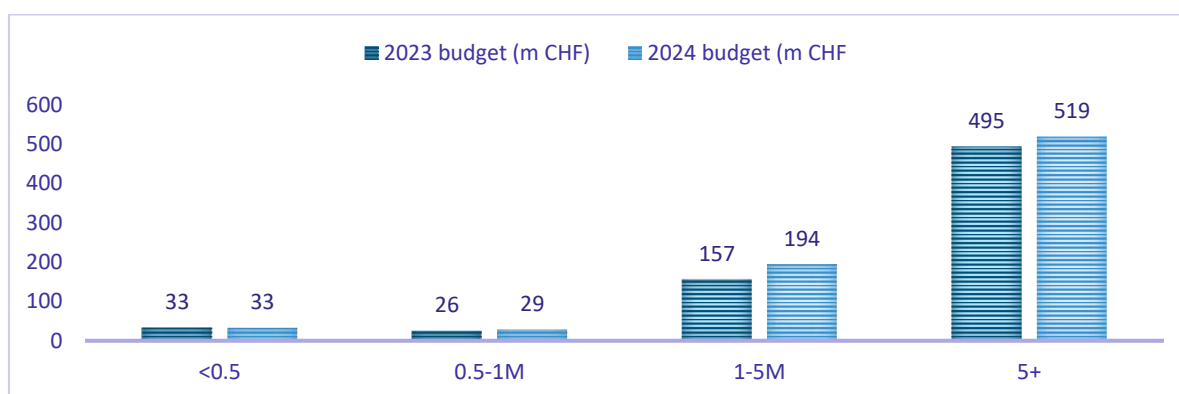
<sup>13</sup> The B List refers to all contracts that are under negotiation with donors (or “proposal” status per IUCN’s Project Guidelines and Standards). The C List refers to contracts that are under implementation (or “contract” status per IUCN’s Project Guidelines and Standards).

**TABLE 6: BASIC PORTFOLIO INFORMATION FOR PROJECTS UNDER IMPLEMENTATION AND PROJECTS IN THE PIPELINE (C AND B LIST PROJECTS) 2023-2024<sup>14</sup>**

	Under implementation <sup>15</sup>		Pipeline <sup>16</sup>	
	2023	2024	2023	2024
Number of projects	275	310	122	107
Average duration (yrs)	4.37	4.52	3.60	3.39
Median duration (yrs)	3.92	4.00	3.92	3.00
Average project value (mCHF)	1.82	2.54	0.55	2.00
Median project value (mCHF)	0.30	0.39	0.30	0.31
Portfolio value (mCHF)	710	774	215	212

As presented in Figure 4: Portfolio value per project size in 2023 and 2024 for project under implementation (C List in mCHF) below, the value of projects under CHF 1m have remained stable (from CHF 59m to 62m) while the overall value for projects over CHF 1m continue to increase for 2024 (from CHF 652m to 713m).

**FIGURE 4: PORTFOLIO VALUE PER PROJECT SIZE IN 2023 AND 2024 FOR PROJECT UNDER IMPLEMENTATION (C LIST IN MCHF)**



IUCN’s project budget is recorded at three levels that are mutually exclusive: national, regional and global (see Table 7: 2024 Budget by location for C List and B List factored-in projects). Of the 2024 budget, two thirds (66.4%) are allocated at the national level, while 21.2% and 12.3% are allocated at the global and regional level respectively.

**TABLE 7: 2024 BUDGET BY LOCATION FOR C LIST AND B LIST FACTORED-IN PROJECTS**

Level	2024 Factored contract amount (mCHF)	%
National	101	66.4%
Regional	19	12.3%
Global	32	21.2%
<b>TOTAL</b>	<b>152</b>	<b>100%</b>

<sup>14</sup> The average and median for the duration and project value is calculated based on project main components, excluding internal agreements.

<sup>15</sup> Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

<sup>16</sup> Based on annual budget data for B List projects, only restricted funding.

## 5.2. Donors

More than half (60%) of the total portfolio is supported by Multilateral Organisations. Governments are also strong supporters, providing 30% of the funding. A large majority (90%) of the 2024 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 8: PORTFOLIO VALUE AND SHARE FOR PROJECTS UNDER IMPLEMENTATION (C LIST) 2023-2024**

Donor type	Sum of Total Contract Amount 2023 Budget (mCHF)	%	Sum of Total Contract Amount 2024 Budget (mCHF)	%
Multilateral Organisations	429	60%	468	60%
Governments	233	33%	235	30%
Foundations	22	3%	39	5%
Private	12	2%	14	2%
International NGOs	11	2%	12	2%
National NGOs	2.8	0%	4	1%
Academic	0.1	0%	3	0%
<b>Total</b>	<b>710</b>	<b>100%</b>	<b>774</b>	<b>100%</b>

In 2024, two thirds (66%) of the funding supporting projects under implementation come from the top 10 donors presented in the table below. The top three are multilateral donors (the Global Environment Facility (GEF), the Green Climate Fund (GCF), and the European Commission (EC)) which together fund 41% of the total budget for 2024 (projects under implementation only).

**TABLE 9: TOP 2024 DONORS – PROJECT UNDER IMPLEMENTATION**

Donor	Acronym	2024 Budget (mCHF)
Global Environment Facility Trust Fund	GEF	17.7
Green Climate Fund	GCF	16.5
European Commission <sup>17</sup>	EC	16.2
Kreditanstalt für Wiederaufbau	KfW	10.9
US Agency for International Development	USAID	5.6
United Nations Environment Programme <sup>18</sup>	UNEP	3.8
Deutsche Gesellschaft für Internationale Zusammenarbeit	GIZ	3.2
Swedish International Development Cooperation Agency	SIDA	2.7
Agence Française de Développement	AFD	2.4
The Royal Commission for AIUla	-	2.3

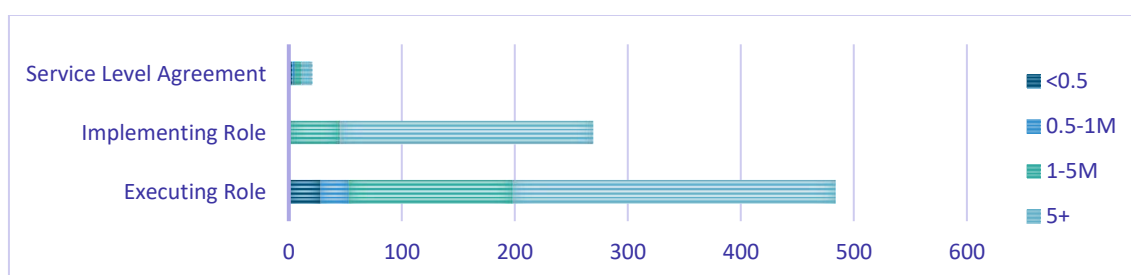
<sup>17</sup> Includes contributions from DG Development, European Commission, DG Environment, DG Research and Innovation, and the European Climate Infrastructure and Environment Executive Agency (CINEA).

<sup>18</sup> Includes contributions from UNEP and GEF funds channelled through UNEP.

### 5.3. Project typology

This section provides a high-level summary of the project typology<sup>19</sup> and associated portfolio values. As shown in **FIGURE 5: PROJECT BUDGET SIZE (TOTAL CONTRACT AMOUNT) PER TYPE OF PROJECT FOR PROJECTS UNDER IMPLEMENTATION in 2024 (C LIST IN MCHF)**, IUCN maintains a healthy balance between the executing type versus others.

**FIGURE 5: PROJECT BUDGET SIZE (TOTAL CONTRACT AMOUNT) PER TYPE OF PROJECT FOR PROJECTS UNDER IMPLEMENTATION in 2024 (C LIST IN MCHF)**



Similarly, the ventilation of the 2024 budget expenditures across the IUCN project typology demonstrates the importance of the executing role in the financial balance of IUCN. Representing more than two thirds (68%, CHF 83.8m out of 123.5m) of the 2024 budget for projects under implementation while the implementing role accounts for slightly more than one quarter (28%, CHF 34.8m out of 123.5m). Both portfolios rely heavily on implementing partners (including IUCN Members) to deliver the work.

**TABLE 10: 2024 BUDGET EXPENDITURES FOR PROJECTS UNDER IMPLEMENTATION AND PIPELINE PROJECTS PER TYPOLOGY (MCHF)**

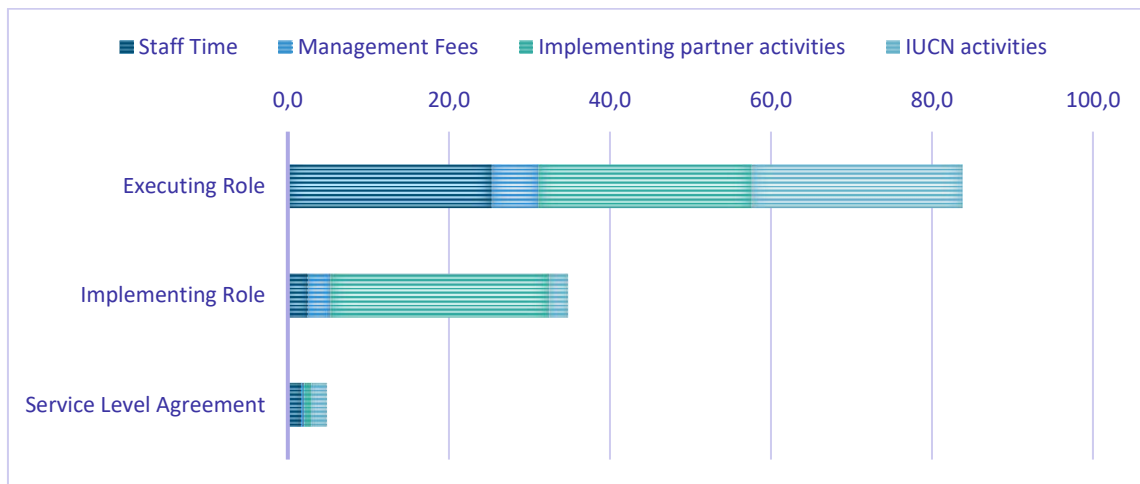
	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2024 Total
<b>Under implementation (C list)</b>	<b>29.6</b>	<b>9</b>	<b>54.4</b>	<b>30.5</b>	<b>123.5</b>
Executing role	25.4	5.8	26.5	26.2	83.8
Implementing role	2.5	2.8	27.1	2.4	34.8
Service Level Agreement	1.7	0.4	0.9	1.9	4.9
<b>Pipeline projects (B list)</b>	<b>6.5</b>	<b>1.7</b>	<b>9.4</b>	<b>11.3</b>	<b>28.9</b>
Executing role	5.8	1.4	4.7	11.0	22.9
Implementing role	0.0	0.1	2.2	0.0	2.4
Service Level Agreement	0.6	0.1	2.5	0.3	3.6
<b>Grand Total</b>	<b>36.1</b>	<b>10.6</b>	<b>63.9</b>	<b>41.7</b>	<b>152.3</b>

<sup>19</sup> **Executing role:** IUCN is responsible for the management and administration of the day-to-day activities of projects in accordance with performance and assurance requirement from the implementing role or other donors. As part of a given executing role, IUCN re-grants part of the funding to broader stakeholders, including but not limited to Members. This is one of the key delivery mechanisms for the Executing role, however given the different nature of the work, processes, skills and data needed, we will treat this as a separate typology.

**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 agencies.

**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.

**FIGURE 6: 2024 BUDGETED EXPENDITURES PER PROJECT TYPE FOR PROJECT UNDER IMPLEMENTATION (C LIST, MCHF)**



## 5.4. Engagement with IUCN Constituents

The engagement with IUCN Constituents through the programme portfolio is presented in the section below. While the Secretariat currently has limited capacity to capture and report the extent to which IUCN constituents are engaged through the portfolio<sup>20</sup>, it is important to note that building such a capacity is priority for 2024. Examples of these ongoing efforts include:

- Activities to improve the opportunities for Members to access the IUCN network, build capacity and become more involved in IUCN’s portfolio of projects. For an organisation 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. As such, IUCN will seek ways to increase the technical assistance and capacity building to Members as relevant.
- Strengthen the strategic decision-making process (at the ideation phase of a project) to foster engagement levels with constituents.
- Capture and report on constituents’ engagement through grant-making. This is especially important for our civil society Members that may have limited access to funding sources.
- The Secretariat will improve its Constituents engagement storytelling capacity by leveraging project planning and monitoring data. This will also enable reporting on cases where IUCN partners with government agencies within a State-members.

These efforts will not only help increase the level of engagement with IUCN constituents and respond to their needs expressed in the Member satisfaction survey (see section 2.1: *The 2023*

<sup>20</sup> The numbers presented in this section exclude membership and Commission engagement through grant-making and do not necessarily include engagements where Commission members are hired to work as consultants/experts on donor-funded projects.

Member satisfaction survey identified two key levers to increase member satisfaction: Capacity building and involvement in field projects), but also improve our shared understanding of how constituents engage with and benefit from the portfolio.

Our engagement with IUCN Constituents, which can take many forms is summarised below:

- IUCN has 513 unique partnerships with IUCN constituents and non-constituent partners. 316 of these are with Members, Commissions or Committees, representing 62% of the total.
- Out of 310 projects, a total of 122 projects engage directly with Members, Commissions and/or National or Regional Committees.

Kindly note that due to the current limited data capacity, the below table only captures cases where a Member has participated in the design of the project; co-financed the project or is directly funded by the project. Other forms of engagement are currently not captured; as stated above, the Secretariat intends to improve this data limitation in 2024 and beyond. The following Tables provides the distribution of Members engaged through the portfolio by type and by region.

**TABLE 11: MEMBER DISTRIBUTION BY TYPE**

Member type	Distribution
Affiliates	4.38%
Indigenous peoples' organisations	3.65%
Non-governmental organisations	51.09%
State gvt. agencies, political	40.88%
<b>Grand Total</b>	<b>100.00%</b>

**TABLE 12: MEMBER DISTRIBUTION BY REGION**

Row Labels	Distribution
Africa	26.28%
East Europe, North and Central Asia	4.38%
Meso and South America	26.28%
North America and the Caribbean	5.84%
Oceania	2.92%
South and East Asia	21.17%
West Asia	2.19%
West Europe	10.95%
<b>Grand Total</b>	<b>100.00%</b>

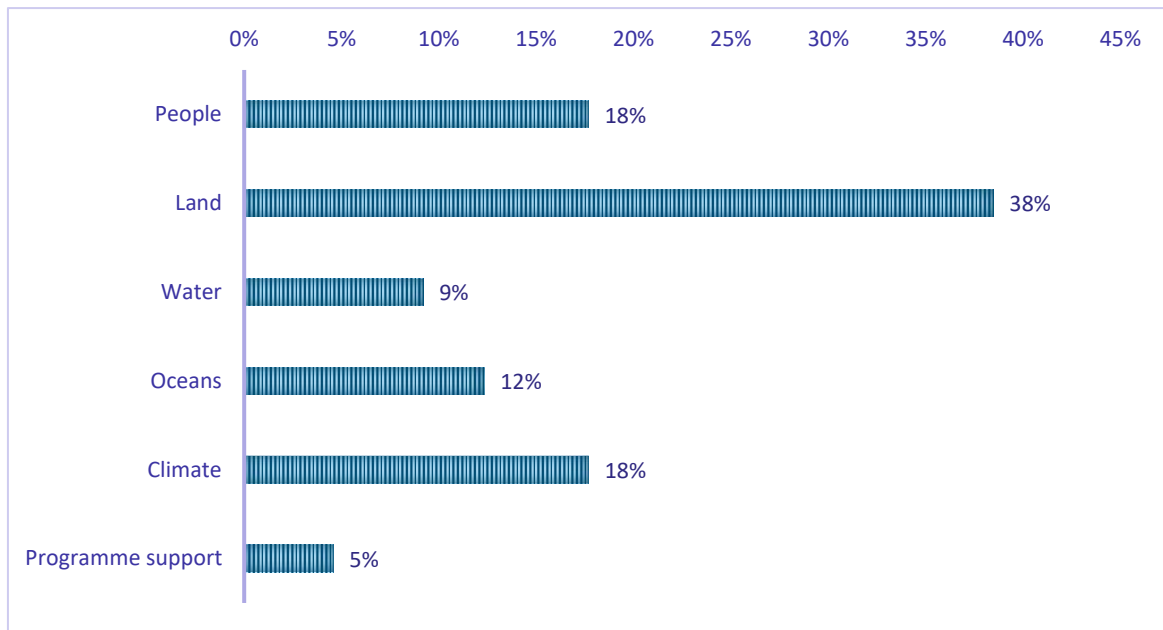
## 5.5. Programme Areas

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

As for 2023, Land accounts for the largest portion with 38% of budget allocations for 2024, followed by Climate and People (18%), Oceans (12%), and Water (9%).

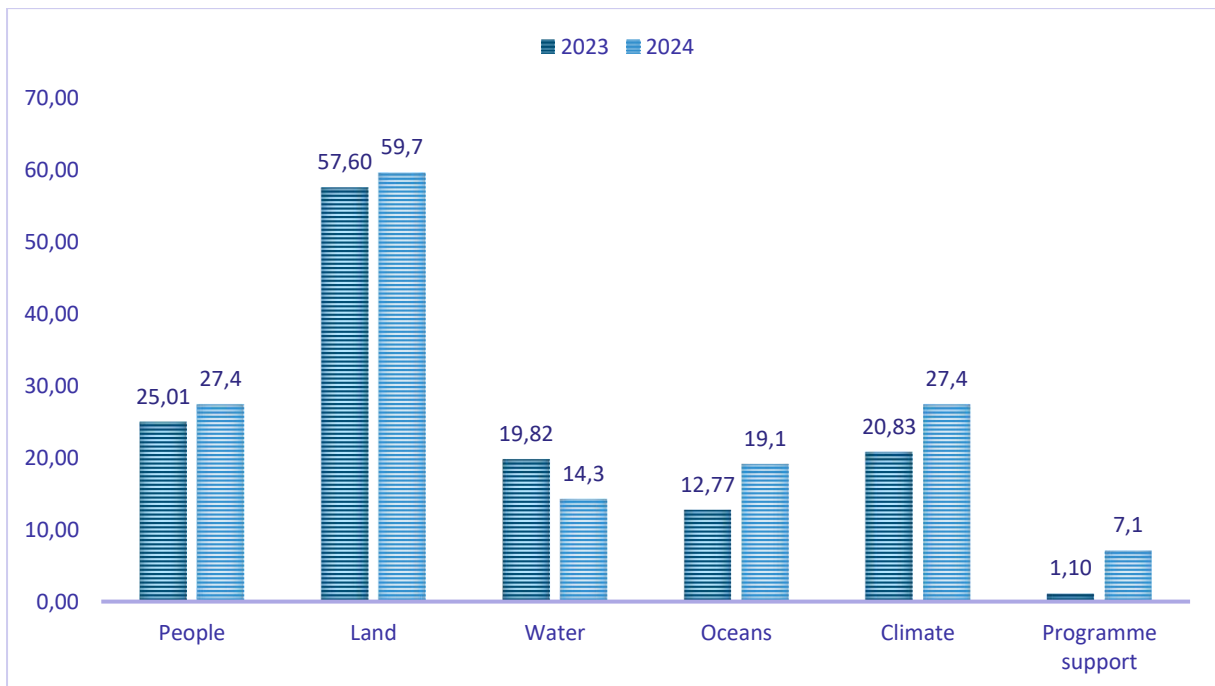


**FIGURE 7: 2024 BUDGET DISTRIBUTION ACCORDING TO THE 5 PROGRAMME AREAS**



The proportion of the yearly budget for each Programme area is similar to that of 2023, demonstrating a strong Programme continuity. The budgeted expenditures for all Programme Areas have increased, at the exception of the Water Programme Area that decreased from CHF 20m to 14m.

**FIGURE 8: 2023 AND 2024 BUDGETED EXPENDITURES PER IUCN FIVE PROGRAMME AREAS FOR PROJECT UNDER IMPLEMENTATION (C LIST) AND PIPELINE PROJECTS (B LIST FACTORED-IN) (MCHF)**



## 5.6. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to.

The 2024 IUCN budget allocations to the SDGs is similar to the one for 2023, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 34% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 23% of all project portfolio budget<sup>21</sup>.

The three SDG 15, 13 and 14 account for more than two thirds (68%) of the overall project portfolio budget.

**FIGURE 9: 2023 AND 2024 BUDGET ALLOCATION PER SDG (MCHF)**



<sup>21</sup> 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.

## 5.7. IUCN Programme Portfolio Risks Management

As IUCN's portfolio continues to grow and support the Union's ambition of a strong footprint in all statutory regions and programme areas, it continues to expand and diversify its action. While a strong portfolio is a sign of progress and innovation, growth also brings complexity, challenges and risks to the Union.

To address these challenges and risks, a controlled strategic growth approach is being implemented to capitalise on opportunities while addressing challenges. Some of the key risk drivers are summarised below. IUCN's response to these risk drivers, which are comprised in the 2024 workplan, are also included.

### **Portfolio pipeline management and coordination**

Portfolio management and coordination remains a challenge for any project-based organisation. In our continuous efforts to strengthen IUCN's programme portfolio capacity in terms of decision-making and strategic alignment the following actions will be taken in 2024.

- Reinforce decision-making and controls at ideation stage
- Adaptation of existing IUCN project appraisal and approval process and requirements
- Introduction of new IUCN project appraisal and approval requirements (results architecture, risks registers, budgeting guidelines, etc.)

### **Human resources**

In the context of a growing and diversifying portfolio (thematically, geographically and by project type), finding skilled project and portfolio managers who possess the right mix of technical expertise, the know-how and the leadership capabilities can be difficult. Shortage can lead to project delays or missed opportunities. The following actions will be taken in 2024 to continue strengthen our pool of talent.

- Invest in training and development of project and portfolio staff on all aspects related to project and portfolio management
- Mobility and succession planning to support internal talent for project and portfolio management roles and ensuring a sufficient number of qualified professionals
- Roll-out of an onboarding programme for all new IUCN staff to introduce them to internal policies and requirements

### **Results and communication**

Capacity to demonstrate a solid performance and assurance story is at the core of conservation, international development and the humanitarian sectors. Organisations with a limited capacity suffer from confidence loss and often decreased financial support.

- Standardisation and implementation of IUCN's results architecture to all project designs and logical framework (portfolio and project portal module)
- Results-based management and monitoring training provision to project teams
- Increase the number of monitoring, evaluation and learning specialists supporting the portfolio
- Roll-out of new evaluation guidelines and training provision to staff

## **Partner and contractor performance**

Working with or through partners poses significant challenges to IUCN and finding the right balance between helping partners improve their business capabilities and ensuring that projects goals are met efficiently and effectively within scope, time and resources is a priority for IUCN. The following actions will be taken in 2024 to continue improve our performance and assurance provision and our value proposition to Members and partners.

- Revise IUCN's due diligence assessment of partners to broaden the scope to project management, reporting and communication capabilities
- Seek opportunities to identify at project design stage areas where partners would benefit from technical assistance or capacity building and address such needs in the project design



# 2024 IUCN WORKPLAN AND BUDGET

## Part II

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## Part II. 2024 budget

### 1. Introduction

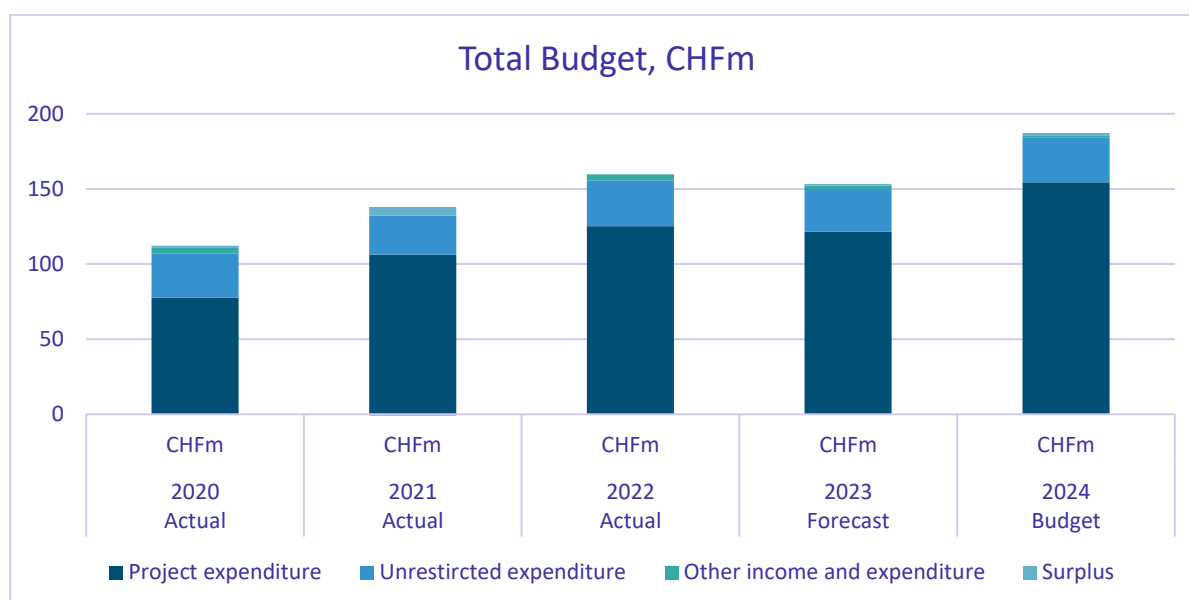
#### 1.1. Summary

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

A surplus of CHF 2.0m is budgeted for 2024. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.5m. The higher surplus is attributed to an increase in the level of operating costs funded from the project portfolio.

The total income budget is CHF 187m and the total expenditure budget is CHF 185m, a significant increase on the forecast for 2023 (total expenditure CHF 152m) and that of 2022 (CHF 160m).

**FIGURE 10: TOTAL BUDGET**



The growth in 2024 is driven by an increase in the project portfolio, particularly an increase in projects where IUCN is the implementing agency (GEF/GCF). Expenditure on IUCN activities is budgeted to increase by CHF 14m, from CHF 27m to CHF 41m and expenditure through partners is budgeted to increase by CHF 14m from CHF 50m to CHF 64m.

#### 1.2. Overall financial situation

Funding remains strong, driven by donor support for the IUCN Programme and a growing project portfolio. 83% of project funding for the 2024 budget is secured. Framework income is also fully secured and the budgeted value of membership dues is based on the current level of membership.

Figure 11 shows income trends over the last 3 years together with the forecast for 2023 and the budget for 2024. Project income shows a slight decline in 2023 compared to 2022. This reflects a lower level of expenditure compared to 2022 as income is recognised as expenditure is incurred. Expenditure is expected to increase significantly in 2024 due to increases in the overall value of the portfolio but also because a significant number of projects that were in the initiation stage in 2023 will move to full implementation in 2024.

**FIGURE 11: INCOME TRENDS, CHF MILLION**

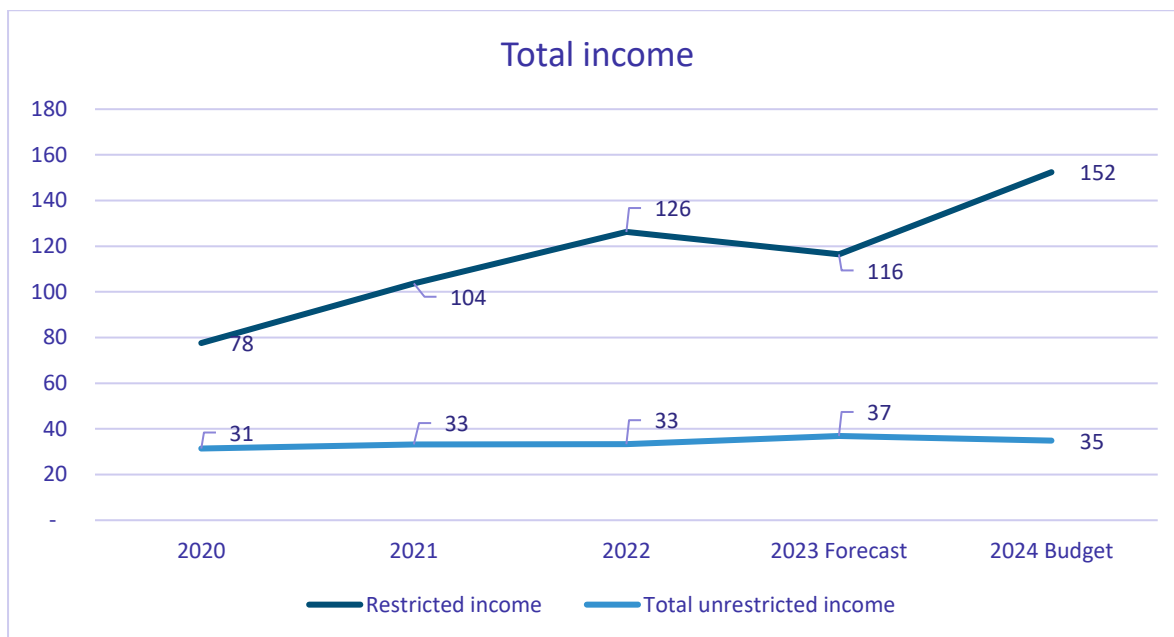


Figure 12 shows trends in unrestricted income. Unrestricted income is stable. Framework income shows a slight decline in 2024 due to the fall in value of some donor currencies against the Swiss franc. The decline in unrestricted income in 2024 compared to the 2023 forecast reflects unsecured income from the regions which is not included in the budget.

**FIGURE 12: UNRESTRICTED INCOME TRENDS, CHF MILLION**

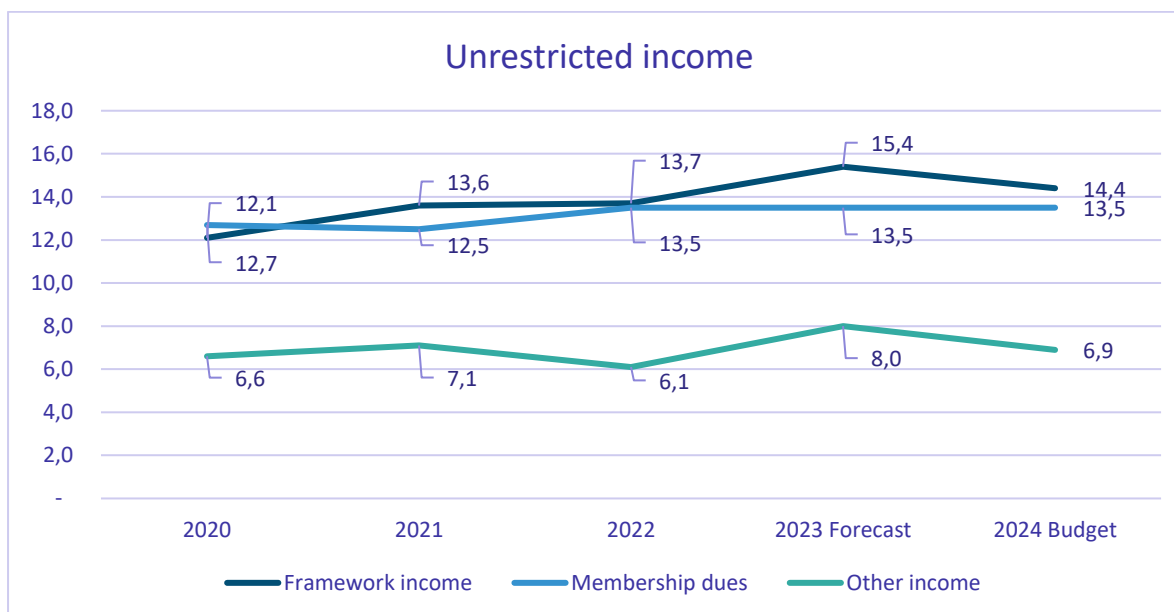
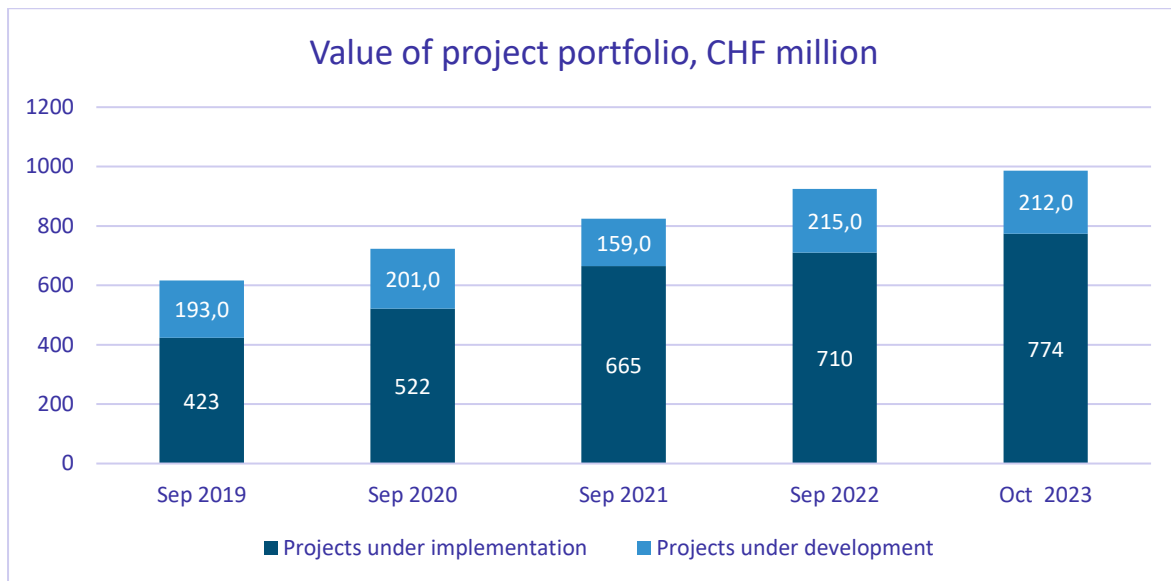


Figure 13 shows the evolution of the value of the project portfolio. At the end of October 2023 project under implementation had a total value of CHF 774m and those under development a total value of CHF 212m.



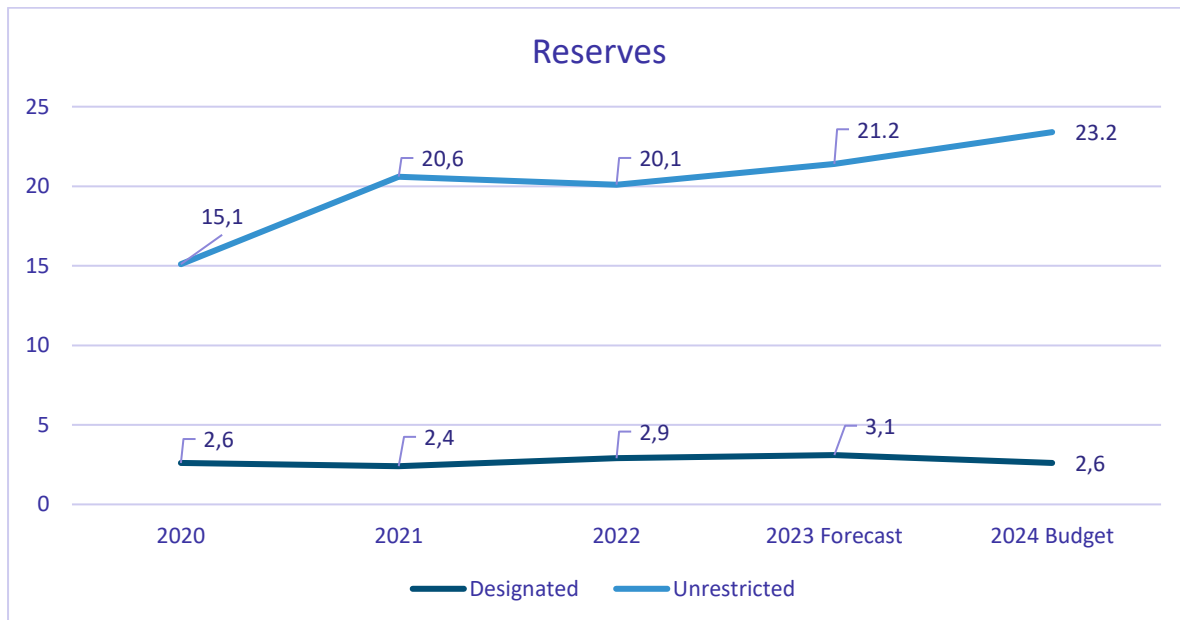
**FIGURE 13: PORTFOLIO EVOLUTION**



### 1.3. Reserves

IUCN reserves stood at CHF 23.0m at the end of 2022, comprising CHF 20.1m in unrestricted reserves and CHF 2.9m in designated reserves. The 2023 forecast anticipates an increase of unrestricted reserves to CHF 21.2m and the 2024 budget an increase to CHF 23.2m. Figure 14 shows the expected progression of reserves.

**FIGURE 14: 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. The reserves target is currently under review but is expected to be set at between CHF 35-40m.

## 2. Budget summary

Table 13 shows the budget for 2024, analysed between unrestricted (Unrest.) and restricted (Rest.) funding streams. The budgeted result for 2024 is a surplus of CHF 2.0 million. Income is budgeted at CHF 187.2m (Budget 2023: CHF 172.0m) and expenditure at CHF 185.7m. Reserve movements of CHF 0.5m (described in section d below) bring the budgeted result to CHF 2.0m.

**TABLE 13: BUDGET SUMMARY**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
<b>Income</b>									
Membership dues (gross)	13.5	-	13.5	13.5	-	13.5	13.5	-	13.5
Framework income	12.4	1.3	13.7	13.9	1.6	15.5	12.6	1.8	14.4
Project income	-	124.3	124.3	-	117.2	117.2	-	152.4	152.4
Other income	6.3	1.9	8.2	8.0	-	8.0	6.9	-	6.9
<b>Total income</b>	<b>32.2</b>	<b>127.4</b>	<b>159.6</b>	<b>35.4</b>	<b>118.8</b>	<b>154.2</b>	<b>33.0</b>	<b>154.2</b>	<b>187.2</b>
<b>Cross charges and allocations</b>									
Allocations to projects	(2.3)	2.3	-	(3.6)	3.6	-	(0.2)	0.2	-
Staff cost recovery	34.9	(34.9)	-	33.8	(33.8)	-	36.6	(36.6)	-
Indirect cost recovery	9.6	(9.6)	-	11.8	(11.8)	-	12.7	(12.7)	-
<b>Total cross charges and allocations</b>	<b>42.2</b>	<b>(42.2)</b>	<b>-</b>	<b>42.0</b>	<b>(42.0)</b>	<b>-</b>	<b>49.1</b>	<b>(49.1)</b>	<b>-</b>
<b>Operating expenditure</b>									
Staff costs	58.7	-	58.7	61.0	-	61.0	64.4	-	64.4
Other operating costs	11.6	-	11.6	12.0	-	12.0	15.0	-	15.0
IUCN activities	-	44.3	44.3	-	26.7	26.7	-	41.1	41.1
Implementing partner activities	-	38.0	38.0	-	50.1	50.1	-	64.0	64.0
<b>Total operating costs</b>	<b>70.3</b>	<b>82.3</b>	<b>152.6</b>	<b>73.0</b>	<b>76.8</b>	<b>149.8</b>	<b>79.4</b>	<b>105.1</b>	<b>184.5</b>
<b>Net operating result</b>	<b>4.1</b>	<b>2.9</b>	<b>7.0</b>	<b>4.4</b>	<b>-</b>	<b>4.4</b>	<b>2.7</b>	<b>-</b>	<b>2.7</b>
<b>Other income and expenditure</b>									
Interest income and financial charges	(0.1)	(0.2)	(0.3)	0.1	-	0.1	0.2	-	0.2
Investment gains/(losses)	(1.7)	-	(1.7)	(0.1)	-	(0.1)	-	-	-
Foreign exchange losses	(1.3)	(3.0)	(4.3)	(1.3)	-	(1.3)	(0.4)	-	(0.4)
Provisions and write offs	(1.0)	0.3	(0.7)	(1.8)	-	(1.8)	(1.0)	-	(1.0)
<b>Total other income and expenditure</b>	<b>(4.1)</b>	<b>(2.9)</b>	<b>(7.0)</b>	<b>(3.1)</b>	<b>-</b>	<b>(3.1)</b>	<b>(1.2)</b>	<b>-</b>	<b>(1.2)</b>
<b>Result for the year</b>	<b>(0.0)</b>	<b>0.0</b>	<b>0.0</b>	<b>1.3</b>	<b>-</b>	<b>1.3</b>	<b>1.5</b>	<b>-</b>	<b>1.5</b>
Transfers from/(to) designated reserves	1.0	-	1.0	(0.2)	-	(0.2)	0.5	-	0.5
<b>Results after reserve transfers</b>	<b>1.0</b>	<b>0.0</b>	<b>1.0</b>	<b>1.1</b>	<b>-</b>	<b>1.1</b>	<b>2.0</b>	<b>-</b>	<b>2.0</b>

The budget does not include a provision for investment in strategic change as further analysis is required in this respect. In the event that additional investment is required that exceeds the provisions for investments noted in section 4, a budget amendment will be proposed by the Director General for approval by Council.

## 2.1. Income

### Membership dues

Table 14 shows details of the budget for membership dues.

**TABLE 14: MEMBERSHIP DUES**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Membership dues	13.5		13.5	13.5		13.5	13.5		13.5
Provision for non-payment	(0.6)		(0.6)	(0.8)		(0.8)	(0.8)		(0.8)
<b>Net Membership dues</b>	<b>12.9</b>	<b>-</b>	<b>12.9</b>	<b>12.7</b>	<b>-</b>	<b>12.7</b>	<b>12.7</b>	<b>-</b>	<b>12.7</b>

Membership dues are budgeted at CHF 13.5m, in line with the forecast for 2023. It does not include an estimate of dues from Members that may join in 2024, nor does it include an estimate of Members who may leave. A provision of CHF 0.8m has been budgeted to cover the risk of late payment or defaults.

### Framework income

Table 15 shows details of framework income by partner, analysed between unrestricted and thematically restricted.

**TABLE 15: FRAMEWORK INCOME**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Denmark	1.1	1.3	2.4	1.7	1.1	2.8	1.3	1.3	2.6
Norway	1.9		1.9	1.7		1.7	1.7		1.7
Sweden	4.0		4.0	4.1		4.1	4.0		4.0
Switzerland	1.9		1.9	1.5	0.5	2.0	1.5	0.5	2.0
France	1.2		1.2	1.4		1.4	1.1		1.1
Finland	0.6		0.6	0.7		0.7	0.7		0.7
Republic of Korea	0.7		0.7	0.8		0.8	0.8		0.8
United States	0.5		0.5	0.5		0.5	0.5		0.5
Luxembourg	0.5		0.5	0.5		0.5	0.5		0.5
New partner						-	0.5		0.5
Deferred				1.0		1.0			
<b>Total Framework income</b>	<b>12.4</b>	<b>1.3</b>	<b>13.7</b>	<b>13.9</b>	<b>1.6</b>	<b>15.9</b>	<b>12.6</b>	<b>1.8</b>	<b>14.4</b>

Framework income is budgeted at CHF 14.4m. The budget is based on existing contracts with framework partners and one new agreement that is hoped to be secured during 2024. Framework income is for the most part unrestricted. Contributions from Denmark and Switzerland include loosely restricted components. Unrestricted contributions include CHF 1.1m of in-kind contributions.

This represents the value of staff provided by some partners. Some of these staff have technical programmatic roles, and others corporate roles.

The 2023 forecast includes CHF 1.0m of income deferred from 2022.

### Other unrestricted

Table 16 shows details of other unrestricted income.

**TABLE 16: OTHER UNRESTRICTED INCOME**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
Government tax exemptions	1.7		1.7	1.7		1.7	1.7		1.7
Rental income and services	1.5		1.5	1.5		1.5	1.5		1.5
Patrons of Nature	0.6		0.6	0.9		0.9	1.2		1.2
Deferred income	0.5		0.5	0.5		0.5	0.5		0.5
Consultancy income	0.2		0.2	0.2			0.2		0.2
Other income	1.8	1.9	3.7	3.2		3.2	1.8		1.8
<b>Total</b>	<b>6.3</b>	<b>1.9</b>	<b>8.2</b>	<b>8.0</b>	<b>-</b>	<b>7.8</b>	<b>6.9</b>	<b>-</b>	<b>6.9</b>

Other unrestricted income is budgeted at CHF 6.9m. This includes income from Patrons of Nature (CHF 1.2m), rental and service fee income from 3<sup>rd</sup> parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.7m) and other sundry income (CHF 1.8m).

## 2.2. Operating expenditure

Table 17 shows details of operating expenditure.

**TABLE 17: OPERATING EXPENDITURE**

	2022		2023		2024	
	Actual CHF m	%	Forecast CHF m	%	Budget	%
<b>Staff costs</b>	<b>58.7</b>	<b>83%</b>	<b>61.0</b>	<b>84%</b>	<b>64.4</b>	<b>81%</b>
<b>Other operating costs</b>						
Consultants	1.7	2%	1.8	2%	1.8	2%
Grants to partners	0.3	0%	-	0%	0.1	0%
Travel	2.1	3%	2.5	3%	3.9	5%
Workshops and conferences	0.3	0%	0.5	1%	0.6	1%
Publications and printing costs	0.4	1%	0.4	1%	0.7	1%
Office and general administrative costs	3.1	4%	3.5	5%	4.0	5%
Vehicles & equipment - costs & maintenance	1.1	2%	1.0	1%	1.2	2%
Professional fees or costs	0.5	1%	0.4	1%	0.6	1%
Depreciation and amortisation	2.0	3%	1.9	3%	2.1	3%
<b>Sub-total Other operating costs</b>	<b>11.6</b>	<b>17%</b>	<b>12.0</b>	<b>16%</b>	<b>15.0</b>	<b>19%</b>
<b>Total operating expenditure</b>	<b>70.3</b>	<b>100%</b>	<b>73.0</b>	<b>100%</b>	<b>79.4</b>	<b>100%</b>

The increase in staff costs of CHF 3.4m in 2024 compared to the forecast for 2023 is compensated by a corresponding increase in staff cost recovery of CHF 2.8m and also an increase in indirect cost recovery as this also funds certain staff positions. The increase in staff costs is due to additional positions for Congress, and additional regional programme positions, linked to higher levels of project expenditure in the regions. Inflation is also a contributory factor.

The increase in travel primarily relates to the funding of participants to the Regional Conservation Fora (CHF 0.8m).

Inflation has also impacted other costs, such as office and general administration costs.

### Fundraising and project development

Fundraising for unrestricted or loosely restricted funds is performed primarily by the Strategic Partnerships Unit at Headquarters and to a lesser extent the Regional Office for North America which raises funds from high-net-worth individuals and foundations. The total budget is CHF 1.1m, representing 1.5% of operating costs. Project restricted funds are raised by regional and centre programmes using either framework funding or by leveraging project funding.

## 2.3. Other income and expenditure

Table 18 shows details of other income and expenditure.

**TABLE 18: OTHER INCOME AND EXPENDITURE**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
<b>Other income and expenditure</b>									
Interest income and financial charges	(0.1)	(0.2)	(0.3)	0.1	-	0.1	0.2		0.2
Investment gains/(losses)	(1.7)	-	(1.7)	(0.1)	-	(0.1)			-
Foreign exchange losses	(1.3)	(3.0)	(4.3)	(1.3)		(1.3)	(0.4)		(0.4)
Provisions and write offs	(1.0)	0.3	(0.7)	(1.8)	-	(1.8)	(1.0)		(1.0)
<b>Total other income and expenditure</b>	<b>(4.1)</b>	<b>(2.9)</b>	<b>(7.0)</b>	<b>(3.1)</b>	<b>-</b>	<b>(3.1)</b>	<b>(1.2)</b>	<b>-</b>	<b>(1.2)</b>

Interest income and financial charges include interest income of CHF 0.3m and financial charges of CHF 0.1m. The current positive interest rate environment allows IUCN to earn income on its cash holdings. However, many donors required that any interest earned on their cash advances are credited to the project being funded. CHF 0.3m is a conservative estimate of interest income that will be retained by IUCN.

Nothing has been budgeted for increases in the value of IUCN's investment portfolio, nor has any provision been made for possible losses.

A provision of CHF 0.4m has been budgeted for foreign exchange losses. A hedging strategy is in place to minimise such losses; however, this cannot fully protect IUCN from losses that result from the translation of balance sheets maintained in non-CHF currencies.

Provisions and write offs include a provision for projects in deficit of CHF 0.2m and a provision for non-payment of membership dues of CHF 0.8m.

## 2.4. Transfers from/(to) reserves

Table 19 shows details of reserve movements.

**TABLE 19: TRANSFERS (TO)/FROM DESIGNATED RESERVES**

	2022			2023			2024		
	Unrest.	Rest.	Total	Unrest.	Rest.	Total	Unrest.	Rest.	Total
CHF m	Actual	Actual	Actual	Forecast	Forecast	Forecast	Budget	Budget	Budget
World Conservation Congress and RCFs	(0.5)	-	(0.5)	(0.5)	-	(0.5)	0.3	-	0.3
External and Governance Review	(0.1)	-	(0.1)	(0.1)	-	(0.1)	-	-	-
Institutional strengthening	1.0	-	1.0	-	-	-	-	-	-
20-year strategy	0.1	-	0.1	0.4	-	0.4	0.2	-	0.2
Commission Operating Funds	(0.3)	-	(0.3)	-	-	-	-	-	-
Transfer from unrestricted reserves	0.8	-	0.8	-	-	-	-	-	-
<b>Total</b>	<b>1.0</b>	<b>-</b>	<b>1.0</b>	<b>(0.2)</b>	<b>-</b>	<b>(0.2)</b>	<b>0.5</b>	<b>-</b>	<b>0.5</b>

The Regional Conservation Fora (RCFs) will take place in 2024. CHF 0.5m will be released from designated reserves for this purpose. CHF 0.25m will be allocated to the designated reserves for the 2025 Congress, resulting in a net release of CHF 0.25m (rounded to CHF 0.3m in the above table).

CHF 0.2m will be released from designated reserves to fund work on the 20-year strategy.

## 3. Portfolio analysis

Total project expenditure is budgeted at CHF 154.4m compared to a 2023 forecast of CHF 122.4m.

Table 20 shows the evolution of project expenditure over the period 2022 to 2024, analysed by the main expenditure categories. Figure 15 shows the same information graphically, going back to 2020.

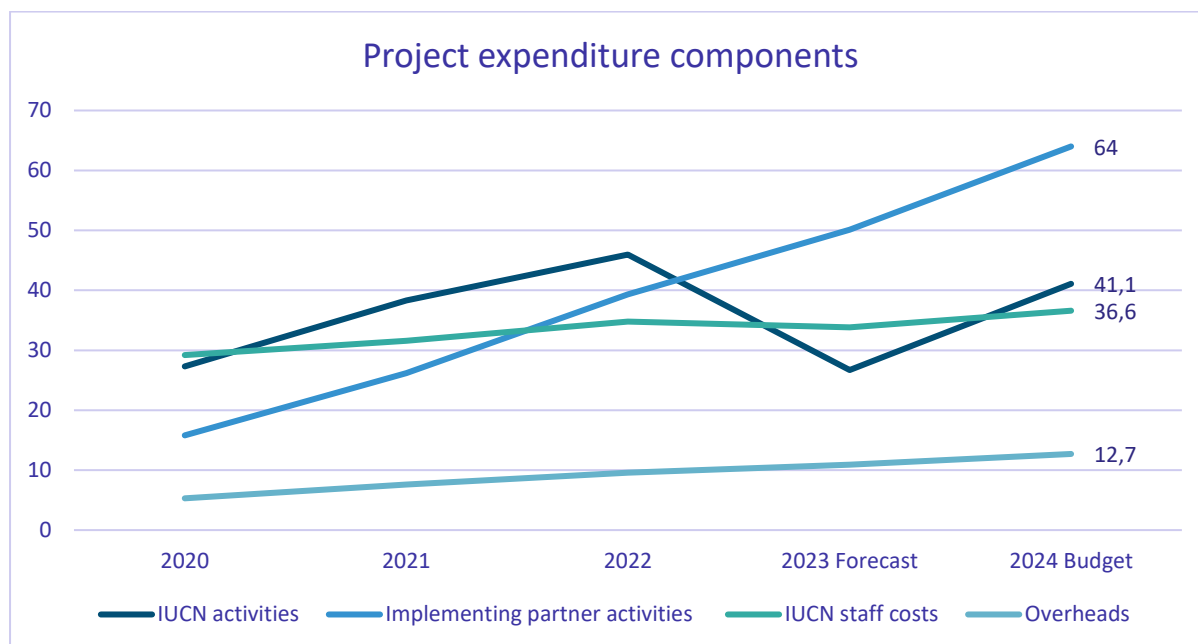
**TABLE 20: PROJECT INCOME AND EXPENDITURE**

	2022		2023		2024	
	Rest.		Rest.		Rest.	
CHF m	Actual		Forecast		Budget	
<b>Project income</b>	<b>127.4</b>		<b>118.8</b>		<b>154.2</b>	
Allocations from unrest. income	2.3		3.6		0.2	
<b>Total income</b>	<b>129.7</b>		<b>122.4</b>		<b>154.4</b>	
IUCN activities	46	35%	26.7	22%	41.1	27%
Implementing partner activities	39.3	30%	50.1	41%	64	41%
IUCN staff costs	34.8	27%	33.8	28%	36.6	24%
Overheads	9.6	7%	11.8	9%	12.7	8%
<b>Total project expenditure</b>	<b>129.7</b>	<b>100%</b>	<b>122.4</b>	<b>100%</b>	<b>154.4</b>	<b>100%</b>

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 executed by IUCN which involve partner organisations. In percentage terms the proportion of the portfolio budget dedicated to partner

activities is the same as 2023 (41%). The proportion of IUCN activities is budgeted to increase in 2024. Whereas the absolute values of staff costs and overheads increase, they decrease proportionally. This can be attributed to a change in the mix of the portfolio.

**FIGURE 15: TRENDS IN PROJECT EXPENDITURE, CHF MILLION**



The Secretariat will continue work started in 2022 to increase the level of cost recovery from the portfolio and hence the proportion of the infrastructure funded by the project portfolio. This will include a more rigorous approach to budgeting and strengthened project review, including an assessment of financial returns, before entering into contracts with donors.

Table 21 (reproduced below from the workplan) provides an analysis of project expenditure by project typology.

**TABLE 21: PROJECT EXPENDITURE BY PROJECT TYPOLOGY, CHF M**

	IUCN staff costs	Indirect costs	Implementing partners activities	IUCN activities	2024 Total
<b>Under implementation (C list)</b>	<b>29.6</b>	<b>8.9</b>	<b>54.4</b>	<b>30.5</b>	<b>123.5</b>
Executing role	25.4	5.8	26.5	26.2	83.8
Implementing role	2.5	2.8	27.1	2.4	34.8
Service Level Agreement	1.7	0.4	0.9	1.9	4.9
<b>Pipeline projects (B list)</b>	<b>6.5</b>	<b>1.7</b>	<b>9.4</b>	<b>11.3</b>	<b>28.9</b>
Executing role	5.8	1.4	4.7	11.0	22.9
Implementing role	0.0	0.1	2.2	0.0	2.4
Service Level Agreement	0.6	0.1	2.5	0.3	3.6
<b>Grand Total</b>	<b>36.1</b>	<b>10.6</b>	<b>63.9</b>	<b>41.7</b>	<b>152.3</b>

(The above table excludes framework restricted expenditure)

Expenditure under the executing role represents 70% of total project expenditure, implementation 24%, and Service Level Agreements 6%.

## 4. Investments

### 4.1. IT investments

The following IT investments are included in the 2024 budget:

#### **Enterprise Document Management System: CHF 0.5m**

The project forms part of IUCN's digitalization strategy. The project objective is to implement a centralised repository for Secretariat institutional documents. The system will be integrated with other applications, e.g. finance, HRMS, project portal, leading to improvements in workflow and document management processes across IUCN. Phases 1 and 2 of the project will be implemented in Q4 2023 and 2024.

#### **Project portal v 3.0: CHF 0.1m**

The project portal will be upgraded to include a new project planning and results monitoring module. This will allow the tracking and roll up of results across the portfolio. A risk management module will also be added.

#### **Congress systems: CHF 0.5m**

Various congress applications will be developed or existing ones updated during 2024, including e-voting, registration system, hybrid conferencing, and the Congress web site. These developments will be funded by the Congress budget.

#### **Grant management system: CHF 0.2m**

A grant management system was developed during 2022- 2023. This will be further improved during 2024 to include integration with the finance system, document management, better user interface, support for invitation-only grants, and support for archiving and on-boarding of new projects. The cost of development will be recovered from new grant management projects that will use the system.

### 4.2. Corporate investments

#### **Resource mobilisations: CHF 0.2m**

Additional investment will be made in fundraising capacity, focusing on philanthropy in the US. This will be in addition to ongoing fundraising in respect of framework income, patrons of nature, Red List, and philanthropy in Asia and Middle East.

#### **Business engagement: CHF 0.2m**

Investment of CHF 0.2m will be made in business engagement with the objective of increasing IUCN partnerships with the private sector. This is a reduction of 0.3m compared to 2023.

### 4.3. Programmatic investments

Programmatic investments include the Red List (CHF 0.2m), Contributions for Nature platform (CHF 0.15m), Working in NbS markets (CHF 0.2m) and Finance for Nature (CHF 0.2m).



## 5. Implementation of the Financial Plan 2021-2024

The 2024 budget represents the fourth year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 22 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2024 budget.

**TABLE 22: PROGRESS AGAINST FINANCIAL PLAN TARGETS**

Target	Target value	Period	2024 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 19% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Increase in total portfolio of 48% from 2020 to 2023.
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 96% compared to 2020 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	Budget level for 2024 is 62% Forecast for 2023 is 61% Actual for 2022 was 61% Actual for 2021 was 56% Actual for 2020 was 54% Work on the full cost recovery model will be taken forward in 2024 with the objective of increasing the level of recovery. (The baseline and target value in the Financial Plan were 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 2024 is 19%
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2024 proportion of the portfolio is 5%, up from 3% in 2022
Grow income from private sector	From 3% to 5% of total income	2021–2024	2024 proportion of the portfolio is 2%, the same as in 2023
Increase reserves	CHF 3m	2021–2024	Unrestricted reserves increased by CHF 5.0m from 2020 to 2022. The forecast result for 2023 is a surplus of CHF 1.3m. The budgeted result for 2024 is a surplus of CHF 2.0m. If the forecast for 2023 and the budget for 2024 are achieved the total increase would be CHF 8.3m.

## 6. Analysis of the 2024 budget by organisational structure

Table 23 below presents the 2024 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; oversight and legal; 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 23: ANALYSIS OF THE 2024 BUDGETED EXPENDITURE BY ORGANISATIONAL STRUCTURE, CHF MILLION**

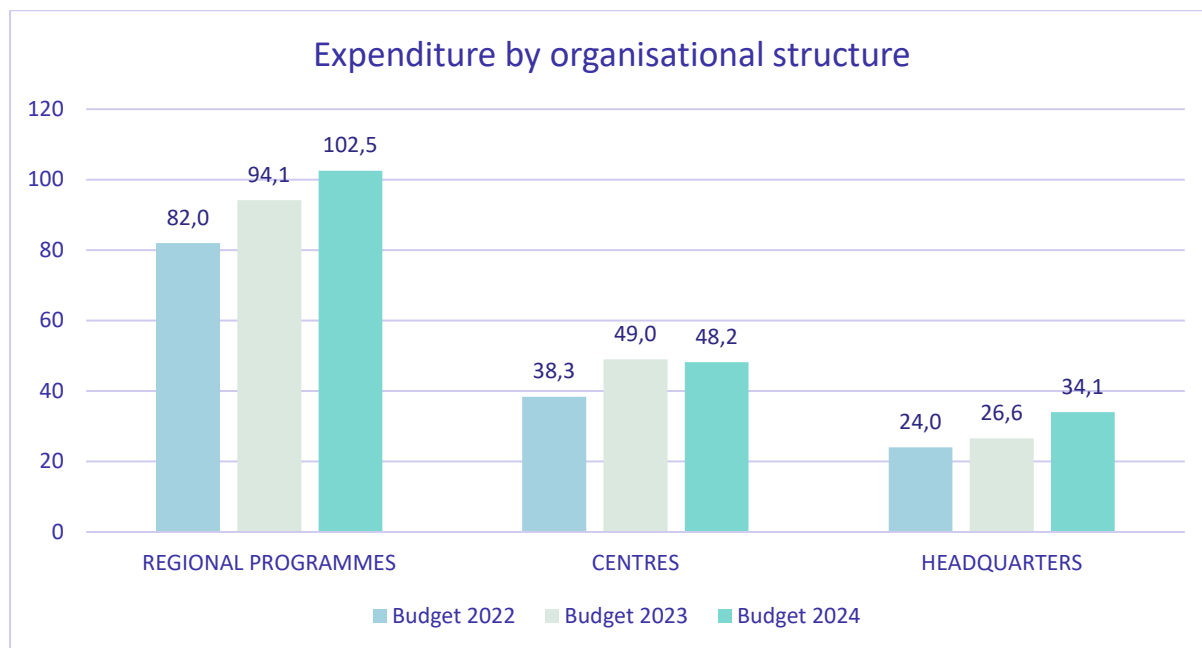
2024 Consolidated Budget	Staff costs	Other costs	Total operating expenditure	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure		Budget 2023 Total expenditure		Budget 2022 Total expenditure	
<b>REGIONAL PROGRAMMES</b>							%		%		%
Programme	11.6	0.5	12.0	27.9	43.6	83.6	82%	79.4	84%	69.2	84%
Management and Union	5.1	2.3	7.4	0.0	0.0	7.4	7%	6.5	7%	5.3	7%
Corporates	8.7	2.8	11.5	0.0	0.0	11.5	11%	8.2	9%	7.4	9%
<b>TOTAL - REGIONAL OFFICES</b>	<b>25.4</b>	<b>5.6</b>	<b>31.0</b>	<b>27.9</b>	<b>43.6</b>	<b>102.5</b>	<b>100%</b>	<b>94.1</b>	<b>100%</b>	<b>82.0</b>	<b>100%</b>
<b>CENTRES</b>											
Programme	16.2	0.7	16.9	8.6	19.5	45.0	93%	46.2	94%	34.9	91%
Management and Union	0.9	0.1	1.0	0.0	0.0	1.0	2%	1.1	2%	1.2	3%
Corporates	1.7	0.5	2.2	0.0	0.0	2.2	5%	1.7	3%	2.2	6%
<b>TOTAL - CENTRES</b>	<b>18.9</b>	<b>1.2</b>	<b>20.1</b>	<b>8.6</b>	<b>19.5</b>	<b>48.2</b>	<b>100%</b>	<b>49.0</b>	<b>100%</b>	<b>38.3</b>	<b>100%</b>
<b>HEADQUARTERS</b>											
Programme	2.3	0.1	2.4	0.3	0.0	2.7	8%	2.3	9%	1.6	6%
Management and Union	5.7	2.5	8.2	5.9	0.0	14.1	41%	8.0	30%	7.2	30%
Corporates	12.2	4.7	16.9	0.3	0.0	17.2	51%	16.3	61%	15.3	64%
<b>TOTAL - HEADQUARTERS</b>	<b>20.2</b>	<b>7.4</b>	<b>27.5</b>	<b>6.5</b>	<b>0.0</b>	<b>34.1</b>	<b>100%</b>	<b>26.6</b>	<b>100%</b>	<b>24.0</b>	<b>100%</b>
<b>PROVISIONS</b>											
Programme	0.0	0.0	0.0	0.0	0.0	0.0	0%	0.0	0%	0	0%
Management and Union	0.0	0.8	0.8	0.0	0.0	0.8	58%	0.0	0%	0	0%
Corporates	0.0	0.6	0.6	0.0	0.0	0.6	42%	0.5	100%	0.5	100%
<b>TOTAL - PROVISIONS</b>	<b>0.0</b>	<b>1.4</b>	<b>1.4</b>	<b>0.0</b>	<b>0.0</b>	<b>1.4</b>	<b>100%</b>	<b>0.5</b>	<b>100%</b>	<b>0.5</b>	<b>100%</b>
<b>GRAND TOTAL</b>											
Programme	30.1	1.3	31.4	36.8	63.1	131.3	71%	128.0	75%	105.7	73%
Management and Union	11.7	5.7	17.4	5.9	0.0	23.3	13%	15.5	9%	13.7	9%
Corporates	22.6	8.6	31.2	0.3	0.0	31.6	17%	26.7	16%	25.4	18%
<b>GRAND TOTAL</b>	<b>64.4</b>	<b>15.6</b>	<b>80.0</b>	<b>43.0</b>	<b>63.1</b>	<b>186.2</b>	<b>100%</b>	<b>170.3</b>	<b>100%</b>	<b>144.8</b>	<b>100%</b>

Taking the organisation as a whole, programme functions account for 71% of the budget, management and Union functions 13% and corporate functions 17%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships.

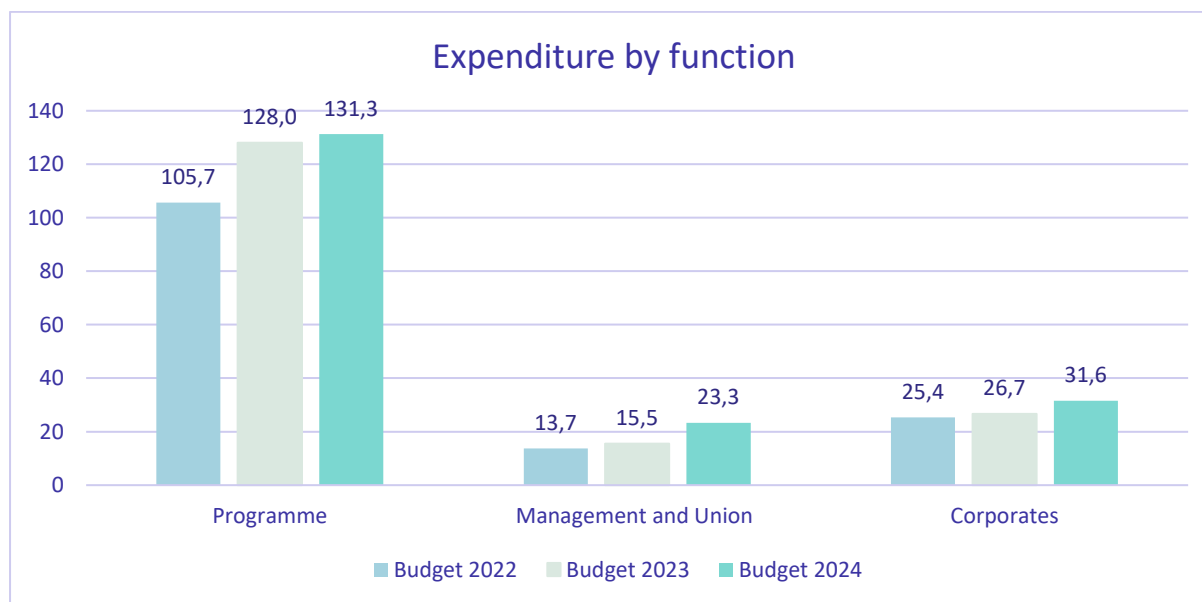
Annex 1a: Budget summary by organisational structure and function provides a more detailed version of this table that incorporates the various income streams.

Figure 16 and Figure 17 presents the above information graphically.

**FIGURE 16: EXPENDITURE BY ORGANISATIONAL STRUCTURE**



**FIGURE 17: EXPENDITURE BY FUNCTION**

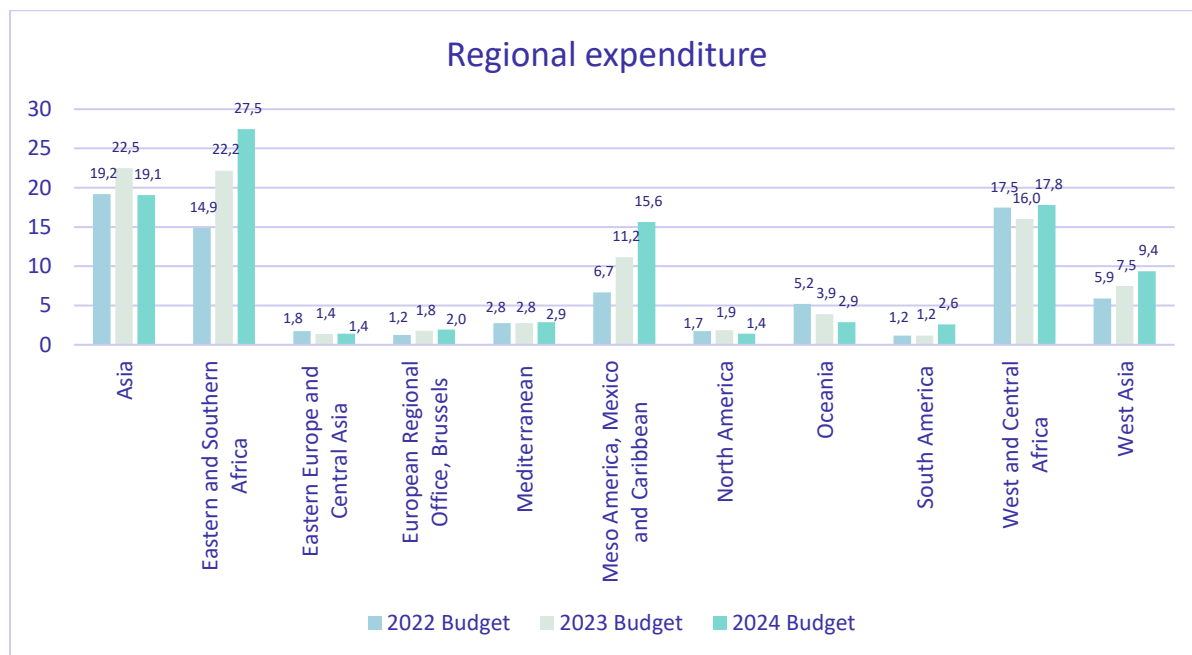


Management and Union costs increase significantly in 2024 due to the Regional Conservation Forums and scaling up of the Convenings unit and related activities in preparation for the 2025 Congress.

The increase in corporate costs is primarily due to an increase in capacity at the regional level, reflecting an increase in the portfolio and higher levels of programme expenditure.

Figure 18 provides a breakdown of the budget of the regions and Figure 19 a breakdown of the budget of the centres.

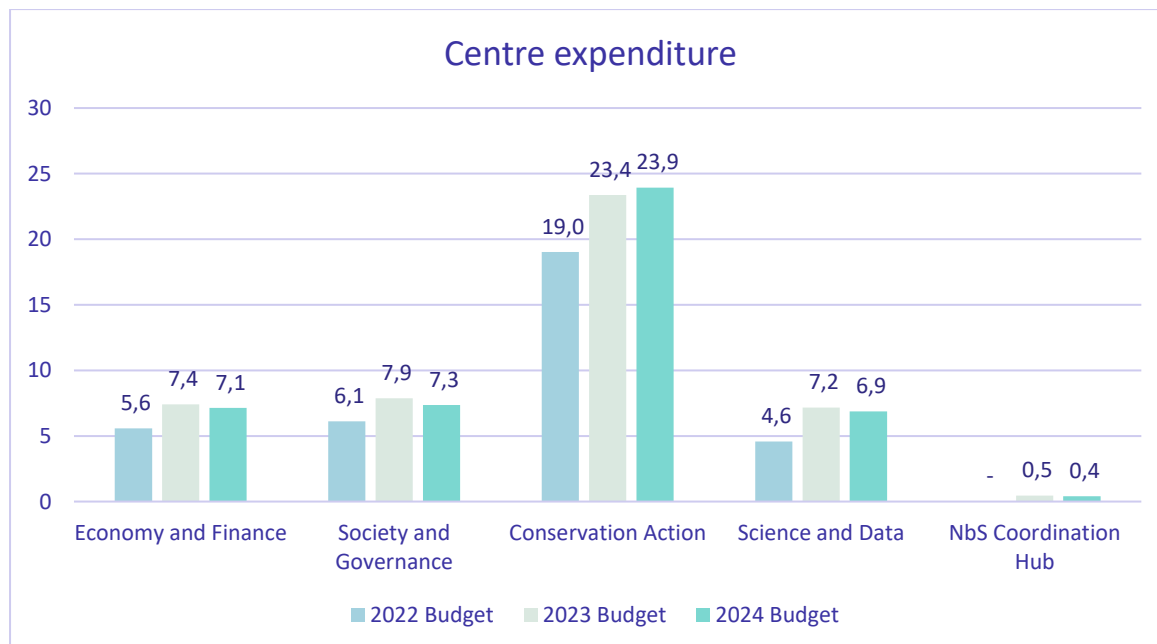
**FIGURE 18: EXPENDITURE BY REGION**



Total regional expenditure is budgeted at CHF 102.5m (2023: CHF 92.2; 2022: CHF 77.9m)

Regions with the highest level of expenditure are Asia, Eastern and Southern Africa; West and Central Africa; and Meso America, Mexico and Caribbean, which together account for 78% of total regional expenditure.

**FIGURE 19: EXPENDITURE BY CENTRE**

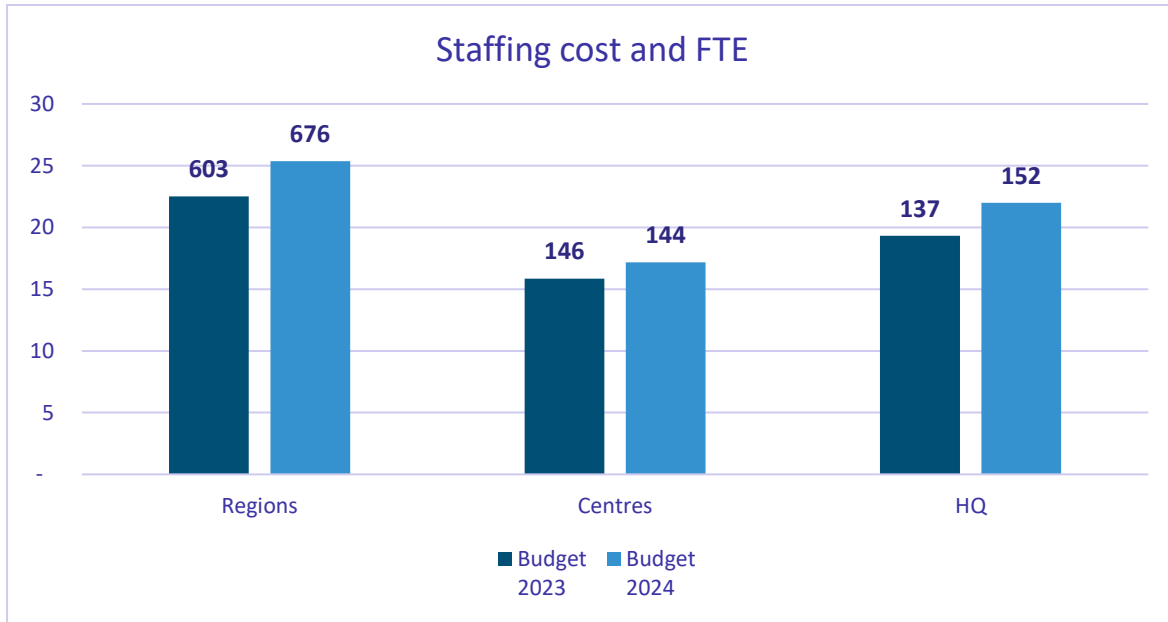


Total Centre expenditure is budgeted at CHF 48.2m (2023: CHF 49.0; 2022: CHF 38.3m). The Centre for Conservation and Action accounts for 52% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects. Many of the Centre projects include regional components. The value of these components are reflected in the regional budgets.

## 7. Staffing levels and costs

Table 24 below shows staffing cost by organisational structure and the number of full-time equivalent positions (FTE).

**FIGURE 20: STAFFING COSTS, CHFm, AND NUMBER OF STAFF, FTE**



The total staff cost is CHF 64.5m, an increase of CHF 6.8m (12%) compared to the 2023 budget. The increase is partly attributable to an increase in the number of budgeted positions (10% or 86 positions) and partly attributable to inflation and market adjustments.

## 8. Allocation of unrestricted income

Table 24 shows the allocation of unrestricted income for the years 2022 to 2024. Unrestricted income comprises membership dues, framework and other unrestricted income such as income from rent and services and tax rebates (see Table 16: Other unrestricted income for details). The final column shows how membership dues are allocated in the budget.

**TABLE 24: ALLOCATION OF UNRESTRICTED INCOME, CHF MILLION**

	2022	2023	2024	2024
	Total	Total	Total	Membership
Regions	4.6	4.7	4.9	1.9
Centres	1.7	2.9	3.8	0
Commissions	1.3	1.3	1.4	1.4
Directorate	2.5	2.6	2.4	1.3
International policy	0.8	0.8	0.8	0.4
Governance	0.9	0.8	0.9	0.8
Membership and convening	1.9	2.5	2.4	2.4
Corporate services group	6.7	7.7	7.7	1.8
Global finance group	2.9	3.5	4.4	1.2
Provisions	0.7	0.6	0.6	0.6
Projects	5.7	3.6	0	0
<b>Total</b>	<b>29.7</b>	<b>31.0</b>	<b>29.3</b>	<b>11.8</b>

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 which fund the majority of the infrastructure costs of the regions and a significant proportion of corporate costs at headquarters.

Further analysis on the allocation of unrestricted income and the allocation of project generated income (Cost recovery) across the Secretariat is shown in Annex 1b.

## 9. Financial risks in the 2024 budget

The main risks for 2024 are:

### 1. Delays in project implementation

#### Risk description

Project expenditure is budgeted at CHF 152m, a 31% increase on the 2023 forecast of CHF 116m. The increase reflects a growing portfolio and an increase in the expenditure rate of several projects, particularly implementing agency projects.

41% of project activities are budgeted to be executed by partners (2023 forecast: 41%). This carries a significant risk as IUCN does not have direct control over the rate of expenditure by partners.

#### Risk impact

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 mitigation

All projects are monitored as part of standard project management procedures. 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

#### Risk description

A total of CHF 29m of project expenditure is budgeted to come from contracts not signed as at 30 September 2023. This represents 16% of total budgeted project expenditure. There is a risk that project contracts are not signed or that signature is delayed.

#### Risk impact

Reduction in the level of project expenditure resulting in a lower level of cost recovery which in turn would result in a reduction of funding for operating costs.

#### 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 a review of staffing levels. At the project level, staff recruitment will be aligned with expected contract start dates.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### **3. Disallowed project expenditure**

#### **Risk description**

The growth in the project portfolio and subsequent increase in project expenditure increases the risk of disallowed costs. Disallowed costs may be incurred by either IUCN directly or by partners. The increase in the level of expenditure through partners organisations further increases this risk.

#### **Risk impact**

Disallowed costs would need to be written off, thereby impacting the financial result.

#### **Risk response**

IUCN's internal control framework and associated policies and procedures are designed to minimise disallowed expenditure. In addition, project expenditure is monitored against budget by project managers and project finance staff. Due diligence is performed on implementing partners and donor contractual conditions are passed on to partners. In the event that losses occur they are assumed by regions and centres. A general provision of CHF 0.2m is included in the budget.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors

### **4. Inflation**

#### **Risk description**

Inflation increased significantly during the course of 2022 in most major economies. It is now decreasing but still presents a risk. Inflation reduces the purchasing power of project funds which could result in a reduction in delivery. In addition, IUCN's operating costs could increase and budgeted amounts may prove insufficient.

#### **Risk impact**

Increase in disallowed costs or the need to subsidise projects if project deliverables do not meet contractual requirements. Operational costs could exceed budget impacting the overall result.

#### **Risk response**

Project and operational expenditure will be routinely monitored. For projects, budget amendments and other contractual amendments will be initiated in the event that budgets are insufficient to fulfil contractual requirements.

**Risk Level:** Medium

**Risk Owner:** Centre and Regional Directors and Heads of Corporate Services



## **5. Non-payment of membership dues**

### **Risk description**

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.

### **Risk impact**

Reduction in the level of membership dues income.

### **Risk response**

A provision of CHF 0.8m has been included in the 2024 budget for non-payment of membership dues. Continuation of the rollout of the Membership strategy is expected to increase retention and attract new Members. See Workplan: Membership engagement.

**Risk Level:** Low

**Risk Owner:** Deputy Director General – Corporate Functions

## **6. Exposure to foreign exchange fluctuations**

### **Risk description**

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 2024 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk. As part of the year end consolidation process, non-Swiss franc balances are revalued to Swiss francs at the year-end exchange rate. This can result in an exchange loss that needs to be recorded in the income statement.

### **Risk impact**

Reduction in the year-end result.

### **Risk response**

Framework contracts will be assessed and hedged where this makes financial sense. 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 0.4m is also included in the budget for exchange gains and losses.

**Risk Level:** Medium

**Risk Owner:** Chief Finance Officer

## **7. Investment losses**

### **Risk description**

IUCN maintains a portfolio of financial investments, primarily comprising bonds and equities. Gains and losses are driven by global financial markets. The portfolio is revalued to market at each month-end and gains and losses are taken to the income statement. Unfavourable financial markets would result in a reduction in the value of the portfolio.

### **Risk impact**

Although losses would be unrealised, under IUCN's current financial policy they would be recorded in the income statement resulting in a reduction to the year-end result.

### **Risk response**

The investment portfolio is conservative and actively managed. The overall risk level is low. Interest rates rose during 2022 and 2023 but are now considered to be at, or close to, the peak of the cycle. Any reduction in interest rates should have a positive impact on the portfolio in 2024.

**Risk Level:** Low

**Risk Owner:** Chief Finance Officer

## Annex 1a: Budget summary by organisational structure and function

2024 Consolidated Budget  Annex "Budget summary by organisational group"	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Unit result	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure
	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
<b>REGIONAL PROGRAMMES</b>												
Programme	-	2,197	471	11,759	14,427	11,570	467	12,037	1,002	27,908	43,614	83,559
Management and leadership	1,320	600	2,144	3,265	7,329	4,631	2,177	6,808	429	-	-	6,808
Union	352	-	72	-	424	483	134	617	(193)	-	-	617
Corporates	191	200	478	9,438	10,307	8,685	2,824	11,509	(1,340)	-	-	11,509
<b>TOTAL - REGIONAL OFFICES</b>	<b>1,863</b>	<b>2,997</b>	<b>3,165</b>	<b>24,462</b>	<b>32,487</b>	<b>25,369</b>	<b>5,602</b>	<b>30,971</b>	<b>(102)</b>	<b>27,908</b>	<b>43,614</b>	<b>102,493</b>
<b>CENTRES</b>												
Programme	-	2,500	1,187	13,849	17,536	16,236	685	16,921	615	8,594	19,484	44,999
Management and leadership	-	-	78	1,315	1,393	926	61	987	406	6	-	993
Union	-	-	-	-	-	-	-	-	-	-	-	-
Corporates	125	290	744	1,052	2,211	1,727	488	2,215	(4)	-	-	2,215
<b>TOTAL - CENTRES</b>	<b>125</b>	<b>2,790</b>	<b>2,009</b>	<b>16,216</b>	<b>21,140</b>	<b>18,889</b>	<b>1,234</b>	<b>20,123</b>	<b>1,017</b>	<b>8,600</b>	<b>19,484</b>	<b>48,207</b>
<b>HEADQUARTERS</b>												
Programme	400	400	1,509	108	2,417	2,272	145	2,417	-	332	-	2,749
Management and leadership	1,213	1,259	196	64	2,732	2,475	480	2,955	(223)	-	-	2,955
Union	4,070	-	(15)	1,296	5,351	3,208	2,023	5,231	120	5,888	-	11,119
Corporates	2,864	4,614	8,620	817	16,915	12,202	4,713	16,915	0	320	-	17,235
<b>TOTAL - HEADQUARTERS</b>	<b>8,547</b>	<b>6,273</b>	<b>10,310</b>	<b>2,285</b>	<b>27,415</b>	<b>20,157</b>	<b>7,361</b>	<b>27,518</b>	<b>(103)</b>	<b>6,540</b>	<b>-</b>	<b>34,058</b>
<b>PROVISIONS</b>												
Programme	-	-	-	-	-	-	-	-	-	-	-	-
Management and leadership	-	-	-	-	-	-	-	-	-	-	-	-
Union	330	-	-	-	330	-	830	830	(500)	-	-	830
Corporates	850	-	-	-	850	-	600	600	250	-	-	600
<b>TOTAL - PROVISIONS</b>	<b>1,180</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,180</b>	<b>-</b>	<b>1,430</b>	<b>1,430</b>	<b>(250)</b>	<b>-</b>	<b>-</b>	<b>1,430</b>
<b>GRAND TOTAL</b>												
Programme	400	5,097	3,167	25,716	34,380	30,078	1,297	31,375	1,617	36,834	63,098	131,307
Management and leadership	2,533	1,859	2,418	4,644	11,454	8,032	2,718	10,750	612	6	-	10,756
Union	4,752	-	57	1,296	6,105	3,691	2,987	6,678	(573)	5,888	-	12,566
Corporates	4,030	5,104	9,842	11,307	30,283	22,614	8,625	31,239	(1,094)	320	-	31,559
<b>GRAND TOTAL</b>	<b>11,715</b>	<b>12,060</b>	<b>15,484</b>	<b>42,963</b>	<b>82,222</b>	<b>64,415</b>	<b>15,627</b>	<b>80,042</b>	<b>562</b>	<b>43,048</b>	<b>63,098</b>	<b>186,188</b>
Adjustment/reclassification	985	(685)	500	252	1,052	-	-	-	1,052	(1,900)	900	(1,000)
<b>GRAND TOTAL after adjustment/reclassification</b>	<b>12,700</b>	<b>11,375</b>	<b>15,984</b>	<b>43,215</b>	<b>83,274</b>	<b>64,415</b>	<b>15,627</b>	<b>80,042</b>	<b>1,614</b>	<b>41,148</b>	<b>63,998</b>	<b>185,188</b>
								Rounding differences	(85)			
									1,529			

## Annex 1b: Budget summary by organisational structure

2024 Consolidated Budget  Annex "Income and expenditure by unit structure"	Membership	Framework	Other income	Cost recovery	Total income	Staff costs	Other costs	Total operating expenditure	Unit result	IUCN project activity	Implementing partners project activity	Budget 2024 Total expenditure
	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000	CHF'000
<b>REGIONAL PROGRAMMES</b>												
Asia	338	507	692	4,696	<b>6,233</b>	4,895	1,203	6,098	<b>(151)</b>	4,680	8,301	<b>19,079</b>
Eastern and Southern Africa	204	306	581	5,795	<b>6,886</b>	5,860	630	6,490	<b>47</b>	4,796	16,181	<b>27,467</b>
Eastern Europe and Central Asia	68	102		506	<b>676</b>	563	92	655	<b>(8)</b>	417	339	<b>1,411</b>
IUCN Europe Regional Office	240	360	468	766	<b>1,834</b>	1,411	432	1,843	<b>(30)</b>	110	9	<b>1,962</b>
Mediterranean Cooperation Centre	92	139		1,466	<b>1,697</b>	1,417	176	1,593	<b>36</b>	889	400	<b>2,882</b>
Mexico, Central America and Caribbean	200	300	126	4,828	<b>5,454</b>	4,454	582	5,036	<b>77</b>	5,276	5,313	<b>15,625</b>
North America	160	440	594	221	<b>1,415</b>	1,096	291	1,387	<b>28</b>		25	<b>1,412</b>
Oceania	111	166	197	1,050	<b>1,524</b>	1,288	199	1,487	<b>(24)</b>	739	649	<b>2,875</b>
South America	130	195	32	867	<b>1,224</b>	997	202	1,199	<b>(21)</b>	808	598	<b>2,605</b>
West and Central Africa	200	300	449	1,795	<b>2,744</b>	2,333	289	2,622	<b>(70)</b>	3,593	11,603	<b>17,818</b>
West Asia	121	182	25	2,472	<b>2,800</b>	1,054	1,507	2,561	<b>15</b>	6,601	194	<b>9,356</b>
<b>TOTAL - REGIONAL OFFICES</b>	<b>1,864</b>	<b>2,997</b>	<b>3,164</b>	<b>24,462</b>	<b>32,487</b>	<b>25,368</b>	<b>5,603</b>	<b>30,971</b>	<b>(101)</b>	<b>27,909</b>	<b>43,612</b>	<b>102,492</b>
<b>CENTRES</b>												
Centre for Economy and Finance	-	495	391	3,081	<b>3,967</b>	3,707	128	3,835	<b>132</b>	1,365	1,945	<b>7,145</b>
Centre for Society and Governance	-	445	(9)	3,271	<b>3,707</b>	3,339	98	3,437	<b>270</b>	1,770	2,142	<b>7,349</b>
Conservation Action Centre	-	420	83	5,325	<b>5,828</b>	5,263	161	5,424	<b>404</b>	3,663	14,854	<b>23,941</b>
Monitoring Evaluation and Learning	-	-	10	290	<b>300</b>	258	-	258	<b>42</b>	8	-	<b>266</b>
Nature-based Solutions (NbS) Management Hub	-	200	(126)	284	<b>358</b>	320	77	397	<b>(39)</b>	14	-	<b>411</b>
Science and Data Centre	-	940	916	2,913	<b>4,769</b>	4,276	282	4,558	<b>211</b>	1,780	543	<b>6,881</b>
Corporates centres	125	290	409	1,052	<b>1,876</b>	1,727	153	1,880	<b>(4)</b>			<b>1,880</b>
<b>TOTAL - CENTRES</b>	<b>125</b>	<b>2,790</b>	<b>2,009</b>	<b>16,216</b>	<b>21,140</b>	<b>18,890</b>	<b>1,234</b>	<b>20,124</b>	<b>1,016</b>	<b>8,600</b>	<b>19,484</b>	<b>48,208</b>
<b>HEADQUARTERS</b>												
Commission Operating Funds	1,445	-	-	-	<b>1,445</b>	67	1,378	1,445	-	-	-	<b>1,445</b>
Corporate Services	3,672	3,945	4,683	2,108	<b>14,408</b>	12,009	2,277	14,286	<b>122</b>	6,206	-	<b>20,492</b>
Directorate	2,387	1,659	1,706	171	<b>5,923</b>	5,161	986	6,147	<b>(224)</b>	332	-	<b>6,479</b>
Global Finance Group	1,042	670	3,923	4	<b>5,639</b>	2,919	2,721	5,640	<b>(1)</b>	2	-	<b>5,642</b>
<b>TOTAL - HEADQUARTERS</b>	<b>8,546</b>	<b>6,274</b>	<b>10,312</b>	<b>2,283</b>	<b>27,415</b>	<b>20,156</b>	<b>7,362</b>	<b>27,518</b>	<b>(103)</b>	<b>6,540</b>	-	<b>34,058</b>
<b>TOTAL - PROVISIONS</b>	<b>1,180</b>	-	-	-	<b>1,180</b>	-	<b>1,430</b>	<b>1,430</b>	<b>(250)</b>	-	-	<b>1,430</b>
<b>GRAND TOTAL</b>	<b>11,715</b>	<b>12,061</b>	<b>15,485</b>	<b>42,961</b>	<b>82,222</b>	<b>64,414</b>	<b>15,629</b>	<b>80,043</b>	<b>562</b>	<b>43,049</b>	<b>63,096</b>	<b>186,188</b>
Adjustment/reclassification	985	(685)	500	252	<b>1,052</b>	-	-	-	<b>1,052</b>	(1,900)	900	<b>(1,000)</b>
<b>GRAND TOTAL after adjustment/reclassification</b>	<b>12,700</b>	<b>11,376</b>	<b>15,985</b>	<b>43,213</b>	<b>83,274</b>	<b>64,414</b>	<b>15,629</b>	<b>80,043</b>	<b>1,614</b>	<b>41,149</b>	<b>63,996</b>	<b>185,188</b>
									<b>(85)</b>			
									<b>1,529</b>			

# Chapter I: IUCN Today

Congress Decision 147: 20-year strategic vision

*November 2023*



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## 1. Introduction

The International Union for Conservation of Nature and Natural Resources (IUCN) is a global union of more than 1,400 Members from over 170 countries. The IUCN membership includes national and subnational governments, international and national non-governmental organisations (NGO), and Indigenous Peoples Organisations (IPOs). In addition, more than 15,000 volunteer scientists, lawyers, and other conservation experts from across the globe are organised around seven Commissions, tasked with advancing the Union's knowledge. Both Members and Commissions are served by a Secretariat with internationally deployed staff. The work of the Union is overseen by a Council elected by Members at a quadrennial World Conservation Congress.

The Union was established in 1948, at the end of World War II, when many countries did not yet have dedicated ministries of environment and very few conservation organisations were active. As such, at that time, it is believed that IUCN played an instrumental role in setting up the environmental movement.

This chapter aims to provide an overview of IUCN's work today. It is intended to serve as background, feeding into the development of IUCN's 20-year strategic vision, as mandated by Members through [Marseille Congress Decision 147](#). The chapter looks into the current mission and vision, composition and governance, the programme and existing workstreams including Congress Resolutions, the financial situation and the Union's impact. The chapter concludes with some preliminary reflections on the way ahead.

This Chapter is based on a literature review, drawing on IUCN annual reports and particularly – findings from external reviews and assessments of the Union's finances, governance and programme implementation. It does not strive to cover all topics, nor provide an overview of the history of the organisation. It is intended to serve as a succinct summary of IUCN today.

## 2. IUCN vision & mission: yesterday and today

IUCN is an enduring institution that has refined its focus over time while staying true to its core focus on environment and society.

IUCN's vision and mission have evolved over the years to respond to the global context. In 1948, IUCN was established as the International Union for the *Protection* of Nature; the evolution to *conservation* came years later. Back then, the Union's mandate was centred around 3 pillars: 1) facilitating cooperation amongst governments, NGOs and international organisations; 2) promoting action locally and globally; and 3) generating and disseminating knowledge.

---

### *From the Proceedings of the IUCN Foundation Assembly (1948):*

*The Union shall encourage and facilitate cooperation between governments and national and international organizations concerned with, and persons interested, the "Protection of Nature".*

*2The Union shall promote and recommend national and international action in respect to:*

- a. The preservation in all parts of the world of wildlife and the natural environment, soil, water, forests, including the preservation of areas, objects and fauna and flora having scientific, historic or aesthetic significance by appropriate legislation such as the establishment of national parks, nature reserves and monuments and wildlife refuges, with special regard to the preservation of species threatened with extinction;*
- b. The spread of public knowledge about "Protection of Nature";*
- c. The promotion of an extensive programme of education in the field of "Protection of Nature";*
- d. The preparation of international draft agreements and a world-wide convention for the "Protection of Nature";*
- e. Scientific research relating to the "Protection of Nature"*

*The Union shall collect, analyse, interpret and disseminate information about the "Protection of Nature". It shall distribute to governments and national and international organizations, documents, legislative texts, scientific studies and other information concerning the "Protection of Nature"*

---

Today’s mission is 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.** By delivering on this mission, IUCN seeks to achieve its vision of **a just world that values and conserves nature.**

The current vision and mission are broad and ambitious, providing IUCN with flexibility to engage in a wide range of themes.

IUCN’s work as a Union is guided by its quadrennium Programme and Congress Resolutions; and the principles of collaboration amongst the constituencies is grounded on the [One Programme Charter](#).

### 3. IUCN composition

The democratic character of IUCN provides a unique level playing field for government and NGOs alike. Civil society organisations have a degree of influence not offered in other international organisations. Furthermore, the expert Commissions are core to the scientific and technical leadership of IUCN, particularly in the development and dissemination of conservation knowledge – a key pillar of the Union since its establishment. This composition, capacity and credibility enable IUCN to occupy a strong niche amongst global conservation actors, with its access to global leaders, governments and inter-governmental organisations, a global membership of influential organisations, and a professional network that promotes evidence-based action and shares a willingness to monitor change, share information and innovate.

IUCN’s World Conservation Congress (herein ‘Congress’) is the highest governance organ; it meets every 4 years, attracting thousands of actors active in conservation worldwide. The IUCN Council is the governing body elected by the IUCN Members Assembly and in charge of overseeing the Union’s work in-between Congresses. It is comprised of elected individuals from Member organisations and Commission Chairs, chosen by the volunteer members of the respective Commissions. The

Congress is also the space where the quadrennium Programme and Resolutions are adopted. There are multiple ways through which Members engage amongst each other and with other constituencies within the Union; one of the statutory mechanisms for this engagement is through Member-established Regional and National Member Committees and Regional fora of Members; these forums also provide a space for interaction with regional Commission members and the Secretariat.

IUCN’s rules and procedures are prescribed in its [Statutes and Regulations](#), adopted at the time of its establishment, and updated several times since. They also contain the tasks and responsibilities of each governance body.

A summary of each constituency group and its role within the Union is described below.

#### 3.1. Members

IUCN Membership has progressively grown over the last 20 years (Figure 1). In the last five years, it increased by more than 24%.

Figure 1: Spread of Membership across statutory regions  
Source: IUCN Annual report 2022



Figure 2: Evolution of IUCN’s Membership by category (number of members)





Member organisations are entities independent from IUCN and have their own objectives, governance and funding. The geographical spread of the Membership spans across 170 countries.

During the 2016 Congress, Members formally recognised IPOs as a dedicated constituency group of the Union; and at the 2021 Congress, sub-national governments were also welcomed. These milestones point to the Union's desire to expand.

To date, eight Regional Committees<sup>1</sup> and 66 National Committees have been formally recognised by the Council. Not all states have a national committee; and not all Members in a given state are necessarily part of the Committee. As per the Statutes, Member Committees have the right to a legal personality (currently there are two: France and Netherlands), unlike IUCN Commissions who are not legal entities in and of themselves.

In 2020, the [Membership Strategy 2020-2030](#) was updated and approved by the Council<sup>2</sup>. It highlights:

- *“Stronger involvement of Members in the development of the IUCN programme document*
- *More detailed mapping of IUCN Members' skills and expertise against Programme priorities*
- *Contribution of IUCN Members to results or outcomes achieved by the Union (...)*”

A survey carried out during 2017-2020<sup>3</sup> (400 respondents) demonstrated that some of the key benefits for Members relate to knowledge and data access, contribution to conservation, learning and neutral convening platform.

The most recent membership satisfaction survey, conducted in March-April 2023 (262 respondents), similarly demonstrated that some of the key benefits of being a Member include knowledge products (the most useful ones being the IUCN Red List of Threatened

Species and the IUCN Red List of Ecosystems), access to a global conservation network, environmental policy work and neutral convening platform. The survey also revealed that 82% of IUCN Members are very satisfied or somewhat satisfied with their membership; many would also like to significantly increase the opportunities to get to know other IUCN Members.

**Both surveys stressed the need to strengthen the provision of capacity-building and advice on policy-related issues. It showed that Members would like to both receive but also, where possible, contribute to capacity building efforts. In addition, the most recent survey demonstrated the need to involve more Members in field projects.**

Based on the Membership Strategy, an [IUCN Value Proposition for Members](#) was designed. The current value proposition builds on IUCN's history and is grounded on the principles of informing, influencing, and implementing<sup>4</sup> conservation work.

Since 2021, coinciding with the adoption of the [IUCN Nature 2030 agenda](#) by IUCN Members, a number of investments have been made to raise the profile of Members' conservation efforts. 2021 saw the launch of the [Open Project portal](#), where information on the Secretariat-managed project portfolio is made publicly available; it also provides information on contribution of Members and donors in the implementation of projects. In 2022, the [Contribution for Nature Platform](#) (CfN) was launched, allowing to view contributions made or planned by Members, quantifying their potential impact to global goals for biodiversity conservation and climate change mitigation. 2023 saw the launch of the [IUCN Engage](#), a digital Member zone enabling constituencies to connect, exchange knowledge and collaborate on conservation issues in a user-friendly manner.

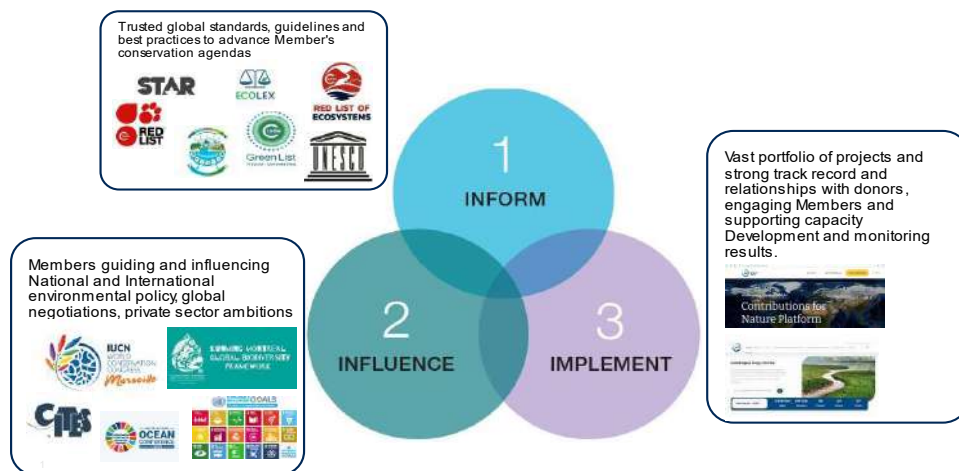
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<sup>1</sup> Including: i) Eastern and Southern Africa; ii) West and Central Africa; iii) Meso America; iv) South America; v) the Caribbean Region; vi) South and East Asia; vii) West Asia and viii) North Africa.

<sup>2</sup> Annex 26 to decision C98/24, 2020

<sup>3</sup> Results included in the above mentioned “Membership Strategy 2020-2030”

<sup>4</sup> IUCN Member Benefits. Inform, influence, implement (2023)



**The membership growth and diversification<sup>5</sup> implies a need to respond to growing demands and expectations of Members. The question remains: how far will the Union grow? Based on what expected impact? These and other questions are addressed further below in this chapter.**

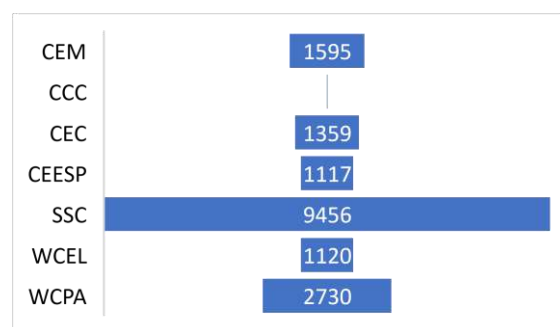
### 3.2. Commissions

IUCN has a network of more than 15,000 experts organised in seven Commissions, as approved by the Members Assembly.

- 1) Commission on Ecosystem Management (CEM)
- 2) Commission on Education and Communications (CEC)
- 3) Commission on Environmental, Economic and Social Policy (CEESP)
- 4) Species Survival Commission (SSC)
- 5) World Commission on Environmental Law (WCEL)
- 6) World Commission on Protected Areas (WCPA)
- 7) Climate Crisis Commission (CCC), mandated by the 2021 Congress; CCC is currently in the process of formal establishment.

The Commissions are recognised as a constituent structure of the Union. Their work is directed by a Steering Committee, the members of which are approved by the Council. Many also have Specialist Groups, made up of members with shared expertise. Some have thematic groups, such as the Young Professionals Network (CEM) and Nature Education for Sustainability (CEC), and Commissions may partner on specific areas of work (for example CEC- WCPA for the #NatureForAll global initiative). Several of them have regionalised structures to enable action on the ground. These substructures aim to boost participation, engagement, and influence of this global network of experts.

Figure 3: Number of Commission members, Aug. 2023



IUCN Commissions are “an important asset, serving a range of knowledge-based functions

<sup>5</sup> The typology of “expertise” defined in the [Application form](#) includes: agriculture, botanical gardens, business and biodiversity, climate change, economics, ecosystem management, environmental law, forests, gender, governance

& rights, Indigenous People and Traditional Communities, marine, coastal and polar, museums, NbS, Policy, Protected Areas, Species management, Water management, World Heritage, Youth, Zoos and aquariums.

*as they collate, produce, package and share knowledge, develop policy proposals, inform IUCN Programme development [...] and introduce new ideas to IUCN*<sup>6</sup>. The Commissions contribute to the development of tools and knowledge products, as well as technical and policy position statements. They also support international and regional policy processes such as UN Conventions and Conferences of the Parties.

Commissions' work is one of the key sources of science-based approaches, instruments, and policy proposals on conservation generated by the Union. The last [External Review of the Commissions](#)<sup>7</sup> dates back to 2004. A 2021 [IUCN Monitoring, Evaluation and Learning Analysis](#) recognises that *"the IUCN Commissions represent a valuable source of expertise for structured learning processes; however their engagement is largely project-based"*.

The mandate of each Commission is approved by the Congress; and the work plans and reports are approved by the Council on an annual basis (Article 77 of the Statutes). Due to lack of data, it has not been possible to identify the level of participation of Members in the Commissions.

In the case of the Secretariat, joint programmatic work with the Commissions (CEM, SSC, CEC, WPCA for example) is most often manifested through the development of knowledge products and advocacy, such as the Global Standard on Nature-based Solutions (CEM), Green List of Protected and Conserved Areas (WCPA), and the Red List of Threatened Species (SSC) amongst other. However, as pointed out in the External Review of the 2017-2020 Programme (2020), *"monitoring the work of Commissions remains overall difficult and inconsistent, and as a result, their achievements and contributions are not always integrated nor accounted for at the global Programme level"*.

There is also a growing concern about the best way to optimise the work of the astonishing

pool of experts and make visible their contribution to conservation.

### 3.3. Council

The IUCN Congress is the highest governing body of the Union; it elects the IUCN President and Council who oversee the work of the Union in-between Congresses. Both the Members Assembly and the Council are Chaired by the elected President.

In addition to the IUCN Statutes and Regulations, the Council's work is governed by a [Council Handbook](#), which is regularly updated in accordance with findings from external reviews and evaluations.

IUCN has made efforts to improve its governance in recent years, evidenced by regular external governance reviews; the most recent ones being in [2015](#) and in [2019](#). A range of governance reforms were introduced in response to the 2015 governance review recommendations at Council's 88<sup>th</sup> meeting. The response and implementation of the recommendations of the 2019 review are underway; this effort is identified as one of the top 5 priorities of the Council for this quadrennium (2021-2025).

Based on the External Review of Aspect of IUCN's Governance (2019), a number of areas of improvement were identified:

- Council: composition, councillors' skills, performance and strategic thinking;
- Professionalisation of strategic monitoring and evaluation of IUCN's impacts;
- Commissions governance, leadership and accountability in performance requirements;
- Relationship, i.e. fragmentation within the governance bodies (Council, management, standing committees, Commissions, Secretariat and Regional Committees).
- Analysis of the membership model best adapted to IUCN's strategy and strategic changes in the future.

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<sup>6</sup> IUCN External Review (2015)

<sup>7</sup> In addition to an [evaluation of 4 Commissions](#) carried out in 2000.

According to the analysis of the survey carried out by the 2019 External Review “*there is a need to rethink the principles and structure of IUCN’s membership for the future (number of members, principles for selection, services to different groups of members) [...] A fundamental governance question is if the membership model in its current form is still relevant to IUCN’s mission and purpose, or could it be updated to better support further the Union’s goals?*”<sup>8</sup> [...] *IUCN’s membership model is essential to determining what IUCN’s responsibility is to its Members.*”<sup>9</sup>

Indeed, to enable effective and democratic representation, the governance structure of the Union (i.e. the Council) ought to equitably mirror the membership base of the organisation, ensuring fair representation of all membership categories.

More recently, as part of a Council Induction and Retreat in May 2022<sup>10</sup>, a number of key expectations were highlighted:

- Congress Members and Stakeholders be the leading voice on environmental issues;
- Council and President: build consensus, deliver members’ messages, including regional voices, increase regular communication with members;
- Secretariat and Commissions: propose strategic decisions to Council, provide timely and transparent information and communications on their work to the Council.
- National and Regional Committees: provide feedback to Council and build on strategic role to empower the Union.

### 3.4. Secretariat

The IUCN Secretariat serves the Members, the Council and the Commissions. IUCN’s headquarters are in Switzerland where most corporate functions sit; in addition to 11 regional offices, 31 country offices and a

number of project offices around the world. The research and development arm of the Secretariat is organised around 5 Centres: Conservation Action, Economy and Finance, Science and Data, Society and Governance and International Policy. The Centres seek to influence policies, implement global projects, jointly with the Regional and Country Offices and Members, and develop science-based products in their areas of expertise together with the Commissions.

Each of these offices and units work to implement IUCN’s programme as approved by Members. All offices have common Policies and procedures under the Secretariat umbrella and have a certain degree of independence to pursue contribution to the Union based on the opportunities arising in their respective areas or locations.

The Secretariat has evolved from a few persons in 1948 to around 800 staff in 2019; today, there are just over 1000 staff, 80% of whom are funded directly through projects, also known as ‘restricted income’. Similarly, all country offices and a large portion of each regional office is likewise funded through multilaterally- or bilaterally funded donor projects.

Roughly 70% of Secretariat staff is based in the Regions and between 14% and 18% sit in the Thematic Centres. In 2022, the executive management, corporate services and membership and commissions support staff represented 15% of the total.

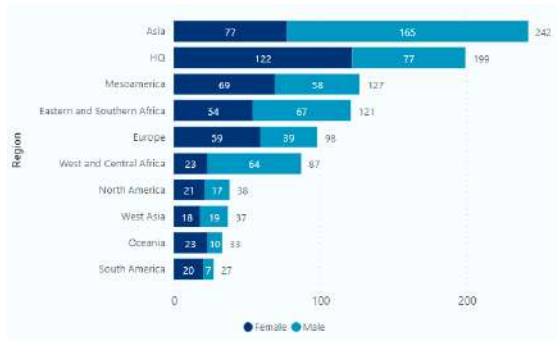
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<sup>8</sup> External review of aspects of IUCN’s governance (2019), pp. 17

<sup>9</sup> External review of aspects of IUCN’s governance (2019), pp. 16-17

<sup>10</sup> IUCN Council retreat: informal report of outputs 16-17 May 2022. PLB consulting.

Figure 3: Secretariat Headcount by regions, 2023



Note: In the figure above, 'Europe' incorporates ECARO and MED offices.

Since 2020, significant efforts have been made to integrate corporate services and unify systems of administration, operations, and finance to enable efficiencies and cost reductions.

The Secretariat is led by the Director General (DG), who, as per the Statutes, is the chief executive of IUCN and the head of the Secretariat. The DG is subject to the authority of Council.

## 4. The Programme

The IUCN Programme is the overarching strategic document that guides IUCN's work in-between Congresses. It is developed jointly by all constituencies of the Union.

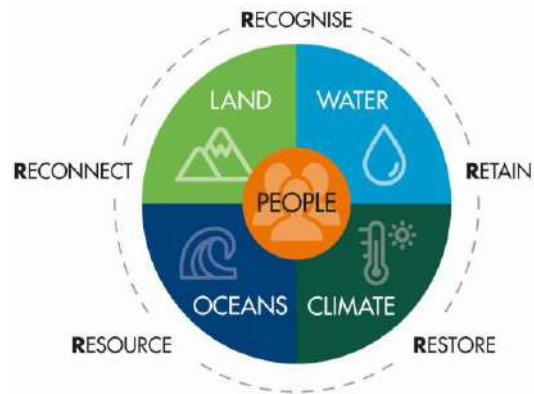
The IUCN Programme for the Union 2021-2024, [Nature 2030](#) for the first time sets its ambition in a decade-long timeframe, in line with the United Nations 2030 Agenda for Sustainable Development and the Kunming-Montreal Global Biodiversity Framework; thus committing to long-term action.

Figure 5: IUCN Programme 2021-2024: contribution to the UN SDGs



The Programme is organised around five Programme Areas (People, Land, Water, Oceans, Climate) and 5 fundamental calls to action to achieve the impact – the 5Rs (Recognise, Retain, Restore, Resource, Reconnect).

Figure 4: IUCN Programme Areas: Nature 2030



Nature 2030 introduces novel strategies aimed at addressing the increasingly complex and interlinked challenges we face today.

✓ **Nature-based Solutions (NbS)** frame the entire IUCN Programme, focusing on societal challenges, guiding criteria and indicators related to biodiversity and ecosystem integrity, scale, economic viability, equity, education and governance processes, trade-offs of ecosystem services and sustainability.

✓ **Landscape approach** is mainstreamed in most of the Programme Areas, with the aim to integrate the management and conservation of different land uses, including cities, and their effects on ecosystems and people.

✓ **Gender, Youth, and Indigenous Peoples rights** are explicitly highlighted as IUCN priorities – as well as in the impact targets of the Programme Areas. The focus on People has been explicitly addressed. The Gender-responsive approach to conservation has been included since 2018 in the Gender Equality and Women's Empowerment Policy. Based on the 2020 Review of Youth Engagement and Intergenerational Partnership across IUCN, the [IUCN Youth](#)

[Strategy 2022-2030](#) was designed based on a joint effort of young professionals from across the Union. In addition, [IUCN Indigenous Peoples Self-Determined Strategy](#) “provides IPOs, in partnership with other IUCN Constituency, a basis to support and advance indigenous rights”.

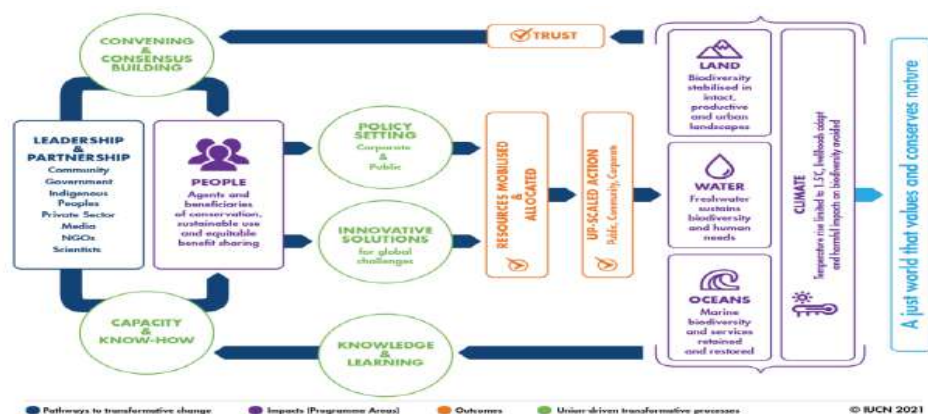
✓ **Ocean and coastal conservation**  
Stronger legal and policy frameworks and their implementation are required for more effective governance of marine resources. In collaboration with Members and experts, this programme area seeks to develop sustainable fishing practices to protect coastal and marine biodiversity.

✓ **Climate change** – instead of being a cross cutting theme, it has been set as a standalone Programme Area for greater visibility. This is further reinforced by the 2021 Congress Resolution to establish a new Commissions entirely focused on addressing the climate crisis.

Nature 2030 is underpinned by the Union’s Theory of Change (Figure 7).

The Union-driven transformative processes in green (Figure 7) are directly linked to IUCN’s outputs through which the Union expects to deliver on its Vision and Mission: namely: i) convening & consensus building (networking); ii) policy setting (advocacy); iii) capacity and know-how (capacity building); iv) innovative solutions (action on the ground); and v) knowledge and learning.

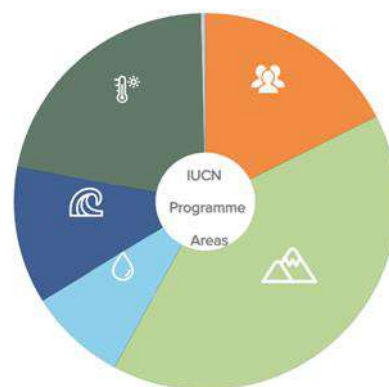
Figure 6: IUCN Theory of Change



These processes have led to a reliable “value chain for results” that includes actions to work collectively to formulate scientific and social solutions, promote capacity building, collaboration and information-sharing, and enable the engagement of IUCN’s highly distributed membership to optimise activities.

With regard to implementation, Figure 8 (below) shows the financial distribution across the five IUCN Programme Areas in 2022.

Figure 7: Financial contributions mapped against IUCN Programme Areas (2022)



It is important to note that the IUCN Project Portal includes projects managed by the Secretariat, many of which are implemented in partnership with Members (in 2022, roughly 48% of projects were estimated to be implemented in direct partnership with Members) and Commission members. It is also worth highlighting that these figures do not capture the extensive work done by Commissions due to data limitations.

In addition, in 2021, several strategic initiatives were launched to help respond to the rapidly evolving external context and steer the organisation – including agriculture and land health, finance for nature and the Urban Nature Index.

#### 4.1. Workstreams

The IUCN Theory of Change defines “transformational processes” which are broadly translated into 5 workstreams:

- i. **Convening platform, networking and multi-stakeholder dialogue**, implemented through the Congress itself, regional conservation fora, WCPA Parks Congresses, and since 2022 – annual IUCN Leaders Forum amongst other.
- ii. **Knowledge generation, science, and data**, refer to knowledge products such as the Red List of Threatened Species, the Green List of Protected and Conserved Areas, Natural Resource Governance Framework and ECOLEX amongst others. In late 2023, the IUCN Council identified knowledge management as a priority and tasked the Secretariat with the development of a strategy for the Union; this process commenced with the development and approval of a Knowledge Products and Knowledge Management: Strategic Roadmap. The roadmap proposes a **typology of knowledge products**, an important step in developing a Union-wide strategy for knowledge management. It also recognises that existing knowledge products contribute to improved decision-making and positive biodiversity outcomes. However, there is a need to improve linkages between global and national level biodiversity data to increase government and end-users’ demand and the use of IUCN knowledge more broadly. It also highlights the need to address the existing fragmented

- iii. **Policy and advocacy**, guided by Congress Resolutions and Recommendations adopted by Members and steered by the Council’s Programme and Policy Committee. This workstream includes both local level advocacy and policy advice, as well as policy influence at the global level through international processes and conventions. In particular, IUCN leverages its strong membership and expertise across Commissions to influence the commitments governments and intergovernmental fora, and helps to formulate new policies and frameworks. It is worth noting that it has become increasingly difficult to fund Resolution implementation efforts. This has been a challenge for the Union for decades, evidenced by the fact that many past Resolutions (from 2016, 2012 and further back) failed to reach implementation. The [2012 Review of the Impact of IUCN Resolutions](#) noted that Resolutions processes have helped the Union to be “at the forefront of the conservation movement” and “recommending effective approaches to seeking a healthy environment that can enhance human well-being”.<sup>11</sup>
- iv. **Capacity building**, implemented through trainings, awareness raising activities and dissemination of information. In 2023, the Council approved a strategy for the future of IUCN capacity building as a guideline for these activities, aiming to improve the quality of these activities across the organisation, aiding efficiency gains.

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<sup>11</sup> WCC Jeju 2012- Review of the impact of IUCN Resolutions

- v. **Conservation action** – i.e., implementing the IUCN Programme through a portfolio of projects on the ground.

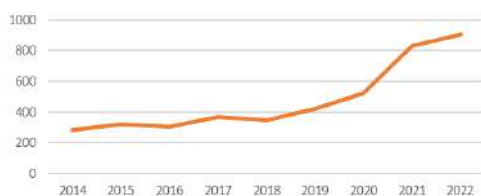
Indeed, a Union with thousands of Members and Commission experts covering all regions of the world and operating at different levels and capacities generate thousands of outputs (products and services) every year. Within some regions, Commissions and National Committees, efforts have been made to track and report on deliverables that contribute to the implementation of the Programme. However, the Union lacks consistency and comprehensive data, making it nearly impossible to determine and measure the true impact of the organisation. This challenge is further discussed in section 6. IUCN’s Impact.

#### 4.2. The Portfolio

IUCN’s Secretariat, jointly with Members, Commission member and partners, implements a donor-funded portfolio of projects, one of the key vehicles used to implement the Programme. The portfolio does not include all the activities carried out by the Union constituencies. The following analysis includes findings and data from the 2021 [External Review of the IUCN Programme 2017-2020](#), complemented by information from IUCN reports and the newly launched Secretariat management dashboard.

The project portfolio has grown exponentially over the past years. In 2022, its value was nearly double that of 2017 (Figure 9).

Figure 8: Project portfolio value (in million CHF)



This growth is underpinned by an increase in both the size of projects and their duration.

Portfolio characteristic	2019	2021	2022
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Number of active projects	500	468	465
Total budget (million CHF)	404	834	907
Average project budget (million CHF)	0.80	1.78	1.95
Average project duration (years)	2.5	n.d.	4.01*

In 2022, as part of a broader effort to improve IUCN’s management practices, a **Project Portfolio typology** was developed, based on the role IUCN plays in the various donor-funded projects. The objective of the typology is to respond to both opportunities and challenges stemming from IUCN’s current operating model and the growth of the portfolio in number, size, donor type and intervention type<sup>12</sup>. It includes the following categories:

- ✓ **Executing role** meaning direct action on the ground with full responsibility of the management and administration of the project; these projects also include grant making mechanisms as a way of strengthening local capacities and accelerating investment on the ground. This role remains as the predominant delivery mechanism, representing roughly two-thirds of IUCN’s budget in 2023.
- ✓ **Implementing role** where IUCN is responsible for the oversight of project execution performed by Members and partners, and accountable for the delivery of the project. This role also includes the accreditation of IUCN to multilateral Agencies such as the Green Climate Fund (GCF) and the Global Environment Facility (GEF), and most recently – an implementing partner with the European Commission under indirect management. This is a key mechanism to engage with State Members and governments as they are the owners of these multilateral projects. The emerging role of IUCN as an implementing organisation has grown significantly and should be further analysed. While in 2019 the budget as an Accredited Entity was 5% of the total budget<sup>13</sup>, for 2023, this figure is now at 32%<sup>14</sup>. While this poses many opportunities, this growth also carries risks.

<sup>12</sup> 2023 Work Plan and Budget approved by the Council (C108 Part I meeting; November 2022)

<sup>13</sup> External Review of IUCN Programme 2017-2020

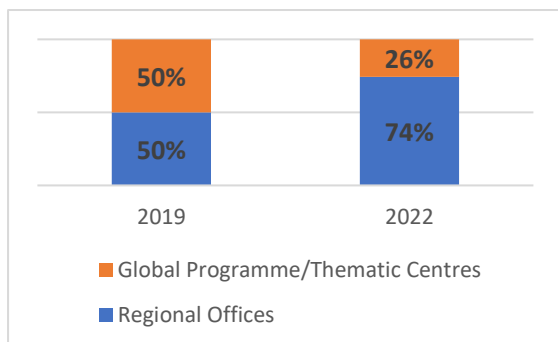
<sup>14</sup> 2022 Report C108, Nov. 2022



✓ **Service-level agreement** is where IUCN delivers direct services to a client, often a private sector actor. With regard to private sector engagement, according to the External Review of the IUCN Programme 2017-2020, the “engagement with the private sector is an area to explore further to enhance impacts. Changing business practices has a huge impact potential that is considered not yet fully tapped neither at the global nor national level”. Based on the last IUCN Business Engagement Strategy of 2012, the Secretariat is in the process of finalising a more strategic and targeted approach to be present to the Council Private Sector Task force in late 2023.

The distribution of the portfolio between Regional Offices and Thematic Centres (formerly Global Programmes) has evolved overtime, whereby Regional Offices now represent 74% of the Secretariat’s portfolio (See Figure 10).

Figure 9: Share of portfolio budget 2019 and 2022: Regional Offices and Global/Thematic Centres

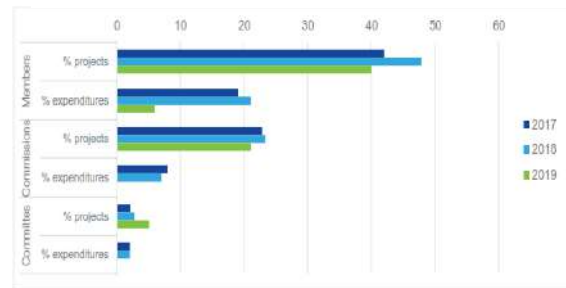


The distribution of the portfolio across Union constituencies for the period 2017-2020 shows that the level of engagement varies (see Figure 11)<sup>15</sup>.

2021 and 2022 data demonstrate that the share of projects in which Members are engaged remains similar, ranging from 46% to 49%. It is important to note that this data is based on financial transactions; there are further and additional engagements with Members that do not entail a financial

transaction. Consistent hard data on the latter does not exist today.

Figure 10: Distribution of the portfolio and expenditures across IUCN constituencies (% of total number of projects and total of expenditures per year)



According to the 2023 IUCN Finance Strategy and Financial Governance Review<sup>16</sup>, over the last five years, about 40% of the project portfolio budget is directly managed by partners; coherent data on the distribution among Members and Commission members is not available. **There is a need to improve data management across the board to reflect the effective participation of Members and Commissions in project design and implementation.**

Finally, it is worth noting that the top contributors to the portfolio are in large European bilateral agencies, the European Union and multilaterals (GEF; GCF) and the United States, IUCN’s fourth largest donor. Looking at the global economic and geopolitical trends affecting Europe among others, IUCN’s resource mobilisation and partnership development will require a significant strategic and operational re-think, along with a strategic realignment of priorities. It is worth noting that in the past 3 years, multilaterals have overtaken government (bilateral) donors in IUCN’s income from those two categories.

### 4.3. Contribution for Nature platform

In 2022, the [Contribution for Nature Platform](#) (CfN) was launched, allowing to view contributions made or planned by Members, quantifying their potential impact to global goals for biodiversity conservation and climate

<sup>15</sup> External Review of IUCN Programme 2017-2020

<sup>16</sup> More Kingston Smith LLP. March 2023. IUCN Finance Strategy and Financial Governance Review

change mitigation. To date, roughly 10,000 contributions have been uploaded on the platform. The development of this platform was mandated by the IUCN Programme 2021-2024. The platform is intended to provide visibility to Members’ conservation efforts, enabling funding and synergies across regions and stakeholders.

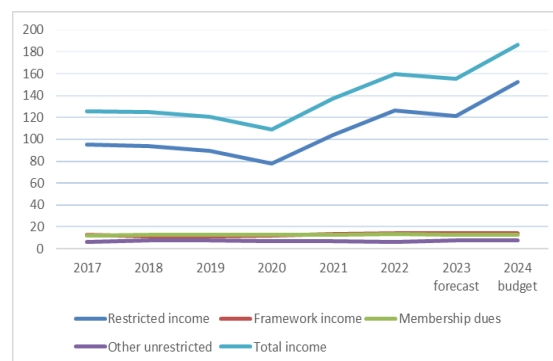


## 5. Financial situation

This section draws on findings from the 2023 IUCN Finance Strategy and Financial Governance Review, commissioned by IUCN Council’s Finance and Audit Committee in 2022, as well as reports provided by the Secretariat’s corporate services. While IUCN should be driven by its Mission, using finance as a key tool to contribute to its achievement, it is equally important to pay attention to and ensure financial sustainability.

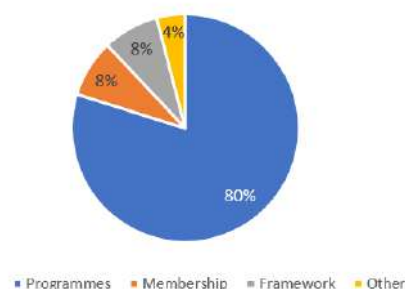
IUCN’s annual income for the period 2017 – 2022 and projection for 2023 and 2024 are shown in Figure 12 below, demonstrating a steadily increase from CHF125m to CHF155m (2023 forecast) and CHF187m (2024 forecast).

Figure 11: IUCN annual source and level of income for the period 2017-2022 and projected for 2023 and 2024 (in CHF million)



At a basic level (see Figure 13 below), IUCN’s income can be broken down as: **restricted income** (also known as programme or project income, representing the aggregate of portfolio – bilateral and multilateral funding 80%); and **unrestricted** or core income comprising framework income, membership dues and other income (20%). **Framework income** are flexible funds used to underpin IUCN’s programmatic work and innovation (8%); **membership dues** are intended for services to Members and to support implementation of the statutory objectives of the Union (8%), and **‘other’ income** includes tax rebates and office rental amongst others and contribute to the funding of IUCN’s infrastructure (4%).

Figure 12: Breakdown of income types: 2023



It is important to note the strong link between the core funding provided by Framework Partners and the Programme. The stated objectives of all Framework Agreements are to provide core funding for the implementation of the Programme.

Total core or unrestricted funding for IUCN remained relatively stable over the past six years while the restricted and earmarked portfolio has increased significantly. This is in line with a global trend of decreasing ‘core’ as a proportion of total Official Development Aid (ODA). Nevertheless, ODA and other international public and private finance for biodiversity and the nature/climate nexus are expected to increase amid global pledges and commitments, presenting the Union with an opportunity to grow strategic, innovative institutional partnerships. However, this requires a strong Programme with clear deliverables and measurable targets, and the need for IUCN to be able to report results against the Programme. The importance of results and value for money is seen as the most important factor in decision-making by donors and partners when providing unrestricted funding.

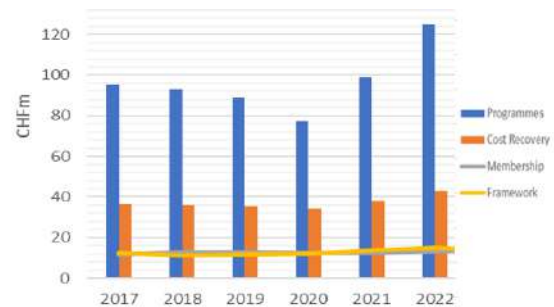
Today, the level of restricted funds represents 80% of annual total revenue, while the level unrestricted is at 20% (including membership dues, framework and other funding). **When considering similar organisations, a ratio of greater than 20% unrestricted funds is considered healthy. It is estimated that IUCN requires an additional approximately CHF8-10 million of unrestricted income per year to reduce risks and to ensure financial sustainability.**

Unrestricted income is very significant for the Union as it is intended to fund all services to Members and Commissions, support implementation of the Programme and Resolutions, as well as innovate and manage risks. It also pays for organisational development and a significant portion of infrastructure costs.

A trend analysis of income over time demonstrates that Programme restricted income is accelerating, while other forms of income are holding steady – namely, the unrestricted membership dues and framework. Critically, cost recovery is not increasing in line with the growth in the portfolio and GEF/GCF funds. This reflects the move towards utilising partners and Members for execution where cost recovery rates are

lower. Although IUCN has a policy of full cost recovery for restricted funding, this has not been achieved and is unlikely to be achieved completely in the future. There is a risk that if IUCN continues to grow with this pace, it will require further unrestricted income to support its infrastructure.

Figure 13: Annual sources of income 2017-2022.



Source: Statutory Accounts & IUCN 2023 Budget

Another factor to be considered is projects’ rate of expenditure (also known as ‘implementation rate’ or ‘burn rate’). This suffered in 2020 (72%) as a result of the COVID-19 pandemic and resulting global hiatus, but has since picked up, reaching 93% and 112% in 2021 and 2022 respectively. A low burn rate would put additional pressure on unrestricted funds, and it is therefore critical that IUCN achieves good implementation rates. This can be achieved through efficient project management, effective implementation of the new Overhead Policy and regular monitoring and oversight. There is also a need to analyse IUCN’s office footprint to ensure good value for money in the effective delivery of the programme and services to Members.

Finally, when it comes to reserves, IUCN faces a major challenge. Reserves provide a buffer in case of unexpected change in income or expenditure, cover for risk and provide cash flow where necessary. Reserves also allow for the successful dealing of short-term imbalances. Unrestricted reserves declined from 2017 to 2020 (CHF19m to CHF15m) but showed a significant increase in 2021 (CHF21m). However, the portfolio growth, coupled with greater use of partners to deliver work, means that IUCN’s risk profile has increased and as a result, a greater level of unrestricted reserves will be required. The latest reserves review in 2023 points to the fact

that unrestricted reserve levels should be increased to CHF35m. In comparison, unrestricted reserve was CHF21m at the end of 2022. The obvious question is how will this increase be achieved? There are a large number of funding opportunities beyond traditional fundraising efforts such as Nature Based Solutions (NbS) certification and generating return from the sale of services that leverage IUCN publicly available data. Each afford great opportunity but require investment to pursue. This is a key weakness that must be addressed if the future strategic vision is to be successful.

Based on the financial analyses to date, it is safe to conclude that IUCN’s financial risk is growing and must be considered in tandem with the new strategic vision. The below table summarises current financial strengths and weaknesses for ease of reference.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• A strong geographically spread portfolio</li> <li>• Good positioning in project execution</li> <li>• Growing positioning in project implementation</li> <li>• Solid and largely engaged membership base.</li> <li>• A dedicated group of framework donors willing to contribute to IUCN’s work.</li> <li>• A strong longstanding and growing set of bilateral and multilateral donors supporting IUCN’s programmatic work.</li> <li>• Revenues-generating opportunities for the future (e.g., NbS certification).</li> </ul>	<ul style="list-style-type: none"> <li>• Low reserves insufficient to cover risks.</li> <li>• Extremely tight unrestricted budgets to support Commissions and Members, coupled with growing expectations around the value proposition.</li> <li>• Static overall membership dues and framework funding</li> <li>• Some regional offices are unable to implement projects in a timely and effective manner, relying on no cost extensions.</li> <li>• Growing and more stringent donor requirements.</li> </ul>

## 6. IUCN’s impact

The External Review of the IUCN Programme 2017-2020 (herein ‘the Review’) highlighted that there is no “*system in place to measure progress within IUCN that allows for an assessment of its impact*”; while at the same time “*several examples show that IUCN has contributed to impacts in particular in relation to its convening role, the rolling out of new concepts, tools or standards, change in practices and influence on policy and governance processes*”. There is abundant information about many fragments of IUCN’s outputs and achievements, but there is no aggregated measurable data that can enable a solid evidence-based analysis of the organisation’s impact.

The Review concludes on the overall effectiveness of IUCN as “*difficult to track given the lack of robust monitoring and evaluation system at the global level. Nevertheless, there are indications that the IUCN Programme has progressed in achieving its objectives overall.*”

In the absence of adequate information, the Review provided an educated perception of IUCN performance in these aspects and concluded that they can be considered as reasonably achieved. And with regard to sustainability, the Review points out the need for “*investment in learning as well as rethinking the funding model of the organisation to strengthen overall sustainability of the Programme*”. In relation to relevance, the Review indicates that the IUCN 2017-2020 Programme is relevant to the needs of conservation and equity at the global, regional, and local levels.

It is worth noting that the External Review of the 2021-2024 Programme Nature 2030 is currently underway; preliminary findings are expected before year end, and the final report – in the first quarter of 2024. These findings will therefore feed into the 20-year strategic vision process at a later date.

Since 2021, investments and efforts have been put in place to strengthen the annual planning, monitoring, evaluation and risk processes of the Secretariat. However, in order to analyse

the impact of the whole Union, a uniform approach to monitoring, evaluation and reporting would be required for all IUCN constituencies.

Since its creation, it is believed that IUCN has been a key player in generating scientific knowledge, environmental awareness and influencing global policy. Union Resolutions have helped set international, regional and national conservation agendas, for example through supporting the preparation of the World Conservation Strategy and contributing to environmental treaties such as CITES, Ramsar, the World Heritage Convention and the Convention on Biological Diversity.<sup>17</sup>

As stated in the 2012 Review of the Impact of IUCN Resolutions, the Union’s work since its creation in 1948 has led to the establishment of a wide range of international programmes and institutions. Some of these include: support for the International Whaling Commission (Lucerne, 1966), calling for the establishment of conservation departments at the national level (New Delhi, 1969), supporting the UNESCO Man and Biosphere Programme (Banff, 1972), calling for the establishment of ICIMOD (International Center for Integrated Mountain Development) (Ashkhabad, 1977), the establishment of the Botanical Gardens Conservation Secretariat (San José, 1988), the establishment of the World Conservation Monitoring Centre (San José, 1988), establishment and supporting of the Global Biodiversity Forum (Buenos Aires, 1994), and active participation in the Millennium Ecosystem Assessment (Amman, 2000 and Bangkok, 2004). These and other initiatives have helped spread IUCN’s mission. While IUCN did not act alone in these initiatives, its impact is believed to have helped accelerate their successful establishment.

The Union is also recognised for its key knowledge products, standards and databases on species and ecosystems (e.g., Red List of Threatened Species, Key Biodiversity Areas, and contribution to the UNEP-WCMC World Database on Protected Areas). According to

the Review, “*at the global level, IUCN flagship knowledge products have proved to be long-lasting and used throughout the world*”. An internal Strategic review of data products based on IUCN Standards<sup>18</sup> revealed that the use of IUCN knowledge products is widespread and have demonstrated successful models to drive use and uptake (such as the International Finance Corporation (IFC) Performance Standard 6). The recognition of key Union knowledge products is also featured in the newly adopted Kunming-Montreal Global Biodiversity Framework. At the same time, the Strategic Review also identified a number of weaknesses hindering greater impact and uptake, such as: limited, fragmented and inconsistent marketing and branding, limited end-user engagement, strategic plans focusing on continuity (funding) rather than innovation, few national-scale products, complex governance and content – i.e. a recurring need for expert interpretation of knowledge with complex and poorly understood messaging to user groups.

Finally, for ease of reference, the below table summarises some milestones of global importance since IUCN’s creation.

Period	Selected milestones
1948-1980	Supporting the development and early implementation of the UNESCO-World Heritage, CITES, CMS, and Ramsar conventions. IUCN Red List of Threatened Species IUCN Protected Area Categories and Global Standard
1980-2000	Contributions to the development and implementation of the Rio Conventions (CBD, UNFCCC, UNCCD) UN official observer status acquired
2000 - present	Nature-Based- Solutions Support to the UNFCCC Paris Agreement, the 2030 SDG Influencing policies in international fora such as: the UNGA, CBD, CITES, CMS, IPBES, BBNJ Treaty negotiations, and in the UN Ocean Conference, International Marine Protected Areas Congresses (IMPAC)

<sup>17</sup> A Review of the Impact of IUCN Resolutions on International Conservation Efforts (2012)

<sup>18</sup> The Biodiversity Consultancy (2021). Strategic review of Data Products based on IUCN Standards. Unpublished report.

## 7. Reflections on way forward

This concluding section aims to provide a preliminary set of reflections on the way forward. It highlights existing strengths, weaknesses, and opportunities. In reflecting on the role and vision of IUCN in 20 years, it is important to remain bold and strategic. The implications of a novel vision and mission in terms of structure, functions, governance and priorities should also be considered as part of this process.

### 7.1. IUCN as a convener

The relevance of IUCN as a convening forum tends to be overlooked. The Union is a forum in and of itself. IUCN's Congress is the largest conservation forum in the world, attracting the global conservation movement, and more recently – a significant number of external stakeholders as well. There is no other such global forum that brings together NGOs, Indigenous Peoples Organisations, governments, and government agencies and more recently the private sector to collaborate on an equal basis. IUCN needs to reflect on the importance, role and the need for and value added of this convening power in the years to come.

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*Should 'convening power' remain one of the key pillars of IUCN in 20 years?*

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### 7.2. IUCN's reach

What is IUCN? This can be an easy question to answer: IUCN is a Union of governments, diverse organisations and experts guided by a shared mission. A more challenging question is what is IUCN's focus. What results and impacts can IUCN claim as its own? All Members and Commission experts have their own projects and activities; often but not always fully aligned with the IUCN Mission and Programme. Moreover, identifying the precise overlap or complementarity between the actions of IUCN and others is a difficult task; so

difficult that to date, IUCN has been unable to provide a reasonably good and precise analysis of its impacts. There are broad descriptions of results in narrative form, but concrete and hard data to support claims is limited. One of the reasons for this gap is precisely the difficulties to define the IUCN capability to capture the wholesome performance and impact of the entire Union.

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*Is it possible to define IUCN's focus? Or the complexity of the task makes it unsurmountable? Which 'impacts' and results can IUCN claim as its own?*

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### 7.3. IUCN complexity

An entity with thousands of Members, volunteer experts and staff spread across 170 countries is without a doubt highly complex. Complexity naturally brings both opportunities and also challenges.

Benefits are closely associated with the mission and the power of bringing together governments and civil society under one name: IUCN. The Union is well positioned to make a difference due to the credibility it brings through its democratic processes and the breadth of its membership. Additionally, a large and established organisation has better access to global processes, evident also by IUCN's formal observer status to the UN.

Today, IUCN is applying an approach which aims to bridge science-based knowledge creation, policy influencing, multi-stakeholder dialogue and action on the ground.

To enable effectiveness and efficiency, two key issues call for further analysis: transaction costs and coordinated action. It is common to associate high complexity with high transaction costs (e.g., processes, administration, knowledge exchange management and learning). In a similar vein, the internal coordination of the Union components becomes more challenging with the growing complexity. The integration and visibility of the contribution of all IUCN constituents ought to be improved. An

essential point to consider when developing IUCN's vision and strategic priorities is how to reduce complexity and transaction costs while improving Union-wide coordination.

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*What should IUCN's business model be? What quality control mechanisms should be maintained and how should they be resourced? Should IUCN concentrate some of its functions to reduce costs and enable efficiencies? What is the contribution of each constituency? Should it be clearly defined and measured?*

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#### 7.4. IUCN growth

IUCN is growing in membership, in size, in its global reach. Growth can bring benefits in positioning and influence. Unplanned growth, however, could make internal integration more difficult, meaning additional transaction costs.

Clearly, as the world's environmental problems become more diverse, interlinked and acute, there is a growing need for ambitious and tailor-made solutions to resolve them. The broad IUCN Mission allows for flexibility and at the same time there is a need to reflect on what concrete issues need to be addressed – in other words, what are IUCN's priorities and what does it want to achieve? IUCN needs to celebrate and at the same time manage its continued growth, in terms of increasing numbers of Members (reflecting on the different Member needs and categories), policy influencing and actions on the ground. There is a need to strengthen the integration of the Union as a whole and develop the support infrastructure required.

It is essential that the delivery approach of IUCN's Mission includes a focused programme at the global level, while simultaneously addressing the multitude of needs of a network of Members at local, national and regional levels.

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*Should agreed long-term priorities guide future growth? If so, how? What should those priorities be?*

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#### 7.5. IUCN's emerging roles

Today, IUCN lacks sufficient flexible unrestricted income which affects its flexibility to design, innovate and implement its own agenda, as well as support Members and Commissions. Indeed, there are many new income generation opportunities, but these would require investment. Diversification of income is key. There are also innovative resource mobilisation opportunities available which ought to be considered – such as using publicly available data to package the information and provide paid services to private sector actors (a trend already observed outside IUCN, using IUCN knowledge).

IUCN operates through a diverse set of projects, including executing role, re-granting, implementing role, service level agreement among others. The implementing agency model – one of the newest ways to diversify – is a mechanism to allocate funding while maintaining oversight on implementation of activities including performance, results and impact. This role requires a certain type of skills, systems and capacities.

The nature of this new role of implementing agency (GEF/GCF) is administrative and technical oversight, which will require IUCN to improve its project and risk management function, document management systems, internal audit function and an increased focus on due diligence amongst other. On the other hand, the implementing role can appear attractive. Members can see the new implementing role as a positive since in agreement with the governments and depending on the eligibility criteria – they could become executing partners. However, for this model to be effective and just, where smaller NGOs have the ability to compete with larger ones, capacity building and technical assistance are key. IUCN's role as an implementing agency could further increase the value proposition to the Union (observed

through leveraging GEF and GCF programmes to attract more state Members). It is, however, important to note that the overhead and cost recovery from implementing role is extremely limited, resulting in financial challenges and risks for IUCN if not addressed holistically as part of a broader strategy and business model.

For many years, the delivery model was centred around the Secretariat and to an extent – the Commissions; however, more emphasis is required on the engagement of Members at different levels.

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*Should IUCN continue its implementation role? Would the implementing role imply better service to Members? Would it also generate more risks?*

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## 7.6. IUCN finances

Today, IUCN is a membership organisation, that has grown rapidly through its project-led approach, which, in turn, allows for having an extensive global reach through many offices around the world funded by projects. Portfolio accounts for 80% of all income. The direct and indirect cost recovery ('overhead charge') of projects are intended to fund a major component of the Union's infrastructure. In the current model, improved direct and indirect cost recovery is believed to be critical for IUCN's future sustainability. This issue is currently being addressed through the roll out of the Overhead Policy in 2021, but for this to be fully realised, donors will need to support the request for higher overheads and cost recovery.

Indeed, IUCN will need to become a more efficient organisation, and better at aligning its resources with its mission. The Secretariat should also aim to become a more efficient organisation by further standardising processes, leveraging technology and ensuring adequate cost recovery through effective negotiation with donors of its overhead and

cost recovery policy. Significant efforts in the past years have gone in this direction; however, there is more work to be done. Phasing work effectively and moving towards a planned growth would be critical for IUCN's future.

Finally, it is worth considering conducting an analysis on the balance between membership fees and value proposition. An analysis including a benchmarking exercise can show the right balance between the size – and growth- of the membership base vis a vis cost and benefits of membership. Naturally, with increased membership fees, there is an expectation of increased membership benefits – which, in turn, would jeopardize the membership base; and vice versa. Both models have pros and cons.

Today, IUCN is organically perusing the first option – i.e. a large membership base, low membership fees and more limited membership benefits compared to other membership organisations. Should this model remain in place, a possible strategy could be to increase membership income by taking a 5 to 10-year timeframe with investment in the early years to attract significantly more Members. Such a model would also require use of economies of scale across Member benefits to increase the unrestricted income that IUCN uses beyond servicing Members.

The need for a balance of restricted and unrestricted funding is not unique to IUCN. Many similar organisations are struggling with this ratio as well. For example, the [UN passed a resolution](#) in 2019<sup>19</sup> requiring member states to commit to bringing core, non-earmarked resources to at least 30% within 5 years.

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<sup>19</sup> IISD- SDG Knowledge Hub. 2019. <https://sdg.iisd.org/news/governments-un-finalize-funding-compact-for-sdgs/>



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*Strengthening the restricted/unrestricted ratio should be a top priority for IUCN to cope with increased demands and opportunities, minimise risks and strive for effectiveness and efficiency.*

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## 7.7. IUCN governance

IUCN's governance structure is complex. Recalling the 2019 External Governance Review, "a fundamental governance question is if the membership model in its current form is still relevant to IUCN's mission and purpose, or could it be updated to better support further the Union's goals? <sup>1</sup> [...] IUCN's (governance) membership model is essential to determining what IUCN's responsibility is to its Members." Therefore, as part of the reflection on the future of IUCN, it is worth considering the representational structure of the IUCN Council, the contribution of Members to the Union and their role in between the quadrennium Congress. The coordination and effective communication among constituents are also issues to be addressed.

Both the Council Induction and Retreat in 2022 and the 2019 External Review of Aspects of IUCN's Governance pointed out existing issues that need to be addressed. Currently, the Council is working on implementing stated recommendations. It is anticipated that IUCN's 20-year vision may require revisions to the existing governance structure and statutory rules.

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*Strengthening the strategic role of governance structures could support organisational performance. Is Council structure mirroring the Membership base appropriate and necessary?*

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# Chapter II: Situational Analysis and Trends

Congress Decision 147: IUCN 20-year strategic vision

*November 2023*



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# 1. Introduction

The future of planet Earth is filled with uncertainty. Tackling existential climate and nature threats will require us to revolutionise the way we live, transform our modes of production and realise technological innovations to achieve our collective goals.

What will the world look like in 20 years? Will we witness natural systems' tipping points? If we do, can those be reversed? Can we expect to see similar trends in population and economic growth? Can we foresee the technological change and political shifts? Will inequality and pollution continue to prevail? Will clean freshwater be a luxury? No one can respond to these questions with certainty, but we can venture a try.

Existing studies and scientists' predictions are not aligned in their view of the world in 2045. Pandemics, financial crises, climate change and technological disruptions are expected to manifest more regularly with an ever-increasing impact on all parts of today's globalised world<sup>1</sup>. Over the past decades there have been clear advancements in science and technology which can help us imagine what the world might look like in 20 years; however, uncertainty remains in how humanity will play its social, environmental and political cards in the decades to come.

**The purpose of this chapter is to provide a macro analysis of future social, economic and industrial trends that would have the greatest impact on nature in the next two decades. The analysis is based on a literature review. It is intended to support the International Union for Conservation of Nature (IUCN)'s reflection on the development of its 20-year strategic vision.**

The chapter dives into five overarching factors at play: **social, economic, environmental, technological** and finally – **resourcing and financial flows**. It then draws out findings,

outlining preliminary reflections on what might comprise the key focus areas for the organisation through to 2045.

It is important to note this is not an academic, scientific paper, nor does it strive to feature an analysis of all global trends. Its objective is to provide a succinct, accessible analysis to solicit ideas and stimulate a dialogue within the Union on the vision for IUCN.

Finally, while global efforts for biodiversity conservation face many challenges, there is reason for hope. The last section of this chapter includes an overview of positive changes underway that IUCN may leverage to deliver on its mission.

## 2. The social factor

According to the 2022 Sustainable Development Goals Report<sup>2</sup>, interlinked crises are putting the 2030 Agenda for Sustainable Development in danger. We are likely to witness a surge of issues related to human health, inequality, conflict and migration exacerbated by environmental degradation and the physical impacts of climate change.

### 2.1. Demography

Population growth across the Global South is expected to increase rapidly over the next decades; led by a sharp spike in Asia and to a lesser extent in Africa (Figure 1)<sup>3</sup>. Projections demonstrate that the population of more economically developed areas of today – such as Europe and East Asia – will grow much less or even decline<sup>4</sup>. On the other hand, countries across South America, South Asia, North Africa and the Middle East have an opportunity to profit from a larger working-age population, if coupled with advances in infrastructure and skills.

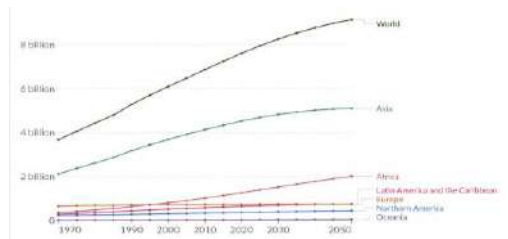
<sup>1</sup> Global Trends 2040: A more contested world. 2021. National Intelligence Unit. 156 p. ISBN 1-929667-33-8

<sup>2</sup> The Sustainable Development Goals Report (2022). The United Nations. 64 p. ISBN 978-92-1-101448-8

<sup>3</sup> Roser, M and Rodes-Guirao (2019). Future Population Growth. Our World in Data.

<sup>4</sup> Ageing and Health (2022). World Health Organisation

Figure 1: Projections of the world population up to 2050



Source: Roser, M. and L. Rodes-Guirao (2019). *Future Population Growth*

The growing population, in tandem with economic growth results in increased demands for goods, services and energy. It also leads to urbanisation. 2007 was the estimated year when the number of people in urban areas overtook the number in rural areas. What is more, the UN estimates that by 2050, more than two-thirds of the global population will live in cities<sup>5</sup>. According to the IUCN Red List of Threatened Species, **urbanisation** is considered one of the key threats to species and the environment<sup>6</sup>.

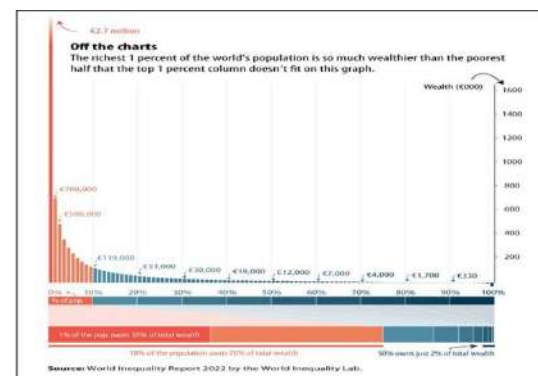
## 2.2. Inequality and poverty

For 30 years, global extreme poverty was steadily declining, and by 2015, the global extreme-poverty rate was cut by more than half. Then, the COVID-19 pandemic dealt the biggest setback to the fight against global poverty since the 1990s. High indebtedness in many countries, as well as rising food and energy prices—fuelled in part by the war in Ukraine and climate shocks—have made a return to progress in poverty reduction evermore challenging. These setbacks have sent the world even further off course on the goal of ending extreme poverty by 2030<sup>7</sup>. The number of people in extreme poverty rose by 70 million to more than 700 million people worldwide. The global extreme poverty rate reached 9.3%, up from 8.4% in 2019. These rates are expected to grow further due to the disproportionately greater impact of climate change on poorer countries, whose populations are more vulnerable to extreme

weather events and the rapidly depleting finite natural resources<sup>8</sup>. World Bank estimates show that 68 to 135 million people could be pushed into poverty by 2030 due to the impacts of climate change<sup>9</sup>.

Driven by the concentration of wealth in a handful of individuals and countries, inequality and poverty are major challenges of the past and present; and likely the future. Some 10% of the world population owns 76% of the wealth, takes in 52% of income and accounts for 48% of carbon emissions<sup>10</sup>. The strong shift to individualism and lack of solidarity are also factors placing a severe strain on democracy, social mobility, basic social services and, in turn, on conservation. The global ultra-high net worth individuals of today own over USD50 million in assets and represent barely 0.004% of the world’s adult population; they also benefited from exponential wealth growth during the recovery from the COVID-19 pandemic<sup>11</sup>.

Figure 2: Global Wealth Distribution



Source: Stanley, A. (2022). *Global Inequalities*. IMF

Indeed, today we are witnessing a decreasing inequality gap between countries – largely due to the rapid economic growth in Asia; meanwhile, inequality within countries is increasing, particularly in developed and in emerging economies, such as China and India<sup>12</sup>. Based on the above analysis of trends, it is however safe to conclude that climate

<sup>5</sup> Ritchie H., Riser M. (2019) Urbanization. Our World in Data

<sup>6</sup> Maxwell *et al.* (2016) *Nature*

<sup>7</sup> The World Bank Group. Extreme Poverty 2015-2022.

<sup>8</sup> World Social Report 2020: Inequality in a Rapidly changing world (2020). UN Department of Economic and Social Affairs

<sup>9</sup> Global Action Urgently Needed to Halt Historic Threats to Poverty Reduction (2020). World Bank

<sup>10</sup> Stanley, A. (2022). *Global Inequalities*. Finance and Development. The International Monetary Fund

<sup>11</sup> Neate, R. (2022). Number of Global Ultrahigh Net Worth Individuals Hit Record High. The Guardian.

<sup>12</sup> Inequality – Bridging the Divide (2020). UN.

shocks will further exacerbate poverty and inequality.

### 2.3. Conflict and migration

Perhaps one of the major consequences of inequality is that conflict, corruption and violence continue to prevail in many parts of the world. This is coupled with impacts of climate change which render many areas unliveable. Today, one quarter of the global population is living in conflict-affected countries; and a record 100 million people have been forcibly displaced worldwide. On the one hand, changes in the quality and access to ecosystem services affect livelihoods and promote migration. These changes, in turn, exacerbate political and armed conflicts.<sup>13</sup> On the other hand, forced migration is further induced by climate change and environmental degradation – a phenomenon now called climate migration. The Institute for Economics and Peace has revealed shocking forecasts of as many as 1.2 billion climate refugees by 2050<sup>14</sup>. Forced migration often inevitably leads to conflict.

Displacements due to disasters are also increasing. Average global flood losses in major coastal cities are expected to spike from USD6 billion per year in 2005 to USD52 billion per year by 2050.<sup>15</sup> When conserved, mangroves alone provide flood protection benefits that exceed USD65 billion per year in value, and avoid 15 million people from being flooded annually across the world

Another dimension of this challenge is the social justice and environmental conservation nexus. Women and Indigenous groups, key stewards of biodiversity conservation, are particularly vulnerable to violence, as well as millions of migrants around the world attempting to escape social issues or political prosecution.

Today, we continue to witness the assassination of community leaders and

environmental defenders. As emphasised by the UN High Commissioner for Human Rights in 2022, there is a need to advance efforts towards the protection of the rights of environmental defenders.

Meanwhile, according to Global Witness who have been monitoring the killings of environmental defenders since 2012, more than 1,733 people have been killed trying to protect nature and its resources – 39% of whom were Indigenous Peoples. This issue is particularly prevalent in Latin America, attributing to 68% of the killings in this period<sup>16</sup>.

Figure 3: Killings of environmental defenders by country, 2012-2021



Source: Global Witness, 2022

Environmental defenders are often victims of corruption – be that through corrupt legislative systems or corrupt police being bribed to serve third party interests. Corruption and greed can be key drivers of biodiversity loss manifested in the unsustainable and illegal over-exploitation of natural resources and wild species.<sup>17</sup> When corruption is so deeply rooted in society that it has become institutionalised, it can be perceived as a structural violence-sustaining system, in which private interests prevail over the common good. As such, good governance of natural resources is a key determinant of social equality and conservation.

### 2.4. Human health

The COVID-19 pandemic disrupted the world to a degree unforeseen by many. Past global

<sup>13</sup> Conflict and Conservation (2021) IUCN DOI:

<https://doi.org/10.2305/IUCN.CH.2021.NGW.1.en>

<sup>14</sup> A term coined by UNEP’s expert Essam El-Hinnawi

<sup>15</sup> Hallegatte S, Green C, Nicholls RJ, Corfee-Morlot J (2013) Future flood losses in major coastal cities. Nat Clim Chang 2013 39 3:802–806.

<sup>16</sup> Decade of defiance: Ten years of reporting land and environmental activism worldwide (2022). Global Witness

<sup>17</sup> Dubois, M. (2018). How Does Endemic Corruption Foster Violence? Open Diplomacy.

trends forecasted the potential rise of new diseases, epidemics and even a pandemic; however, the breadth and repercussions of a global pandemic were poorly understood prior to 2020. COVID-19 marked the beginning of new uncertainties in geopolitics and the end of a phase of global progress in poverty reduction.

A recent report<sup>18</sup> by the World Health Organisation (WHO) affirms the need for a paradigm shift; from reactively managing consequences of disasters to proactively managing risks. It also proposes that three pillars are required to strengthening future pandemic prevention, preparedness and response: trust, solidarity, equity and sustainable development. Furthermore, WHO Member States have launched a process to negotiate a new international instrument, focused precisely on pandemic prevention, preparedness, and response.

People depend on biodiversity in their daily lives in ways that are not always apparent in urban settings, but well understood across coastal and rural communities. Biodiversity loss can have direct negative impacts on human health if ecosystem services are degraded; it can also facilitate pathogen spill over and diseases caused by human-livestock-wildlife interactions. The issue of malnutrition is further reinforced by the depletion of living resources such as marine and freshwater fish – a food source for more than 3.2 billion people globally. Malnutrition is also further intensified by soil erosion and crop failure due to the extreme weather events – such as drought and floods – caused by climate change. According to the World Food Programme, food security and malnutrition rates could rise by 20% by 2050.<sup>19</sup>

In this context, in 2022 the UN recognised [human rights to a clean, healthy and sustainable environment](#), and declared the

Decade of Healthy Ageing (2021–2030), seeking to reduce health inequities. We are yet to understand the impact of these efforts and how prevalent these issues will be in 20 years.

## 2.5. Global environmental governance

Humanity has been building a global environmental governance architecture since the mid-20<sup>th</sup> century. Today, there are numerous conventions and global frameworks guiding national environmental policy and regulation, raising the question of synergies and trade-offs between different societal goals. Today, the principal global policy framework guiding the collective vision of the international community is the 2030 Agenda for Sustainable Development, with 17 Sustainable Development Goals (SDGs) at its centre<sup>20</sup>. Specifically on nature, the Kunming-Montreal Global Biodiversity Framework (GBF) adopted in December 2022 provides a policy roadmap to combat biodiversity loss worldwide<sup>21</sup>.

Scholars widely acknowledge the fragmentation and complexity of the global environment and sustainable development governance structure<sup>22</sup>. Decision-makers will continue to face complex social, environmental and economic challenges that will shape the future of environmental regulation. Synergies between – the GFB, Paris Agreement, the UN Convention to Combat Desertification (UNCCD), the Intergovernmental Conference (IGC) on Marine Biodiversity of Areas Beyond National Jurisdiction (BBNJ), the Ramsar Convention on Wetlands of International Importance, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES), the Convention on the Conservation of Migratory Species of Wild Animals (CMS) the Convention on the Conservation of Antarctic

<sup>18</sup> World Health Organisation (2022). *Imagining the Future of Pandemics and Epidemics: a 2022 Perspective*. 65 p.

<sup>19</sup> *Climate change and malnutrition: a case for acting now* (2021) World Food Programme

<sup>20</sup> *Transforming our world: The 2030 Agenda for Sustainable Development*. UN.  
<https://www.unfpa.org/resources/transforming-our-world-2030-agenda-sustainable-development>

<sup>21</sup> Kunming-Montreal Global Biodiversity Framework (2022). UN. <https://www.cbd.int/gbf/>

<sup>22</sup> IPBES (2019), *Global assessment report of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services*, Brondízio, E. S., Settele, J., Díaz, S., Ngo, H. T. (eds). IPBES secretariat, Bonn, Germany. 1144 pages. ISBN: 978-3-947851-20-1

Marine Living Resources (CCAMLR) the Intergovernmental Negotiating Committee (INC) for the Development of an International Legally Binding Instrument on Plastic Pollution amongst others – are ever more needed.

It is within this context that the global community should take stock of the global environmental governance architecture to ensure it remains fit for purpose for the decades to come.

## 2.6. Science, information, communication and education

In an increasingly digitalised and interconnected world, there is a growing risk of the spread of disinformation. Today, people consume their news through a multitude of different online sources, including social media channels. As a result, conventional science and facts-based policy-making, particularly in relation to nature and climate, are increasingly under threat. Indeed, citizens across the world are feeling increasingly disconnected and sceptical of science, their governments and policy-decision making processes. This points to a need to boost citizen awareness and education on nature. However, new forms of more collaborative and consultative policy-making approaches – such as Citizens' Assembly – are steadily emerging. These processes seek to build trust between people, governments, and science<sup>23</sup>. Such approaches will likely have a key role to play in shaping future decision-making processes at global, national and local level.

## 3. The economic factor

To enable IUCN to analyse its role in the 2045 world, it is important to understand the impact of the global economy on nature and vice versa. This section starts off by looking at global power dynamics; it then moves onto analysing the productivity front with a focus on industries that are believed to have the greatest impact on conservation – namely

agriculture, infrastructure, energy, fisheries and mining, followed by a brief discussion on trends in global trade. It then moves onto analysing the consumer side of the equation. Finally, the section concludes with an examination of the economic contribution of nature.

### 3.1. Power dynamics

Global power dynamics are evolving, often along uncertain trajectories. Two elements appear clear: emerging markets will likely dominate the world's top 10 economies and economic power will shift from the so called G7 (advanced economies) to the E7 (emerging markets), with new and existing alliances growing and shifting (for example the recent increase in membership of the BRICS).

An attempt to consider the evolution of the world, particularly from an economic and political standpoint, has been assembled by PwC with data from the IMF and projections up to 2050<sup>24</sup>. Estimates show that the E7 could grow around twice as fast as the G7 on average. In addition, six of the seven largest economies in the world are projected to be emerging economies in 2050 led by China, India and Indonesia. The US could be down to third place in the global GDP rankings and the European Union's share of world GDP could fall below 10% by 2050.

These geopolitical shifts, coupled with emerging and ongoing conflicts and socioeconomic challenges may affect the future capacity of countries and communities to equitably address societal and environmental challenges.

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<sup>23</sup> OECD (2020), Innovative Citizen Participation and New Democratic Institutions: Catching the Deliberative Wave, OECD Publishing, Paris, <https://doi.org/10.1787/339306da-en>.

<sup>24</sup> The Long View: How Will the Global Economic Order Change by 2050? (2017). The World in 2050 – Summary Report. PWC.



Figure 4: Dominance of emerging markets in 2050

**Emerging markets will dominate the world's top 10 economies in 2050 (GDP at PPPs)**

	2016	2050	
China	1	1	China
US	2	2	India
India	3	3	US
Japan	4	4	Indonesia
Germany	5	5	Brazil
Russia	6	6	Russia
Brazil	7	7	Mexico
Indonesia	8	8	Japan
UK	9	9	Germany
France	10	10	UK

E7 economies
  G7 economies

Sources: IMF for 2016 estimates, PwC analysis for projections to 2050

This is particularly important as the fastest growing economies today are often: 1) those that are most dependent on coal or other fossil fuels and have the most pressing and urgent needs to industrialise and tackle poverty (e.g., India, Indonesia, Vietnam); and also 2) those with the greatest natural assets (e.g., Brazil, Democratic Republic of Congo).

To enable a shift in focus on environmental protection and climate change, various schools of thought see an opportunity to explore remuneration for global public goods. We have also been seeing it in practice. In 2006, France offered Cameroon USD25 million in debt relief in return for protecting the Congo River Basin<sup>25</sup>.

Another obvious example is the Amazon rainforest's role in regulating climate – some argue that the global community should support Brazil in protecting this vital natural resource by making it economically appealing to do so. Today, this is no longer just a debate, but slowly becoming a reality. In August 2023, a number of countries hosting rainforests joined forces, releasing a “United for Our Forests” statement, calling on developed countries to finance the conservation of

rainforests<sup>26</sup>, including through innovative financing mechanisms; these are further discussed in Section 6 of this Chapter – Resourcing and Financial flows.



Ecuador's Foreign Minister Gustavo Manrique, Guyana's Prime Minister Mark Phillips, Colombia's President Gustavo Petro, Brazil's President Luiz Inacio Lula da Silva, Bolivia's President Luis Arce, Peru's President Dina Boluarte, Venezuela's Vice President Delcy Rodriguez and Suriname's Foreign Minister Albert Ramdin pose for a family photo at the summit of the Amazon Cooperation Treaty Organization (ACTO), in Belem, Brazil August 8, 2023. Cristian Garavito/Colombia Presidency/ REUTERS

### 3.2. Productivity front

#### Agriculture

Population growth and increasing per capita wealth is driving up the demand for food, while demand for biofuel, biomaterials and other commodities place further pressure on agricultural land. This is in addition to the growing challenge in the West (e.g. the US and Europe) where we witness extraordinary meat consumption per capita. If we remain on this trajectory, meat consumption is set to grow as middle classes grow across the rest of the world, further exacerbating the challenge. Globally, we produce enough food for the population of 2050 – estimated at 9 billion people – yet one third of this is lost or wasted. By focusing on food production goals in isolation from other considerations, agriculture has become the leading driver of global land-use change and biodiversity loss<sup>27</sup>, while also contributing to malnutrition, exacerbation of inequitable land and resource rights amongst other undesirable outcomes.

Agriculture accounts for roughly 30% of greenhouse gas emissions (GHG) and is a

<sup>25</sup> Gamso, J., Debt-for-Climate Swaps Can Save the Planet. Why Aren't They? (2023). Stanford Social Innovation Review

<sup>26</sup> Spring, J (2023). Rainforest countries form pact to demand conservation cash from rich nations. Reuters

<sup>27</sup> IPBES, 2019

significant source of pollution for land and water; it is also one of the top threats to biodiversity according to the IUCN Red List of Threatened Species. Currently, family agriculture (which is increasingly under threat from climate impacts) coexists with intensive industrial agriculture, agriculture under controlled conditions, agroforestry, urban agriculture, organic agriculture and precision agriculture amongst others. This essentially allows – in several cases at high cost – to produce anything almost anywhere. The transformation of agricultural production systems in the run up to 2045 and beyond could be based on policies leading to measure productivity in units of water rather than units of land, minimising drastically nitrogen run-off to rivers and streams, using environmentally friendly inputs.

Intensive industrial agriculture is characterised by achieving higher productivity (i.e. a reduction of production costs) and an efficient management and control of pests and diseases. The problem is that the externalities of such intensive systems – i.e. the impact on human health and the environment – are not normally put in the balance. A UNDP report estimates that this type of agriculture emits GHG and generates environmental costs of roughly USD3 billion per annum. It also contributes to species loss and degradation of ecosystems.

Agroecological and regenerative approaches that restore and conserve biodiversity on farms and in agricultural landscapes are one way to go; however, a recent study noted a risk of ‘outsourcing’ the challenge in jurisdictions with less stringent regulations, therefore driving up food imports and increasing biodiversity overseas<sup>28</sup>. The authors offer ‘land sparing’ as an alternative – a lower impact way to boost yields in farmed lands, allowing for other areas to remain protected. In any case, alternative agriculture approaches are ever more needed to enable thriving production

systems, resilient livelihoods, and sustainable societies. But to get there, fostering a constructive and meaningful dialogue between the agriculture and conservation sectors is imperative.

### Fisheries

There have been notions that by 2050 our oceans will be borderline empty of fish. While this belief is exaggerated, one ought not overlook the fact that overexploitation of our fish stock remains a global challenge. Research confirms that fishery resources continue to be under significant pressure<sup>29</sup>.

A ‘controlled’ way of managing fisheries is aquaculture. Aquaculture is experiencing rapid expansion across all continents at varying starting points, making it the fastest-growing food production system worldwide.

Aquaculture Development	
Growth 2020-2000 (%)	
Africa	463 %
Americas	207 %
Asia	88 %
Europe	59 %
Oceania	88 %

Source: *The State of World Fisheries and Aquaculture: Towards Blue Transformation*, (2022). UN Food and Agriculture Organisation (FAO)

According to FAO’s 2022 State of World Fisheries and Aquaculture: Towards Blue Transformation, fisheries and aquaculture production will reach 202 metric tonnes in 2030, which is an approximate 14% increase compared to today.

Latest research<sup>30</sup> warns that more than 90% of global aquatic food production is under threat. In marine environments, capture fisheries typically display greater vulnerability compared to aquaculture, whereas in freshwater environments, the opposite is

<sup>28</sup> Bateman, I., Balmford, A. Current conservation policies risk accelerating biodiversity loss. *Nature* (2023).

<sup>29</sup> The State of World Fisheries and Aquaculture: Towards Blue Transformation, (2022). UN Food and Agriculture Organisation (FAO)

<sup>30</sup> Cao, L., Halpern, B.S., Troell, M. et al. Vulnerability of blue foods to human-induced environmental change. *Nat Sustain* (2023). <https://doi.org/10.1038/s41893-023-01156-y>

observed. Looking ahead, it is important to identify and aid mitigation and adaptation measures in developing nations in Asia, Latin America and Africa, where both the risks and the capacity to respond at a national level are limited. The 2023 study of Cao, L. et al. has laid some of the groundwork needed to address the challenge, however further efforts are required to analyse environmental risks and opportunities, facilitating strategic planning and policy formulation for the production of resilient and sustainable marine resources. Stronger research and policy synergies between aquaculture and agriculture are required, with an enhanced focus on aquatic foods.

### Infrastructure

One estimate indicates that by 2030, the global volume of construction output will grow by 85%, which translates to about USD15.5 trillion<sup>31</sup>. The increase, however, comes at a price. Construction projects emit large amounts of carbon dioxide and methane, infrastructure developments destroy biodiversity, cause pollution and produce waste. In addition, the environmental impact of construction also affects wildlife: roads in tropical rainforests can cut off migration routes, destroy habitats, increase over-exploitation, illegal use and trade, and increase the risk of pathogen spill over; dams can divert water from freshwater habitats, impede species movements, and destroy habitats; oil spills kill marine organisms and leave the shoreline polluted. In addition to these concerns, the infrastructure for energy transport and distribution can also have detrimental effects on wildlife populations and ecosystems, including the risk of collision, electrocution, habitat fragmentation, and the potential for wildfires.

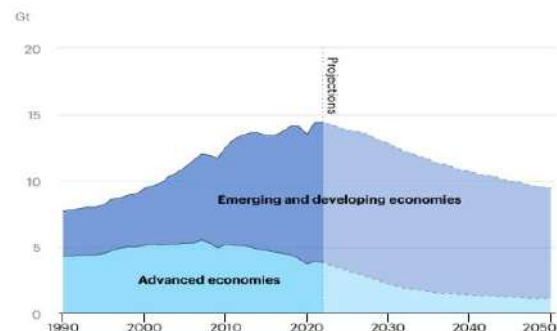
There is no doubt that infrastructure development must become greener in its methods, materials and operations, implementing the *mitigation hierarchy*. While a number of interventions can make important

contributions to a green city – such as bike lanes, green spaces, smart waste removal – the most significant factor is the design and construction of green buildings, since about 30% of the world’s GHG emissions come from buildings. Estimations show that green buildings could reduce CO<sub>2</sub> emissions by 32%<sup>32</sup>. Architects, engineers, and builders worldwide need to adapt green practices in construction and even align with the UN SDGs. Momentum exists today through the growing use of sustainable infrastructure standards such as the [G20 Principles for Quality Infrastructure Investment](#).

### Energy

The transition to cleaner energy will differ among countries and regions. It will shape socioeconomic development, it will influence ecosystems and biodiversity conservation and it should be viewed as unavoidable.

Figure 5: Power sector CO<sub>2</sub> emissions 1990- up to 2050 by advanced and emerging and developing economies



Source: World Energy Outlook (2022). Analysis – [IEA Executive Summary](#)

Current trends signal a rapid increase in renewables, a lesser dependence on fossil fuels and the possibility of disruptive changes to the energy mix – like fusion and green hydrogen. New policies in major energy markets help propel annual clean energy investment to more than USD2 trillion by 2030, a rise of more than 50% from today<sup>33</sup>. Clean energy is increasingly becoming a huge opportunity for growth and jobs, and a major arena for international economic competition.

<sup>31</sup> Venice Afbale, M. (2019). Building Green – Minimizing the Environmental Impact of Construction. BOLD Insights

<sup>32</sup> Meyer, S. (2023). What is a Sustainable City. 10 Characteristics of Green Urban Planning. The Zebra Co.

<sup>33</sup> IEA (2022), World Energy Outlook 2022, IEA, Paris. License: CC BY 4.0 (report); CC BY NC SA 4.0

Faster deployment of renewables and efficiency improvements should – this decade – bring down natural gas and oil demand by 20% in the case of the EU. There may be unexpected technological advancements, such as nuclear fusion, that could provide game-changing and optimistic energy transitions (e.g., via private initiatives such as MIT/Commonwealth Fusion Systems).

Nuclear fusion combines two hydrogen atoms to form an atom of helium, liberating an enormous amount of energy in the process. The Lawrence Livermore National Laboratory in California, USA, recently reported the production of 3.5 megajoules of energy using only 2.05 megajoules derived from the application of lasers of hydrogen atoms<sup>34</sup>. This historic advancement could take one, two or more decades to be commercially viable; however, it could end up being a game changer for the energy sector globally.

Previous waves of interest in hydrogen were focused mainly on expanding its use in fuel cell electric vehicles<sup>35</sup>. In contrast, the new interest covers many possible green hydrogens uses across the entire economy, including the additional conversion of hydrogen to other energy carriers and products, such as ammonia, methanol and synthetic liquids. These uses can increase the future demand for hydrogen, and in turn – water, and can take advantage of possible synergies to decrease costs in the green value chain.

## Mining

Mining today is not what it used to be 20 or even 10 years ago. A wealth of mining standards, increased investor scrutiny and civil society pressure has pushed the industry towards strengthening its environmental and social safeguards; innovation in mine closure and rehabilitation have also enabled a decrease in environmental impacts. Nevertheless, in the event of a failure or accident, the repercussions for the local

community, environment and water sources can be catastrophic.

Critical minerals and metals are essential for the energy transition – i.e. for the production of solar panels, wind turbines, batteries and electric vehicles amongst other clean energy and transportation technologies. Estimates show that by 2050, the demand for nickel and copper will more than double; for graphite, lithium and cobalt, the World Bank estimates a 500% increase in production<sup>36</sup>. While metal recycling is one way to meet this growing demand – with Japanese company Sumitomo already recycling cobalt and lithium – this method is insufficient in and of itself to meet the growing demand. On the other hand, a growing challenge in the sector is tailings management. Tailings are the left-over materials (waste) from processing the ore. With steadily depleting resources near the surface of the ground, miners are forced to dig deeper mines which means – more tailings and waste. In 2020, the UN Environment Programme, the International Council on Mining and Metals and a group of responsible investors under the UN umbrella of Principles for Responsible Investment launched the [Global Industry Standard on Tailings Management](#). It is imperative that every mining company – be that private or publicly owned – implements this standard to ensure safe management of tailings facilities, working towards the goal of zero harm to people and the environment.

Linked to the challenges of inland mining, over the past years through the International Seabed Authority (ISA), governments have started exploring the option of deep-seabed mining. It is clear that to date, there is insufficient understanding of the potential consequences of deep-sea mining on the environment and until such studies, principles and rigorous regulations are developed, this mining method will remain ill-advised.

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<sup>34</sup> US Department of Energy (2022). The Lawrence Livermore National Laboratory Achieves Fusion Ignition

<sup>35</sup> IRENA (2020). Green Hydrogen: A Guide to Policy Making. International Renewable Energy Agency. Abu Dhabi.

<sup>36</sup> Climate-smart Mining: Minerals for Climate Action (2019) World Bank

### 3.3. Trade

If globalisation in the past was more about goods and services crossing borders, today, globalisation is also about the movement of people, rapid economic integration through digital exchange, technology and innovation. What we can also observe today is that new modalities, particularly trade agreements between like-minded partners, tariffs and restrictions based on political concerns and protectionism have become the norm. In this context, what some authors and media define as deglobalisation is in reality a re-globalisation in which the mode of operation, strategies and trade practices are evidently changing.

Renewable energies, AI and teleworking will link countries in completely new interdependent networks, to an extent where no single region or country is even close to being independent<sup>37</sup>. Some argue that while the first wave of globalisation was based on corporate gains, the re-globalisation will be based on national and regional interests and security. The European Union's Carbon Border Adjustment Mechanism will impose financial penalties on carbon intensive imports, for example, and the EU has already ruled that data of its citizens cannot be stored beyond its borders.

Trade predictions up to 2045 would be difficult and uncertain to make. On the conceptual side, the future of trade may be shaped by five trends: fair and sustainable trade, inclusive participation, digitalisation, diversification and rebalancing – with a shift to Asia, Africa and the Middle East<sup>38</sup>, and when it comes to natural and mineral resources – Latin America. Supply chain dynamics are also changing whereby emerging markets are profiting from the shift to lower cost markets and local suppliers. In quantitative terms, trade is expected to reach USD29.7 trillion by 2030. Asia will increase trade participation from USD5.8 trillion in 2020 up to USD11.5 trillion in 2030; and the Middle

East is expected to move from USD0.8 trillion to USD1.7 trillion during the same period. There is a growing need for international trade agreements and protocols to incorporate environmental protection requirements, particularly in relation to finance, skills and technology transfer. We are already observing this today, with the Global Commission on the Economics of Water calling for water to be featured in trade agreements.

### 3.4. Consumer side

There are many theories and studies on the future of consumer behaviour. Based on today's global movement and increasing societal pressure on environmental, social and governance issues, it is expected that this trend will only be invigorated in the future.

Today, e-commerce has become the norm. At the same time, one particular trend worth highlighting is the growing consumer expectation of more transparent supply chains. According to PwC "end-to-end visibility will be the number one requirement for effective supply chain management"<sup>39</sup>. While in theory consumers are increasingly gravitating towards sustainable and green products, according to a study conducted by McKinsey, 50% of consumers are reluctant to pay a premium price for sustainability<sup>40</sup>. It is unclear whether with the increased climate threats and consciousness around biodiversity loss we will start to see a trend towards premium-price acceptance. However, one thing is clear – consumers are increasingly conscious about the ethical and environmentally sustainable practices behind the products they are purchasing.

### 3.5. Nature as an asset

Estimates show that over half of global gross domestic product (\$44 trillion) is highly or moderately dependent on nature, and as such, exposed to nature loss<sup>41</sup>. On the one hand,

<sup>37</sup> Leonard, M (2023). La próxima globalización. La Nación, lunes

<sup>38</sup> Future of trade 2030: trends and markets to watch. 2021. Standard Chartered.

<sup>39</sup> The future of consumer markets (2021). PwC

<sup>40</sup> Kohli, S. Consumer behaviors are diverging in sometimes paradoxical directions. How can companies quickly detect—and respond to—these trends? (2023). McKinsey & Company.

<sup>41</sup> WEF (2020) Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy, World Economic Forum,

there continue to be different and nuanced perspectives on whether and how nature should be valued and how these values should be translated into conservation strategies. Some environmental scientists, conservationists, NGOs, and civil society more generally, are wary of the outright economic valuation of nature due to a perception that humans do not own nature and therefore cannot put a value on it.

On the other hand, much of our natural resources have been considered as “open” and “available”, and our environment has been treated as an externality for centuries. Therefore, the true value of nature has not been reflected in global market prices, which in the globalised capitalist world we live in, has led to depleting finite natural resources and the degradation of ecosystems with no consequences for the polluter nor the exploiter. As a result, the cumulative impact humanity has had on our ecosystems is reaching irreversible limits which require a fundamental change in the way we produce, consume and trade goods and resources. Many believe that to achieve this change, all stakeholders – across all geographies, sectors and industries – need to change the way they operate by featuring the true cost of nature in their activities (in other words, the “premium-price for green products as discussed in the section “Consumer side” above). Methodologies for valuing nature already exist today. In 2022, Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) put forward a values typology and guidelines for designing and implementing valuation methods to enable the embedding of the diverse values of nature into policy-making<sup>42</sup>.

Lately, an increasing number of businesses recognise broader environmental concerns and the risks and opportunities associated with their impacts and dependencies on biodiversity. As a result, many have committed

to integrate biodiversity into their decision-making processes and operations. However, in order to have a level playing field for all and achieve the transformational change needed, governments worldwide have a key role to play. Other stakeholders that need to be involved in this transformation are central banks, credit rating agencies, standard setting bodies, consumer groups and multilateral organisations such as the IMF and the World Bank.

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*“Our economies are embedded within Nature, not external to it. [...] We rely on Nature to provide us with food, water and shelter; regulate our climate and disease; maintain nutrient cycles and oxygen production; and provide us with spiritual fulfilment and opportunities for recreation and recuperation, which can enhance our health and well-being. We also use the planet as a sink for our waste products, such as carbon dioxide, plastics and other forms of waste, including pollution. Nature is therefore an asset, just as produced capital (roads, buildings and factories) and human capital (health, knowledge and skills) are assets.” Prof Sir Partha Dasgupta*

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In the absence of uniform and bold interventions and a level playing field, it is likely that the private sector will continue to have an overall harmful impact on nature.

Besides dependencies between economic activities and nature, nature is a valuable economic asset in and of itself. The economic value of natural capital (forests, mangroves, fisheries, agricultural land, and protected areas) has been estimated at USD35.9 trillion<sup>43</sup>. The value of natural capital remains particularly critical for low-income countries,

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<sup>42</sup> IPBES (2022). Summary for Policymakers of the Methodological Assessment Report on the Diverse Values and Valuation of Nature of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. Pascual, U. et al. IPBES secretariat, Bonn, Germany.

<sup>43</sup> WEF (2020) Nature Risk Rising: Why the Crisis Engulfing Nature Matters for Business and the Economy, World Economic Forum

accounting for 23% of their total wealth in 2018<sup>44</sup>.

The future of nature and business requires a transition towards a “nature-positive” economy<sup>45</sup>. This is a path that can provide a win-win for nature, people and business. It can unlock an estimated USD10 trillion of business opportunities by transforming the economic systems that are responsible for almost 80% of nature loss.

In addition, nature’s ability to create 395 million jobs in 2030 while pivoting the global economy to be “nature positive” is perhaps the single most important takeaway for decision-makers. Indeed, according to the recent ILO-UNEP-IUCN Report<sup>46</sup>, nearly 75 million people (14.5 million full time-equivalents) are currently working on Nature-based Solutions (NbS); and by tripling investment, an additional 20 million jobs (16 million full time equivalents) could be created. Indeed, the demand for talent with green skills is steadily increasing as governments and companies step up their commitments and actions to achieve their climate and sustainability goals.

Despite the first publications on valuing ecosystem services for human well-being emerging a quarter of a century ago, today, humanity is still struggling to adequately incorporate the diverse values of nature into decision-making<sup>47</sup>.

### Nature-based Solutions

A few decades ago, we started observing a shift in the environmental narrative – from protection and conservation rhetoric to nature offering solutions to society and development. This was manifested through the Nature-based Solutions (NbS) concept. NbS leverages nature and the power of healthy ecosystems to protect people, optimise infrastructure and

safeguard a stable and biodiverse future. IUCN pioneered the concept of NbS 20 years ago, first developing a formal definition and then the Global Standard for Nature-based Solutions as a safeguard for their use. NbS have significant, but currently underutilised potential to help address global challenges.

Today, NbS is gaining more and more traction. In 2022, during the 5<sup>th</sup> session of the UN Environment Assembly (UNEA-5), governments recognised the key role of NbS in addressing climate change. The concept was also featured in the cover decision of the 27<sup>th</sup> Conference of the Parties (COP27) of the UN Framework Convention on Climate Change (UNFCCC).

Assessing current financial flows to support conservation, broadly defined as NbS, UNEP recently estimated that conservation funding totals to USD154 billion per year, globally. The vast majority, roughly USD126 billion or 83% of total spending, comes from public sources. Private financial flows to NbS constitute USD26 billion per year (17% of total finance), including USD8 billion in sustainable supply chains and USD6 billion in biodiversity offsets<sup>48</sup>.

It is undoubtedly harder to visualise conditions up to 2045, however it is possible to predict with a good level of certainty that nature and biodiversity will occupy prominent places in the global economy. In this context, a call has been made for transformative conservation<sup>49</sup> aimed to catalyse and steer conservation processes by rethinking the relationships between individuals and within society. The authors (one of whom the Chair of the IUCN Commission on Ecosystems Management, CEM) consider that mechanisms such as NbS have great potential to transform conservation, yet also often have weaknesses and pose notable threats. ‘Transformative conservation’ including six strategic

<sup>44</sup> World Bank (2021) The Changing Wealth of Nations 2021: Managing Assets for the Future,

<sup>45</sup> The future of nature and business (2020). World Economic Forum.

<sup>46</sup> ILO, UNEP and IUCN.2022. Decent work in Nature-Based-Solutions 2022. Geneva. Licence: CC BY-NC-SA 3.0 IGO.

<sup>47</sup> Pascual, U., Balvanera, P., Anderson, C.B. et al. Diverse values of nature for sustainability. *Nature* (2023)

<sup>48</sup> UNEP (2022) State of Finance for Nature 2022. Nairobi

<sup>49</sup> Fougères D, Jones M, McElwee PD, Andrade A, Edwards SR (2022). Transformative conservation of ecosystems. *Global Sustainability* 5, e5, 1–14. <https://doi.org/10.1017/sus.2022.4>

recommendations, attempt to counter such shortcomings and accelerate systemic changes. The recommendations include:

- Take a systems approach to transformation
- Partner with political movements to achieve equitable and just transformation
- Link societal with personal ('inner') transformation
- Update how to plan for transformation
- Facilitate shifts from diagnosis and planning to transformative action
- Improve the ability to adjust to transformation as it occurs

#### Waste: nature as an “externality”

Businesses can depend directly on nature for operations and other activities, or indirectly through their supply chains, and in cases where nature is treated as an ‘externality’. Dependency on nature is in general larger for primary sectors, such as forestry, agriculture, and fisheries, but also for industries that heavily rely on inputs from nature, including food and beverages, pharmaceuticals, utilities, and construction amongst other.

A person in Africa generates on average 0.11 kg of waste per day. In Europe and other developed countries, the figure is 4.5 kg. Today, microplastics are found in the food we consume and in the most intact environments. About 50% of all plastics are of single use only, 30% of the food is wasted and fast fashion means that a considerable amount of clothes still in good conditions are thrown into the garbage. UNEA resolution 5/14 requested the development of an international legally binding instrument on plastic pollution – Plastics Treaty. It is set to change how plastics are designed, produced, and recycled.

Redesigning, reusing and a renewed emphasis on circular economy is desperately needed (Figure 5). Humanity has produced more plastic in the last 10 years than in the preceding century. This exponential rise in production places an incredibly heavy burden on people and the environment. Couple that with the fact that 90% of a product’s environmental impact

happens before it even gets to us, the consumers!

To complete this complex picture, physical space for waste is becoming a critical issue in some parts of the world, and beyond... While there are about 2,000 active satellites orbiting Earth at the moment, there are also 3,000 inactive ones littering space.

Many countries struggle to reduce waste. By 2050, the amount of municipal solid waste generated by the world is forecasted to grow as much as 70% to 3.4 billion metric tons. However, there are some countries that are working towards maintaining zero-waste practices by focusing on zero-waste resource management and similar policies, e.g. Germany, Austria, South Korea, the UK (Wales) and Switzerland.

Figure 6: The revised zero waste hierarchy



Source: ZWIA: Working Towards a World Without Waste

All over the world, a pollution prevention hierarchy (Figure 6) is incorporated into recycling regulations, solid waste management plans, and resource conservation programmes that include recovery prior to landfill. Many organisations focused overwhelmingly on this 4<sup>th</sup> R (for recycle), instead of the top 3 Rs, resulting in costly systems designed to destroy materials instead of systems designed to reduce environmental impact. As a result, the Zero Waste International Alliance adopted the only internationally peer reviewed Zero Waste Hierarchy that focuses on the first 3 Rs: Redesign/Rethink, Reduce, Reuse.

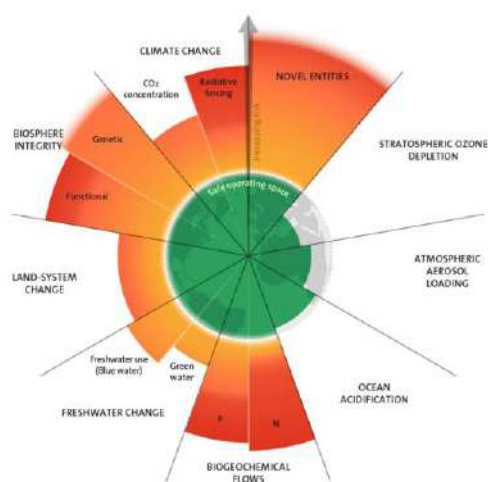


## 4. The environmental factor

It is no secret that the state of our natural environment is alarming; and there is a wealth of scientific research to prove it.

In 2009, the Stockholm Resilience Centre introduced the concept of planetary boundaries, which aims to define the environmental limits within which humanity can safely live and operate. In 2015, Steffen et al. developed a framework to help guide decision-making to reverse the dangerous course we are currently on. In September 2023, the Stockholm Resilience Centre released the most up-to-date concept, which, for the first time ever, quantifies all nine processes that regulate the resilience of the Earth systems as we know it. It also shows that six out of the nine boundaries have been infringed.

Figure 7: The nine planetary boundaries



Source: Richardson et al. 2023

The boundaries are grouped around: Stratospheric ozone depletion; Loss of biosphere integrity (biodiversity loss and extinctions); Chemical pollution and the release of novel entities; Climate change;

Freshwater consumption and the global hydrological cycle; Land system change; Nitrogen and phosphorus flows to the biosphere and oceans; Atmospheric aerosol loading. These are interlinked within the complex biophysical Earth system – clearly demonstrating that a focus on addressing climate change alone is not sufficient; analysing the interplay of climate and biodiversity loss is key<sup>50</sup>. This is a message that IUCN has been championing since the [Marseille Congress in 2021](#). Should we reach or trespass planetary boundaries, the environment will fail to self-regulate, triggering unknown territories for humanity.

It is worth noting that the planetary boundaries framework has been heavily debated in the past years and while it is gaining influence and traction, it is also criticised for its limitations in application as well as lack of political support from the Global South<sup>51</sup>.

Indeed, humanity is waking up to the climate-biodiversity interplay, made evident by UNFCCC texts that now recognise the importance of nature in addressing the climate crisis. What is more, a recent report by the World Economic Forum (WEF)<sup>52</sup> reaffirms the future significance of nature conservation efforts. It is underpinned by the annual Global Risks Perception Survey, which brings together insights of over 1,200 experts from academia, business, government and civil society. Global risks were ranked by severity over the short term (2 years) and mid-term (10 years) as shown in Figure 8 (below). The top-five risks in the 2-year framework include two that are distinctly environmental in nature. What is more, out of the top five in the 10-years span, the top four are environmental: failure to mitigate climate change; failure of climate change adaptation; natural disasters and extreme weather events; biodiversity loss and ecosystem collapse.

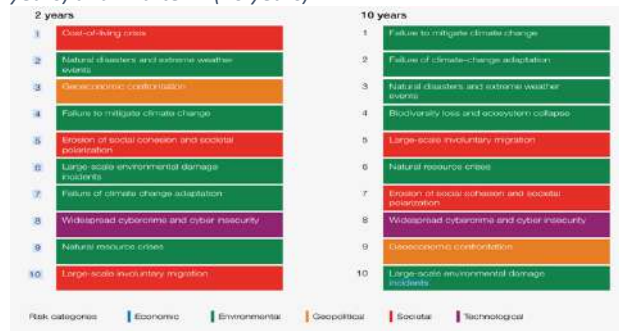
<sup>50</sup> Richardson, J., Steffen W., Lucht, W., Bendtsen, J., Cornell, S.E., et.al. 2023. Earth beyond six of nine Planetary Boundaries. *Science Advances*, 9, 37.

<sup>51</sup> Biermann, F., Kim, R. The Boundaries of the Planetary Boundary Framework: A critical appraisal of approaches to

define a “safe operating space” for humanity (2020). *Annual Reviews*

<sup>52</sup> World Economic Forum. 2023. *The Global Risk Report*, 18<sup>th</sup> Edition. ISBN 13-978-2-940631-36-0

Figure 8: Global risks ranked by severity over the short (2 years) and mid-term (10 years)



While key environmental resources, like soils, mangroves, peatlands, air are being affected by anthropocentric-driven processes and merit careful consideration by the conservation community, the issues of climate change and water management should be undoubtedly the top concern of humanity, both in the short-term and particularly in the longer-term.

This section starts by looking at ecosystem services and species, followed by climate change and freshwater.

#### 4.1. Ecosystems and species

Today, more than 1.75million of species have been identified<sup>53</sup>. When analysing the status and extinction risk of more than 150,000 assessed species through the IUCN Red List of Threatened Species, the evidence is that approximately a quarter are threatened with extinction in the medium term. This data has been extrapolated to project that a million species in total may be threatened within decades. For comparison, current extinction rates are around a thousand times higher than historic data on record. Repeat Red List assessments over time allow for the generation of Red List Indices, which show that extinction risk is increasing at a rate of about 1% per decade; a number also confirmed by the IPBES.

More recently, the IPBES assessment on Invasive Alien Species and their control points out the unprecedented negative impacts of biological invasion<sup>54</sup>. More than 37,000 alien

species introduced by human activities have been recorded, at an unprecedented rate of approximately 200 per annum. If trends of drivers continue, by 2050, the total number of alien species is expected to be about one-third higher than in 2005. To reverse the trends, the IPBES report emphasises the need to: (i) prevent and mitigate invasive alien species through effective management in particular through sound engagement and collaboration with stakeholders and Indigenous People and Local Communities, (ii) integrated governance at local and national level. The operationalisation of the GBF is an opportunity to strengthen regulatory instruments on trade and policies amongst others.

As discussed earlier in this chapter, there is no doubt human activity is transforming landscapes and seascapes. Today, one third of all land is degraded, which harms biodiversity and jeopardises essential ecosystem services such as carbon storage. Protected areas offer a solution. If effectively managed and fairly governed, such areas can safeguard nature and cultural resources, protect human health, provide sustainable livelihoods and support sustainable development.

Even though the set of distinct ecosystems has long been recognised, differences in classification approaches have delayed the generation of insight of their extent, distribution, status and trends. The recent publication of an authoritative IUCN Global Ecosystem Typology at last overcomes this limitation, proposing a standard hierarchical system for documentation and mapping of ecosystem types. Despite the limited data today, we can still infer that ecosystems on average have declined by 47% relative to their earlier estimated states, and that degradation and loss of integrity are pervasive across much of the remaining 53%, thus evidencing a dramatic variation in the type and extent of ecosystems around the Earth's surface.

<sup>53</sup> McDaniel M., et al (2023). National Geographic. Article

<sup>54</sup> IPBES (2023). Summary for Policymakers of the Thematic Assessment Report on Invasive Alien Species and their Control

of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services. Roy, H. E., et al (eds.). IPBES secretariat, Bonn, Germany.

The full diversity of nature at genetic levels is only just beginning to be determined, with the rapid expansion of genetic techniques and building on the sequencing of the human genome in 2001. It is clear that like species and ecosystems, genetic diversity is widely variable around the planet. Unlike for species and ecosystems, little comprehensive evidence is available today on the status and trends of genetic diversity, although indicators to track these are now slowly emerging.

There is also substantial additional variation in the distribution and impacts of threats, as illustrated by the Species Threat Abatement & Restoration (STAR) metric, with regions concentrating both exceptional biodiversity and particularly severe threats termed “biodiversity hotspots”. Finally, in the past and today, ex situ conservation has had a role to play in protecting endangered species and it is likely that this conservation method will remain in place in the future.

## 4.2. Climate change

The effects of climate change have resulted in significant harm and permanent damage to various ecosystems on land, in freshwater areas, and coastal and open ocean environments. There is a strong consensus that the increasing intensity of heat extremes has led to the loss of numerous species, both on land and in the ocean. Certain ecosystems, such as those influenced by glacial retreat, are experiencing impacts that may be irreversible<sup>55</sup>.

The outlook to 2045 is pessimistic; there remains uncertainty as to whether the behavioural changes required will happen gradually or drastically. Expected changes include a warmer atmosphere, a warmer and more acidic ocean, sea level rise, and larger changes in precipitation patterns. The extent of future repercussions of climate change depends on what humanity does today to

reduce GHG. By 2045, outdoor air pollution particulate matter and ground-level ozone can become one of the top causes of environmental-related deaths worldwide. In all the above, decarbonisation, binding agreements, science and technology should play a critical role. The optimistic view looks to positive interventions to counteract at least in part some of the expected challenges, particularly natural disasters.

Climate change is also changing how ecosystems function, putting into motion ecological processes that, themselves, in time will cause more warming: known as ‘positive climate feedback’. Increases in wildfires, trees dying due to drought and insect outbreaks, peatlands drying and tundra permafrost thawing, all release more CO<sub>2</sub> as dead plant material decomposes or is burned<sup>56</sup>. This is starting to transform systems that have historically been solid carbon sinks into new carbon sources. Once these ecological processes reach a tipping point they will become irreversible and commit our planet to continue warming at a very high rate.

With respect to coastal disaster risk reduction: average global flood losses in major coastal cities are expected to spike from US\$6 billion per year in 2005 to US\$52 billion per year by 2050<sup>57</sup>. When conserved, mangroves alone provide flood protection benefits that exceed USD65 billion per year in value, and avoid 15 million people from being flooded annually across the world.

However, global trends in the capacity of nature to sustain contributions to good quality of life show a decline for 14 of the 18 categories of nature’s contributions to people<sup>58</sup>. The only categories showing possible positive trends include food and feed, energy and mineral resources (see Figure 9 below).

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<sup>55</sup> Sixth Assessment Report (2021), UN Intergovernmental Panel on Climate Change

<sup>56</sup> Living Planet Report (2022). WWF / ZSL

<sup>57</sup> Hallegatte S, Green C, Nicholls RJ, Corfee-Morlot J (2013) Future flood losses in major coastal cities. *Nat. Climate Change* 2013 39 3:802–806. <https://doi.org/10.1038/nclimate1979>

<sup>58</sup> IPBES (2019): Summary for policymakers of the global assessment report on biodiversity and ecosystem services of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

### Ocean acidification

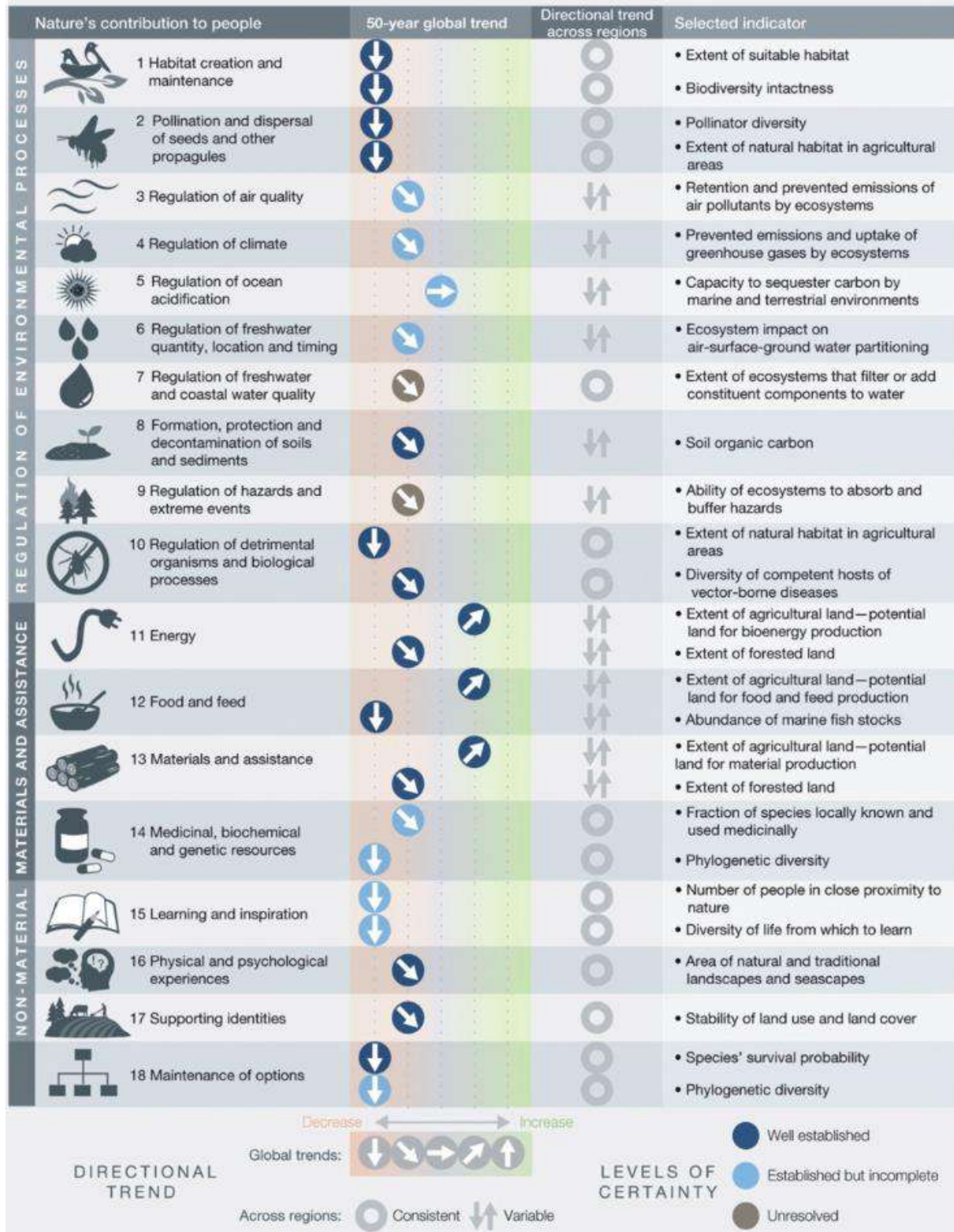
As laid out by the Stockholm Resilience Centre in the Planetary Boundaries Framework – “around a quarter of the CO<sub>2</sub> that humanity emits into the atmosphere is ultimately dissolved in the oceans. Here it forms carbonic acid, altering ocean chemistry and decreasing the pH of the surface water. This increased acidity reduces the amount of available

carbonate ions, an essential 'building block' used by many marine species for shell and skeleton formation.”<sup>59</sup> This causes major disruptions to ocean ecosystems, with ramifications going beyond regions and impacting the whole planet.

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<sup>59</sup> Steffen et al. 2015

Figure 9: Global trends in the capacity of nature to sustain contributions to good quality of life from 1970 to the present; Source: IPBES 2019

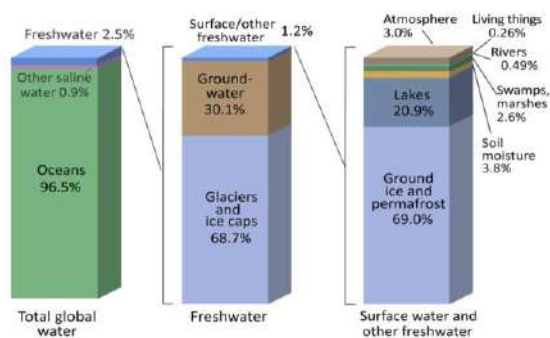


### 4.3. Water

Freshwater is intrinsically linked to industry, agriculture, energy, health, services and economy to name a few. Its conservation and rational use will be the key driver of life on Earth in the future. Unfortunately, the challenges to water conservation and its availability, in particular to disadvantaged communities, are immense<sup>60</sup>.

Close to 72% of all water withdrawals are used for food production, 16% for municipalities for households and services and 12% for industries (Figure 8).

Figure 10: Water availability and distribution



Source: Water Science School. The distribution of water on, in and above the Earth (2019)

A total of 2.3 billion people live in water-stressed countries, of which 733 million live in high and critically water-stressed countries. Currently, 80% of the world's water withdrawals is discharged untreated back into rivers, streams and the oceans, damaging ecosystems and human water sources. Humans withdraw about 4000 cubic kilometres of water per annum; this is triple the amount withdrawn annually 50 years ago and projections indicate a 1.6 % yearly increase in water demand up to 2050<sup>61</sup>. It is worth recalling that only about 3% of Earth's water is freshwater. Of that, only about 1.2% can be used as drinking water; the rest is locked up in glaciers, ice caps, and permafrost, or buried deep underground<sup>62</sup>. The key challenge with groundwater is its over-abstraction, and in particular fossil groundwater, which is non

replenishable. This, coupled with pollution of groundwater supplies by industries and human activities further exacerbate what will likely be a major freshwater crisis in the decades to come. These unsustainable practices are further reinforced by perverse incentives of the clean energy transition, such as solar pumping

Water is where all life begins. As such, humans have started exploring freshwater beyond this planet – evident by India's recent historic Moon landing. Latest news from the space mission reports sulphur discoveries which points to possible frozen water and therefore life on the Moon<sup>63</sup>.

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*“The availability of freshwater is rapidly changing all over the world, creating a tenuous future that requires attention from policymakers and the public as demonstrated by 14 years’ worth of satellite data collected by a unique NASA Earth-observing mission called the Gravity Recovery and Climate Experiment. It measured the very tiny space-time variations in Earth’s gravity field, effectively weighing changes in water mass over large river basins and groundwater aquifers—those porous, subterranean rock and soil layers that store water that must be pumped to the surface. One of the more startling findings of the GRACE data concerned the water we cannot see but increasingly rely upon: groundwater. Over half of the world’s major aquifers are past sustainability tipping points, meaning that the rates at which groundwater is being withdrawn are far greater than the rates at which it is being replenished. Will more long-distance water transport be required to support food production in its current locations? Or will food production migrate to where more water is available?”*

– A Map of the Future of Water, The Pew Charitable Trusts (2019)

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<sup>60</sup> UN Water. Water Facts (2021). United Nations

<sup>61</sup> The World’s Water Challenge (2017). Pacific Institute

<sup>62</sup> No Healthy Planet without a Healthy Ocean (2023) Revolve.

<sup>63</sup> India’s Chandrayaan-3 rover confirms sulphur on moon’s south pole (2023). Al Jazeera.

## 5. The technological factor

Humanity is facing and will continue to face difficult choices pertaining to technological developments. Besides the well-known advances in communication, automation, supply chain management, trade, nutrition and health manifested through social networks, blockchain, gene editing, delivery drones, wearable health trackers respectively, the world is expected to witness further and more disruptive developments<sup>64</sup>. These include but are not limited to: solar geoengineering, heat pumps, hydrogen powered planes, direct CO<sub>2</sub> capture in the atmosphere, container ships with sails, virtual reality workouts, 3D-printed bone implants, a radically new generation of vaccines, flying electric taxis, routine space tourism, quieter supersonic aircrafts, sleep tech optimisation, enhanced metaverse, quantum computing, virtual influencers and brain interfaces, among others.

**We are yet to understand the consequences for conservation of technological advances. Artificial intelligence (AI), chemistry and geosciences, digital sequencing and biotechnology in general could impact conservation of ecosystems and biodiversity.** The great disparity of investments in science and technology (S&T) and innovation (up to 3% of GDP in developed countries and only 0.25% in others), call for a significant shift on how S&T is perceived by society, while avoiding that only a privileged elite receives current and potential benefits.

On the one hand, it is clear that technology can be a powerful ally in the fight against biodiversity loss and climate change.

On the other hand, there is equally a concern that technology may have possible adverse effects on nature and humanity as a whole. Today, there is growing interest in exploring

new geoengineering technologies such as solar radiation modification (SRM), ocean fertilisation and alkalisation, and other novel carbon dioxide removal (CDR) methods in combatting the climate crisis. However, it is important that a precautionary approach be taken with respect to these emerging technologies. This is essential given their unproven nature, the significant social and environmental risks that they pose, the moral hazard that they can drive and – most importantly – the critical unresolved issues around their ethics, consent, equity and governance<sup>65</sup>.

Some predictions of the state of S&T by 2045 are laid out below<sup>66</sup>. On the one hand, the world may witness a dramatic evolution of scientific tools, such as:

- **Digital Twins** could facilitate the digital simulation of the impact of human activity.
- **Generative AI** could increase the productivity and management of data, generating publications, new insights and solutions to address the loss of nature. This concept, alongside others such as Chat GPT, can also support quicker analysis of data and clearer and more efficient results reporting.
- **Autonomous Sensing** may lead to more efficient, automated and frequent surveying of our planet.

On the other hand, challenges and new ways of working facing the scientists of the future could include:

- Open-source collaboration to be driven by a growth of large scale, **open-source datasets**.
- **Assisted Research**. With AI becoming such a critical research tool, this is likely to increase the productivity of a scientist by a factor of 10; however, ethical questions on the use of AI remain unresolved today.

<sup>64</sup> What Next? 2022, The World Ahead 2022. The Economist Magazine. London p. 93-98

<sup>65</sup> UNEP (2023). One Atmosphere: An independent expert review on Solar Radiation Modification research and deployment. Kenya, Nairobi.

<sup>66</sup> The themes covered in this section 8, unless indicated by a reference, are to a great extent based and adapted from initial texts (Pre-Reads) provided by [Open Exo \(openexo.com\)](https://openexo.com)

- **Inclusivity.** The push for more diverse representation in science is likely to result in new voices achieving research prominence.
- **Citizen Science.** As many of these tools become more available at lower costs, a greater proportion of scientific research is likely to be conducted outside of traditional scientific research institutes.

The organisations of the future are likely to be radically different from today, for example:

- **Research funding.** New models and sources of funding (e.g., via crowd-funding, venture capital or philanthropic funding) could start to influence the sort of research being conducted.
- **Emergence of Private Sector Laboratories.** As the private sector and philanthropists increase their investments in science for the environment, there is likely to be a rise in activities and developments in private laboratories.

- Overall, the previous three industrial revolutions have had a negative impact on nature, as new technologies permitted ever more extraction of natural resources and destruction of ecosystems. The Fourth Industrial Revolution is seeing new technologies, such as synthetic biology<sup>67</sup>, AI and autonomous systems, which could be powerful allies in the fight against environmental degradation.

Finally, comparing today's technological advancements with efforts tackling social injustice and biodiversity loss – it is evident that the former has evolved exponentially quicker. This can even be observed by the vocabulary used. In the early 2000s, today and in 20 years' time, socio-economic and environmental terms such as – inequality, poverty, food security, deforestation, climate change – will most likely remain the same. (see Table 1).

Table 1: Examples of science and technology terms of the recent past, present and predictions for the future

YEAR 2000	TODAY	YEAR 2045
Camera mobile phones iPod  Video games Tests of geological C sequestration Facebook (2004) Windows XP and macOS	ChatGPT based on AI Blockchain technology  Gene editing 3 D printing  Social networks Delivery drones	Brain computer interfaces* E. efficient quantum computing* H powered planes* Container sailing ships*  Fusion power* Heat pumps in green buildings*
*Expected		

<sup>67</sup> IUCN. Synthetic Biology and Nature Conservation. Nature 2030

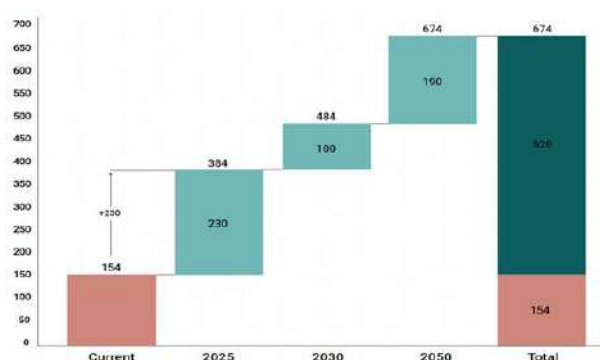


## 6. Resourcing and financial flows

Conservation funding must be seen as investments for actions and analysed through different lens: current spending; the biodiversity financing gap; and reforming harmful subsidies. Today, International conservation finance concentrates around official development assistance (ODA), of which about US\$10 billion per year targets biodiversity as principal or significant goal (3% of global ODA).

It is clear that current conservation finance is insufficient to halt and reverse biodiversity loss. The biodiversity financing gap – i.e. the difference between current conservation spending and the amount of funding needed – has been estimated at US\$520–824 billion per year. This means that the current level of funding covers only 16 to 20% of what is required. UNEP recently estimated that an additional US\$520 billion of conservation financing is needed to help limit climate change to below 1.5°C, halt biodiversity loss and achieve land degradation neutrality.

Figure 11: The trajectory of annual conservation investment needs to limit climate change to below 1.5°C, halt biodiversity loss and achieve land degradation neutrality, USD billion (2022)



Source: Deutz A, Heal GM, Niu R, et al (2020) *Financing Nature: Closing the global biodiversity financing gap*. UNEP (2022) *State of Finance for Nature 2022*. Nairobi

The recently adopted Kunming-Montreal Global Biodiversity Framework calls countries to identify, eliminate, phase out or reform

incentives, including subsidies harmful to biodiversity. The target is to reduce them by at least US\$500 billion per year by 2030. Currently, only 4.5% of agricultural support comes in the form of “green” subsidies – such as subsidies to promote less-polluting inputs or to encourage production with fewer negative externalities, or as payments for resource conservation or land set-asides.

With regard to fossil fuel subsidies, as mentioned earlier in this chapter, the fastest growing economies are also those that are often 1) most dependent on fossil fuels and have the most pressing and urgent need to industrialise and tackle poverty (e.g., India, Indonesia, Vietnam), and also 2) those with the greatest natural assets (e.g. Brazil, the Democratic Republic of Congo). So, a shift in focus on environmental protection and climate change to these areas will require innovative efforts underpinned by a systems approach to transformation. There is an opportunity to explore remuneration for global public goods – such as the Amazon’s and the Congo basin’s role in regulating climate. Various financing tools are already emerging – nature debt conversion, carbon and biodiversity credits for conservation and green bonds amongst other.

A number of experts in the field<sup>68</sup> consider that ODA and philanthropy must seek alignment and greater efficiency to have an impact. There appears to be an increased notion of incrementalism but too little disruption in terms of creative funding. Today, experts continue to signal concerns about the severe financial gaps facing the development agendas. **The exponentially increasing needs of humanity cannot be fulfilled solely by ODA and donations due to the volume of demands and expectations.** We are also increasingly observing a shift towards earmarked financial support in the quest to demonstrate greater impact.

Today, the environment ranks sixth on the list of philanthropic priorities with 1.5% of charitable donations<sup>69</sup>, signalling the need for re-tooled approaches to partnerships and

<sup>68</sup> The Future of Development Finance (October 2022) A DEVEX Event <https://pages.devex.com/future-of-development-finance-2022.html>

<sup>69</sup> Fortune (2022). The chronicle of philanthropy and the associated press.

financial resources. Existing institutions are unlikely to remain static and it is expected that there will be a significantly growing competition for these resources.

No doubt new technologies allow for more “outside of the box” opportunities for fundraising over the next 20 years. Examples include decentralised fundraising using tools such as Web-3 which enable the creation of crowdfunding platforms that allow people to donate to causes directly, without the need for intermediaries; or tokenisation, which includes the establishment of new digital tokens that represent ownership of tools, methods and conservation projects. Such tokens could be sold to supporters or investors, providing a new source of funding.

At the same time, the proliferation of disinformation and cyber campaigns on environmental issues will increasingly require strong, active and independent institutions to uphold scientific integrity in a rapidly evolving world.

## 7. So, what? What does this mean for IUCN?

Based on the above literature review, a number of emerging themes merit consideration for IUCN’s future. This concluding section provides some initial reflections on the way to 2045. It is important to note these reflections are non-exhaustive and their purpose is solely to prompt a debate within the Union on its future strategic vision.

IUCN, in and of itself, should not attempt to change the future world order on its own; however, it could play a key role by leading the way to agricultural sustainability or assume an even greater role in managing water resources, for example. **Focus is key. The goal should be to make strategic decisions on IUCN’s concrete and niche role in a probable future world.**

As an additional source of information for analysis and discussion, this section highlights a number of positive developments which

indicate the great opportunities to support conservation when individuals and organization develop a common purpose.

### Positive developments do inspire change

While challenges to nature conservation persist, **many positive changes are also underway that IUCN may leverage in order to advance its mission.** These include (but are not limited to):

- ❖ New global and regional political agreements to halt damage, restore and make sustainable use of biodiversity are helping to create a shared language and advance decisions linking environment, economy, and social benefits.
- ❖ Changes in economic frameworks supported by central banks and multilateral organisations are beginning to provide financial incentives for environmental stewardship. Responsible reporting frameworks for businesses (e.g Task forces for disclosure of climate and biodiversity impacts) are laying the ground for improved transparency and accountability of private and public actors for their impacts on nature.
- ❖ New models addressing conservation based on public-private partnerships are being developed. The innovative partnership struck to protect the Great Bear Rainforest in Canada is a successful example of how such partnerships can operate in practice, bringing transformation for both the environment and society with high returns on investment.
- ❖ Knowledge and tools that now exist to address zoonotic disease and the wildlife-human interface (one-health) can be applied to manage future disease outbreak, including future pandemic events, which directly or indirectly affect the protection of nature. For example, the IUCN papers on the impact of Covid on wildlife point to the loss of income from ecotourism, loss of the critical workforce, increased poaching, and wildlife conflict.

- ❖ Education and awareness initiatives using social media connectivity can help mobilise and raise the voice of youth and isolated communities.
- ❖ Spatial science is rising in importance for monitoring world change at scale, helping to create more effective and targeted responses.

### **New demands and opportunities for the Union**

Finally, the following table provides a non-exhaustive set of potential areas and themes where IUCN could have a comparative advantage to get involved or strengthen its current contributions. These examples are based on new demands and opportunities emerging in the decades to come, while remaining cognisant of the strengths of IUCN in the past, namely convening power, capacity-building, advocacy, policymaking, knowledge generation and conservation action.

Significant external trends and needs	Potential opportunities for IUCN
<p>The world will likely continue to witness a realignment of economic and political forces.</p>	<p><b>The Union may consider strengthening its current links with key political and economic multilateral blocks and organisations</b> to test and scale-up initiatives. Indeed, the growing importance of Asian states and other developing countries should alert IUCN to explore novel, creative and stronger partnerships with emerging economies.</p>
<p>Many rapidly growing states (i.e. India, China, Indonesia, Vietnam) may exacerbate a potentially unsustainable demand for resources like energy, minerals, water and food, releasing increasing amounts of GHG into the atmosphere.</p>	<p>Advanced economies can encourage developing economies to phase out fossil fuels, only on the condition that they accompany such demands with the requisite technology and skills transfer, and most importantly – the necessary funding for a just transition. <b>IUCN, as a global Union of governments worldwide possibly has a role to play in facilitating this global process.</b></p> <p>What is more, <b>IUCN’s track-record</b> in developing standards and data in biodiversity and conservation, capacity building and management of protected areas should be considered an asset in promoting sustainable demand for resources – with both the public and private sector.</p> <p>Global trade also has a role in today’s rapid economic development. Evidently, there is a growing need for international trade agreements and protocols to incorporate environmental protection requirements – to avoid “outsourcing” problems to jurisdictions with less stringent environmental requirements and also in relation to finance, skills and technology transfer. Trade also has a role to play in managing invasive alien species. <b>These are areas where IUCN could play a bigger role in the future, through capacity building, environmental law expertise and facilitation of knowledge exchanges.</b></p>
<p>Multi-stakeholder dialogue will remain essential in resolving the interlinked, transboundary and complex challenges of today and tomorrow.</p>	<p>In a world of increased access to information, we are witnessing a tendency of “alternative facts” and spread of misinformation at scale and pace unseen in the past. IUCN can add value on the basis of its dialogue facilitation, awareness and consensus building capacity among diverse stakeholders, underpinned by evidence-based science.</p> <p>Another possible <b>role IUCN could play is that of bringing together diverse stakeholders to find common ground</b> – for instance, farmers and scientists, or economists and biologists. Meaningful engagement and a common language between agriculture, finance and conservation actors will be imperative in the future.</p> <p>Alignment on a vision grounded in collaboration and unusual partnerships represent a significant opportunity for the future.</p>
<p>The UN estimates that by 2050, more than two-thirds of the global population will live in cities.</p>	<p>Urbanisation has its pros as it is associated with economic growth and development; however, it can also have severe cons in the event of poor or lack of planning, causing environmental degradation at scale. It is imperative to capitalise on technology advancements when it comes to the urbanisation trend – smart- buildings, -vehicles, -waste and -energy will be central to addressing this challenge. In any case, this topic warrants further consideration by <b>IUCN, particularly in the</b></p>

	<p><b>context of the new membership category of subnational governments.</b></p>
<p><i>Land-use changes (e.g., agriculture, infrastructure) will continue exerting pressure on ecosystems and biodiversity.</i></p>	<p><i>The significant use of energy and the great amounts of GHG released by the agriculture and infrastructure sectors may require increased effort from IUCN to lead the advancement of sustainable, biodiversity-conscious practices.</i></p> <p><i>This can include the strengthening of green urban practices, tools and policies. The design and construction of green buildings is expected to be central in the decades to come; this is an area where IUCN could explore contributing to through its knowledge products and standards. IUCN also has a role to play in identifying key biodiversity areas and supporting decision makers with the effective management of protected areas at scale.</i></p>
<p><i>The socioeconomic panorama will likely continue to be characterised by inequality, conflict, food &amp; water security, migration and conflict.</i></p>	<p><i>By emphasising and empowering youth, women, environmental defenders and indigenous groups – key stewards of conservation – IUCN could make a significant contribution to counteract the current and expected divisive socioeconomic factors plaguing the world. Strengthening the capacity of its Members, in particular civil society organisations, and providing them with a <u>collective</u> voice can enhance environmental and social safeguards. To enable a strong collective voice, focus will be key.</i></p> <p><i>It is important to remain cognisant of the growing migration trend due to climate change and environmental degradation. As some areas become uninhabitable, whole communities will seek to migrate for survival. This will, in turn, give birth to more conflict. IUCN's possible role in this space is to raise awareness and provide evidence-based knowledge to “warn” the global community of this possible future outcome and mitigate it where possible. These efforts should be complementary to existing work on NbS and disaster risk reduction.</i></p>
<p><i>The world will continue witnessing impressive and unexpected scientific and technological developments.</i></p>	<p><i>IUCN must stay abreast of technological advancements; and this comes with a cost. Emerging technologies could have a transformative impact on the health of our biodiversity and ecosystems if steps are taken to institute environmental and social safeguards. It is also unclear if the benefits of scientific developments will impact society at large or mainly a set of privileged minorities. Therefore, a possible role for IUCN is to adapt, apply and use widely those advancements with a benefit-sharing approach, positively impacting conservation.</i></p> <p><i>New technologies such as blockchain and AI can aid the push towards more transparent, equitable and green supply chains as well as revolutionise the way we gather, analyse and communicate data. Given its established networks, IUCN can be an important actor in encouraging the conservation community to study and embrace advanced technologies for nature conservation by facilitating the necessary collaboration to ensure humanity capitalises on this opportunity.</i></p>

<p><i>Fisheries and aquaculture – it is likely that overexploitation will continue to be a challenge in the future.</i></p>	<p><i>The 2023 study of Cao, L., Halpern, B.S., Troell, M. et al. has laid some of the groundwork needed to address the issue, however further efforts are required to analyse environmental challenges and opportunities, facilitating strategic planning and policy formulation to produce resilient and sustainable marine resources. Primary and secondary legislation – both national and international – will likely have a role in resolving this challenge. With existing work with and contributions to BBNJ and the International Tribunal for the Law of the Sea, this is an area where IUCN’s environmental law expertise is expected to remain relevant.</i></p>
<p><i>Water resources will be at a severe peril considering today’s unsustainable use coupled with growing demands.</i></p>	<p><i>While climate change and soil degradation constitute severe challenges to humanity, it is becoming clear that water security should – without demeriting efforts on other issues and resources – become priority number one for the IUCN collective. Its actual and predicted scarcity and greater future demand merit a clear focus and swift action.</i></p> <p><i>While new and efficient freshwater-filtering technologies may be observed in the future, until that day comes, equitable water management will be critical; and IUCN has an opportunity to lead the way.</i></p>
<p><i>The world of waste, unless seriously contained, will negatively affect biodiversity and human health.</i></p>	<p><i>There is waste everywhere even in the most remote pristine environments. Waste management and consumer behaviour represent a significant opportunity for IUCN to partner with like-minded actors to promote waste reduction and a renewed emphasis on circular economy and redesigning, rethinking and reusing materials.</i></p>
<p><i>There is a need for re-tooled approaches to partnerships and financial resources. Growing competition for limited financial resources is likely.</i></p>	<p><i>New technologies allow for more outside of the box opportunities for fundraising over the next twenty years, for example: Web-3, tokenisation, generating a return from the sale of services that leverage data with the necessary safeguards respecting the principles of public goods and conservation commons. In all cases there will be a need to convey and disseminate evidence by means of both traditional and social media. There is an inescapable and urgent necessity to invest more resources in partnering with the public <u>and</u> the private sector in humanity’s pursue of changing today’s economic practices.</i></p>
<p><i>The nature conservation space is becoming crowded.</i></p>	<p><i>In a world of growing financing needs and constrained development budgets, avoiding overlaps and redundancies across multilateral organisations’ mandates and portfolios, whilst ensuring complementarity between multilateral and bilateral efforts, will be key to achieving the greatest development impact. IUCN – as a Union – possibly has a role to play in coordinating these efforts at local, regional, and global level.</i></p>

*Redirecting financial flows and repurposing subsidies may be the way to go.*

*Various financing tools are already emerging – nature debt conversion, carbon and biodiversity credits for conservation and green bonds amongst other. Over the past year, IUCN has been exploring this space in a systematic way through the Finance for Nature Initiative. These efforts have been welcomed by Council’s Finance and Audit Committee and warrant further discussion on the scale and ambition for IUCN in this space.*

## 20-year Strategic Vision for IUCN – Workshop

### 110<sup>th</sup> Council meeting

14- 15 November 2023

Château de Fontainebleau- France

Meeting link for those joining online:

<https://us06web.zoom.us/j/83926336658?pwd=Sp7axaozzUhWGaN4Ot4FbOCeOrLfxF.1>

Meeting ID: 839 2633 6658

Passcode: 628753

<b>Tuesday 14<sup>th</sup> November (14:30-18:30)</b>	
<b>Introduction</b>	<b>Razan Al Mubarak, IUCN President</b> <b>Grethel Aguilar, IUCN Director General</b>
<b>Part 1: Panel on key challenges and opportunities: an outlook on the future</b>	
<b>Presentation and discussion</b>	Climate Change and Nature <b>Speaker: Johan Rockström, Director, Potsdam Institute for Climate Impact Research</b> <i>Virtual</i>  Plenary discussion
<b>Presentation and discussion</b>	Biodiversity and economy <b>Speaker: Dr Kate Raworth, Creator of the Doughnut of social and planetary boundaries and co-founder of Doughnut Economics Action Lab</b>  <i>Virtual</i>
<b>Break</b>	
<b>Presentation and discussion</b>	Nature and People <b>Speakers:</b> <b>Lucy Mulenkei, Executive Director, Indigenous Information Network</b> <b>Ramiro Batzín Chojj, Executive Director of the Sotz'il Association, Coordinator of the International Indigenous Forum on Biodiversity (IIFB), IUCN Vice-President</b> <i>Virtual</i>  Plenary discussion
<b>Presentation and discussion</b>	Resourcing and Financial Flows <b>Speaker: Jeffrey Sachs, Director, Earth Institute, Columbia University</b> <i>Virtual</i>  Plenary discussion
<b>Presentation and discussion</b>	Technology and Tools for Nature Conservation Flows <b>Speakers:</b> <b>Salim Ismail, Mr Salim Ismail, Chairman, OpenExO</b> <b>Nishan Degnarain, CEO, ExO Solutions</b> <i>Virtual</i>  Plenary discussion
<b>Closing session</b>	<b>Razan Al Mubarak, IUCN President</b>



**Wednesday 15<sup>th</sup> November (8:30-11:00)****Part 2: Council dialogue on IUCN 20-year strategic vision***Moderated by Mark Salway and SungAh Lee*

10'	<b>Introduction</b>	<p><b>Introduction</b></p> <ul style="list-style-type: none"> <li>• What did we learn from yesterday?</li> <li>• What are we going to do today?</li> <li>• What are the long-term timescales we need to think on?</li> </ul> <p>An introduction to how the day provides the chance to think ambitiously and strategically, placing IUCN at the heart of change for the future of nature, the climate and biodiversity.</p> <p><b>Razan Al Mubarak, IUCN President</b> <b>Grethel Aguilar, IUCN Director General</b></p> <p><i>Plenary</i></p>
40'	<b>Workshop Question 1</b>	<p><b>What are the needed global transformations for the successful future of the planet, and what is IUCN's contribution to this?</b></p> <p><i>Discussion in groups</i></p>
30'		<p><b>Feedback in plenary</b> <b>Facilitators:</b> Mark Salway and SungAh Lee</p> <p><i>Plenary discussion and feedback</i></p>
40'	<b>Workshop Question 2</b>	<p><b>What are the roles that IUCN needs to play in this global transformation?</b></p> <p><i>Discussions in groups (Continue in same groups)</i></p>
20'		<p><b>Feedback in Plenary</b> <b>Facilitators:</b> SungAh Lee and Mark Salway</p> <p><i>Plenary discussion and feedback</i></p>
10'	<b>Wrap up and next steps</b>	<p><b>Drawing golden threads from conversations. Next steps.</b></p> <p><i>Plenary</i></p>



**WCEL**

**WORLD COMMISSION ON ENVIRONMENTAL LAW**  
COMMISSION MONDIALE DE DROIT DE L'ENVIRONNEMENT  
COMISIÓN MUNDIAL DE DERECHO AMBIENTAL

**WCEL**  
**2022-2023**  
**REPORT**

## STRUCTURE OF THIS PRESENTATION:

1. Commission data
2. Work on resolutions
3. Topical work
4. Cross-cutting work
5. Outreach: mentorship program, webinars, publications

# 1. Commission data

# WCEL: ORGANIZATION OVERVIEW

- **Steering Committee**

**20 members**  
(including WCEL's 4 Chairs Emeriti)

- **4 Task Forces**

Global Judicial Institute on the Environment TF

Model Forest Act TF

Agreement on Plastic Pollution TF (joint)

Rights of Nature TF (joint)

- **8 Specialist Groups**

Early Career SG

Ethics SG

Climate Change Law SG

Ocean Law SG

Environmental Security and Conflict Law SG

Biodiversity Law SG

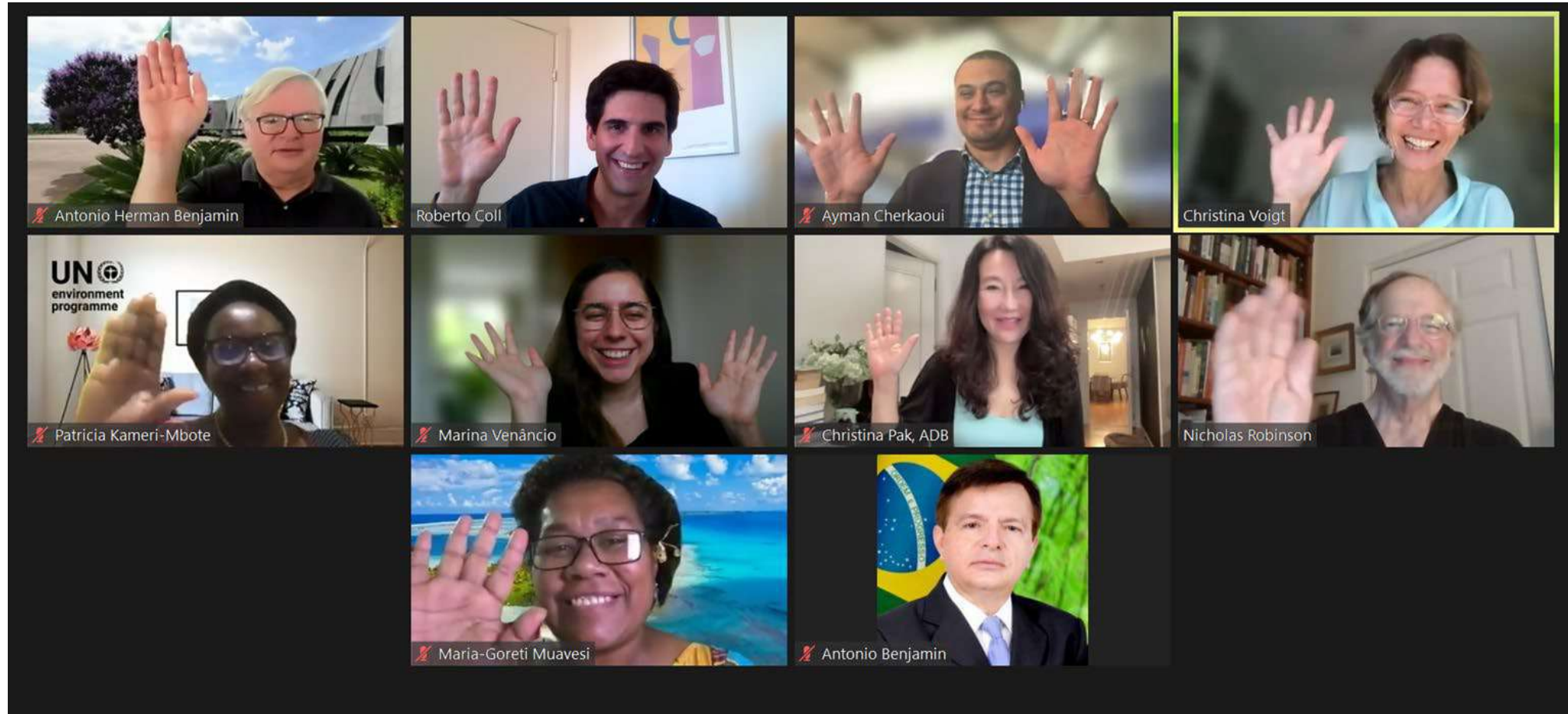
Water and Wetlands Law SG

Soil and Sustainable Agriculture Law SG

# WCEL: SG/TF MEETING (5 OCT 2023)



# WCEL: SC MEETING (6/7 OCT 2023)



# WCEL: MEMBERSHIP OVERVIEW

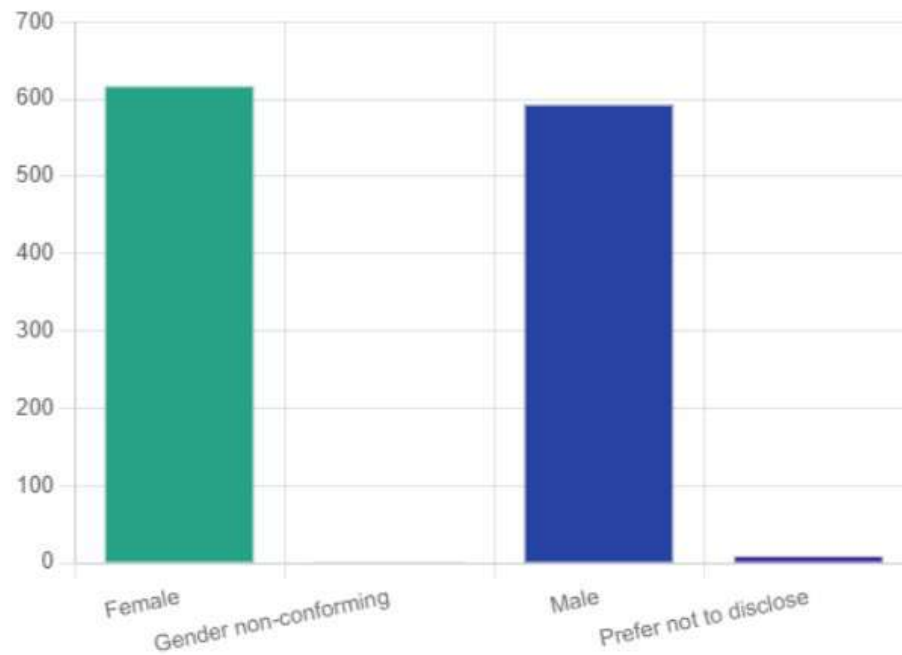
Total Commission members: 1224



**300+ since 2022**  
**(35% increase in the last year)**

Report date: 2023-10-02

Gender

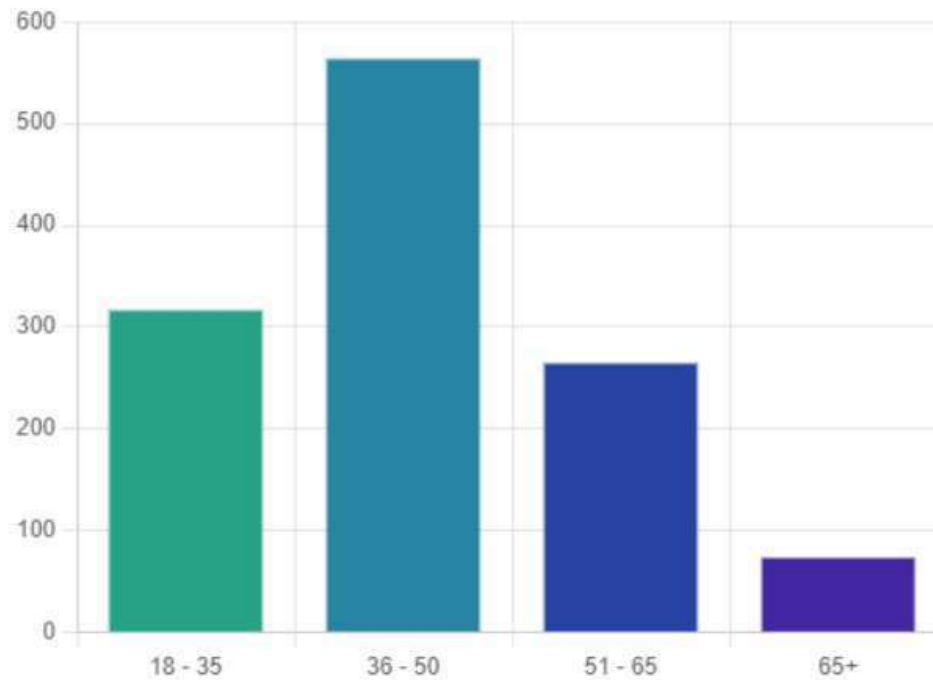


Female	618	50.49%
Gender non-conforming	2	0.16%
Male	594	48.53%
Prefer not to disclose	10	0.82%



# WCEL: MEMBERSHIP OVERVIEW

Age

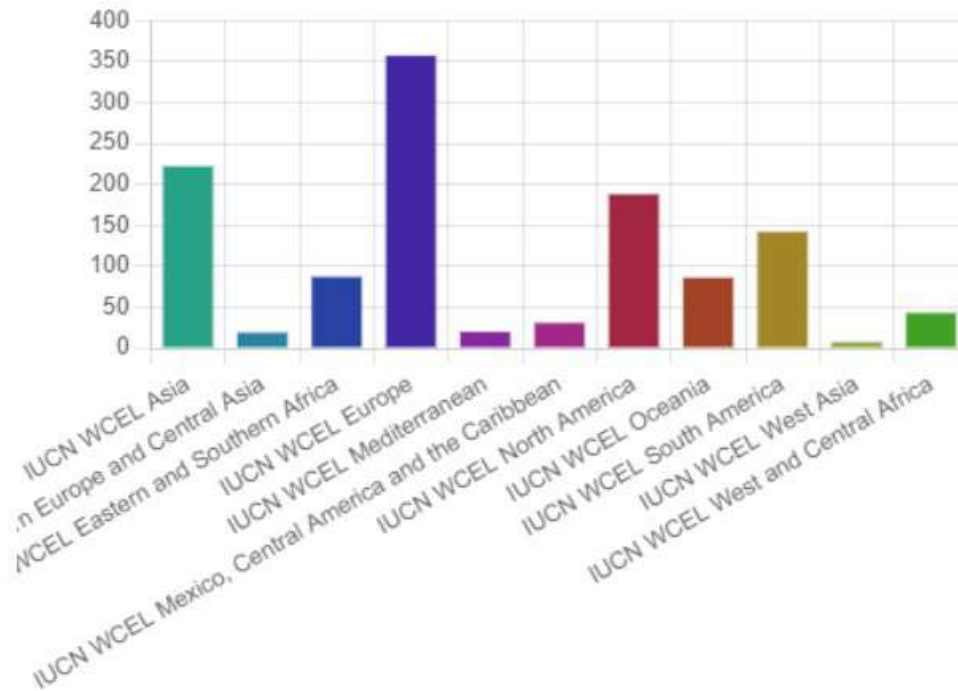


18 - 35	318	25.98%
36 - 50	565	46.16%
51 - 65	266	21.73%
65+	75	6.13%

# WCEL: MEMBERSHIP OVERVIEW

## Commission\_Region

Commission regions are defined by each Commission independently



IUCN WCEL Asia	224	18.3%
IUCN WCEL Eastern Europe and Central Asia	21	1.72%
IUCN WCEL Eastern and Southern Africa	89	7.27%
IUCN WCEL Europe	359	29.33%
IUCN WCEL Mediterranean	22	1.8%
IUCN WCEL Mexico, Central America and the Caribbean	33	2.7%
IUCN WCEL North America	190	15.52%
IUCN WCEL Oceania	88	7.19%
IUCN WCEL South America	144	11.76%
IUCN WCEL West Asia	9	0.74%
IUCN WCEL West and Central Africa	45	3.68%

# 2. Work on resolutions

## REGIONAL FOCAL POINTS:

- **Asia** Christina Pak
- **Caribbean:** Michelle Weekes
- **Eastern and Southern Africa:** Robert Kibugi
- **Meso-America:** Claudia de Windt
- **North-America:** Denise Antolini
- **Oceania:** Margaretha Wewerinke-Singh
- **South America:** Claudia de Windt
- **West and Central Africa:** Yacouba Savadogo
- **West Asia:** Aisa Hammadeen
- **West Europe:** Agnès Michelot
- **China:** Tianbao Qin
- **Mediterranean/North Africa:** Ayman Cherkaoui

# MARSEILLE RESOLUTIONS: WCEL FOCAL POINTS

- **Res. 8:** *“Protecting rivers and their associated ecosystems as corridors in a changing climate”* – **Marina Venancio**
- **Res. 14:** *“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”* – **Michael Hantke**
- **Res. 18:** *“Valuing and protecting inland fisheries”* – **Xiao Recio**
- **Res. 19:** *“Stopping the global plastic pollution crisis in marine environments by 2030”* – **Hiroko Gotlieb**
- **Res. 23:** *“Reducing impacts of incidental capture on threatened marine species”* – **Olivier N Yambo**
- **Res. 23:** *“Updating of the legislation to stop the pollution of oceans caused by the discharging of wastewater by ships”* – **Achinthi C. Vithanage**
- **Res. 30:** *“Enhancing the resilience of coastal areas in the face of climate change, biodiversity crisis and rapid coastal development”* – **Alix Willemez**
- **Res. 36:** *“Declaration of global priority for conservation in the Amazon Biome”* – **Claudia de Windt**
- **Res. 37:** *“Strengthening the Global Judicial Institute on the Environment and the Global Institute of Prosecutors for the Environment”* – **Christina Voigt**
- **Res. 38:** *“Treating organized crime having an impact on the environment as a serious crime”* – **Alejandra Rabassa**
- **Res. 42:** *“Protection of the environment in relation to armed conflict”* – **Karen Hulme**
- **Res. 44:** *“Enhancing implementation of the Convention on Biological Diversity through National Biodiversity Strategies and Action Plans (NBSAPs)”* – **Francesco Sindico**
- **Res. 50:** *“Measuring the effectiveness of environmental law using legal indicators”* – **Nicholas Bryner**
- **Res. 51:** *“Regional agreement on access to information, public participation and access to justice in environmental matters in Latin America and the Caribbean”* – **Robert Kibugi**
- **Res. 54:** *“Engaging the private sector to combat wildlife trafficking”* – **Claudia de Windt**
- **Res. 55:** *“Guidance to identify industrial fishing incompatible with protected areas”* – **Maria Amparo Alban**
- **Res. 58:** *“Safeguarding coral reefs from harmful chemicals in sunscreen”* – **Kimberly Graham**

# MARSEILLE RESOLUTIONS: WCEL FOCAL POINTS

- **Res. 69:** *“Eliminate plastic pollution in protected areas, with priority action on single-use plastic products”* – **Hiroko Gotlieb**
- **Res. 75:** *“Transboundary cooperation for conservation of big cats in Northeast Asia”* – **Tianbao Qin**
- **Res. 76:** *“Building and strengthening wildlife economies in Eastern and Southern Africa”* – **Emmanuel Ugirashebuja**
- **Res. 81:** *“Strengthening national spatial planning to ensure the global persistence of biodiversity”* – **Charles Di Leva**
- **Res. 100:** *“Building Madagascar’s capacity to counter the threat from invasive species”* – **Tahiana Lucette Rakotoarisaona**
- **Res. 107:** *“Reducing the impact of fisheries on marine biodiversity”* – **Claire Colegrove**
- **Res. 114:** *“Integrated solutions to the climate change and biodiversity crises”* – **Emmanuel Kasimbazi**
- **Res. 115:** *“Protecting environmental human and peoples’ rights defenders and whistleblowers”* – **Claudia de Windt**
- **Res. 116:** *“Develop and implement a transformational and effective post-2020 global biodiversity framework”* – **Michelle Lim**
- **Res. 117:** *“Actions to strengthen food sovereignty and security of indigenous peoples and peasant communities”* – **Michelle Lim**
- **Res. 123:** *“Towards development of an IUCN policy on synthetic biology in relation to nature conservation”* – **Katy Gwiazdon**
- **Res. 125:** *“Setting area-based conservation targets based on evidence of what nature and people need to thrive”* – **Michelle Lim**
- **Res. 128:** *“Acting for the conservation and sustainable use of marine biological diversity in the ocean beyond national jurisdiction”* – **Cymie Payne**
- **Res. 130:** *“Strengthening sustainable tourism’s role in biodiversity conservation and community resilience”* – **Katy Gwiazdon**
- **Res. 134:** *“Protecting the Lower Congo River from large hydro-electric dam developments”* – **Katy Gwiazdon**
- **Res. 137:** *“Affirming the right of Indigenous Peoples and local communities to sustainably manage and utilise wild resources in the context of COVID-19”* – **Karen Hulme**

# 3. Topical work

# WCEL AND THE JUDICIARY:

- 1 June 2022, Stockholm:

"Symposium on Judges and the Environment, an Associated Event of the UN Stockholm+50 Conference"





# WCEL AND THE JUDICIARY:



- 15–17 March 2023:

"Simpósio Internacional de Direito do Patrimônio Cultural e Natural",  
Auditório do Superior Tribunal de Justiça (STJ) in  
Brasília

# WCEL AND THE JUDICIARY:



- Brasilia, March 2023:

Meetings with Brazil's minister of Finances, Minister of Indigenous Peoples and minister of Agriculture and Livestock, and the minister of Mines and Energy.

# WCEL AND THE JUDICIARY:



**The 2018 Brasilia Declaration of Judges on Water Justice**

**Official Virtual Side Event**

Saturday 18 March 2023 - 7:00am-9:45am (EST)  
*Simultaneous Translation available in English, French, and Spanish*



**ORGANIZING PARTNERS**

The Global Judicial Institute on the Environment – GJIE in cooperation with the Ministry of Foreign Affairs of Brazil, International Association of Judges – IAJ, IUCN World Commission on Environmental Law – WCEL, UNEP Law Division and International Council of Environmental Law – ICEL

- 18 March 2023:

**”The 2018 Brasilia Declaration of Judges on Water Justice”**

WCEL SC members who participated:

Antonio Benjamin, Christina Voigt, Patricia Kameri-Mbote,  
 Nicholas Robinson, Denise Antolini, Ayman Cherkaoui

# WCEL AND THE JUDICIARY:



## 2023 JUDICIAL COLLOQUIUM

JUDICIAL PROTECTION OF HUMAN RIGHTS  
AND PUBLIC INTERESTS AGAINST  
ENVIRONMENTAL POLLUTION FROM  
CHEMICALS AND WASTES

3-4 April 2023

Geneva | Palais des Nations | SALLE XVIII

- 3-4 April 2023, Geneva:  
  
2023 Judicial Colloquium: “Judicial protection of human rights and public interests against environmental pollution from chemicals and wastes”

# WCEL AND THE JUDICIARY:

- 5 May 2023, Madrid: WCEL co-organizes the launch event "Dialogues on Nature, Justice and Peace" with UC3M, ICEL and GJIE

WCEL SC members participation: Christina Voigt, Antonio Benjamin, Patrocía Kameri-Mbote and Nicholas Robinson.




**DIALOGUES ON NATURE, JUSTICE, AND PEACE**  
 Madrid Launch of 2023 NY World Law Congress'  
 Panels on Nature, Justice, and Peace  
 May 5<sup>th</sup> 2023, 14:30 - 17:00 CET  
 Universidad Carlos III de Madrid  
 Campus Puerta de Toledo (Ronda de Toledo, 1 / 28.005-Madrid): *Salón de Grados*

# WCEL AND THE JUDICIARY:



- 20 July 2023, New York:


## ”Judges & Environmental Rule of Law”

Event by the World Jurist Association during the World Law Congress in New York.

# UNSR ON THE PROMOTION AND PROTECTION OF HR IN THE CONTEXT OF CLIMATE CHANGE: LATEST REPORT (28 JULY 2023)

United Nations A/78/255

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 **General Assembly**

Distr.: General  
28 July 2023  
Original: English

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Seventy-eighth session  
Item 73 (b) of the provisional agenda\*  
**Promotion and protection of human rights: human rights questions, including alternative approaches for improving the effective enjoyment of human rights and fundamental freedoms**

**Promotion and protection of human rights in the context of climate change**

## VIII. Conclusions and recommendations

64. The United Nations Environment Programme, in collaboration with the World Commission on Environmental Law of the International Union for the Conservation of Nature and Natural Resources, is encouraged to develop simple and accessible multilingual training manuals and training programmes for judges on the linkages between climate change and human rights. It is also encouraged to develop simple and accessible multilingual guidebooks for judges on the science of climate change.



WCEL is already working on these multilingual training materials for judges and will continue to do so.

# OCEANS

## 4 MARCH 2023: BBNJ IMPLEMENTING AGREEMENT REACHED



**nilufer oral** @niluferoral · 5 mar.

Celebrating in the clouds (literally as I am in a plane) this historic agreement to protect the oceans BRAVO to the delegates, the NGOs and the many who have devoted years to reach this moment! #BBNJ International law works! #internationallaw



**Christina Voigt** @ChristinaVoigt2 · 5 mar.

Congratulations to IGC President Ambassador Rena Lee and all negotiators, the @IUCN Ocean team and the Chair of @iucn\_wcel Ocean Law Specialist Group, Prof. Cymie Payne, for achieving agreement on BBNJ implementing treaty! #bbnj #unclos



[iucn.org](https://iucn.org)

IUCN Statement on the High Seas Treaty

IUCN welcomes states finding common ground on the text of the High Seas Treaty in New York, USA on 4 March 2023, after years of ...





# OCEANS:



**IUCN** **WCEL**  
 WORLD COMMISSION ON ENVIRONMENTAL LAW  
 COMMISSION INTERNATIONALE DE DROIT DE L'ENVIRONNEMENT  
 COMISSÃO INTERNACIONAL DE DIREITO DO AMBIENTE

**ENVIRONMENTAL LAW SEMINAR SERIES**  
 Environmental Law Unit of IUCN Oceania in partnership with  
 the IUCN World Commission on Environmental Law (WCEL)

**HIGH SEAS TREATY: PRESERVING AND PROTECTING THE  
 MARINE BIODIVERSITY BEYOND NATIONAL JURISDICTION**

THURSDAY, JULY 6TH 2023  
 10.00am - 12.00pm (Fiji time) | 11.00am - 1.00pm (Tonga time) | 6.00 - 8.00pm EST

REGISTER HERE: <https://bit.ly/3prD7Lz>

**SPEAKERS**

- CYMIE PAYNE**  
 Chair of the Ocean Law Specialist Group of IUCN and Associate Professor, Rutgers University.
- CLEMENT MULALAP**  
 Adviser (Legal), Permanent Mission of the Federated States of Micronesia to the United Nations, New York City.
- ROSE LESLEY KAUTOKE**  
 Senior Crown Counsel, Head of the Legal Advice and International Law Division, Attorney General's Office, Government of the Kingdom of Tonga.

**MODERATORS**

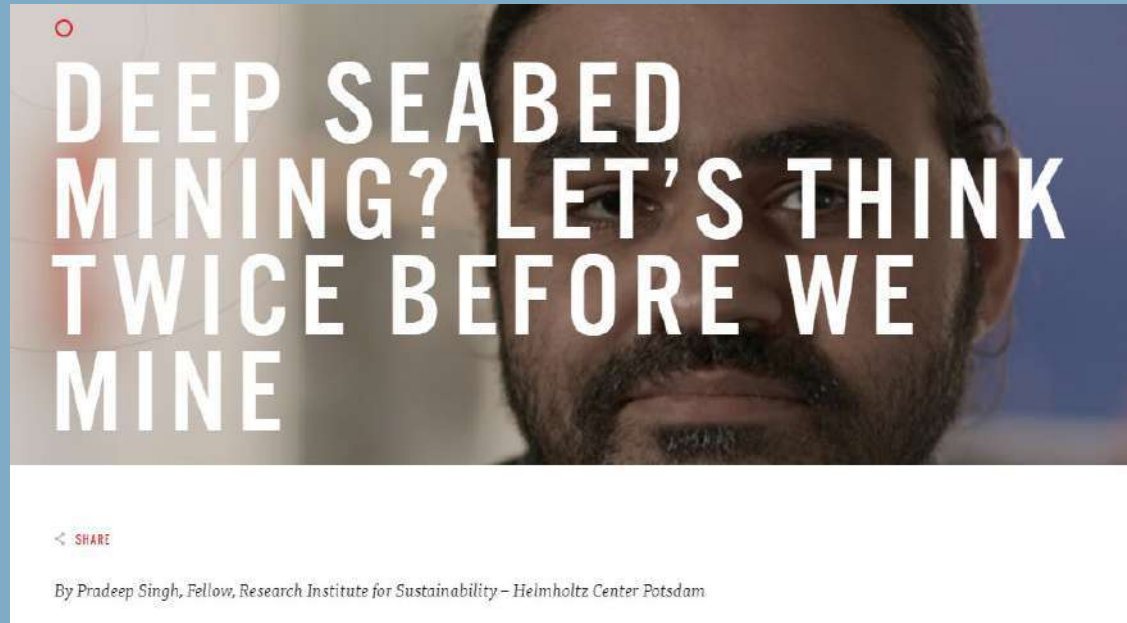
- MARIA-GORETI MUAVESI**  
 Regional Director of Justice, IUCN Oceania
- SEMISI SERUITANOVA**  
 Membership Officer, IUCN Oceania

- 6 July 2023:

“High Seas Treaty: Preserving and Protecting the Marine Biodiversity Beyond National Jurisdiction”

Cymie Payne (Ocean Law SG Chair) and Maria-Goreti Muavesi (SC member)

# OCEANS:



- June 2023:  
“Deep Seabed Mining? Let’s think twice before we mine”

Pradeep Singh (Ocean Law SG) for Environmental Justice Foundation



# OCEANS:



**IUCN**  
**WCEL**

## DEEP SEABED MINING WEBINAR

### CONVERSATION ON THE 2 YEAR-RULE

Owing to the invocation of a treaty provision known as the "two-year rule", the International Seabed Authority (ISA) has been requested to complete the adoption of seabed mineral exploitation regulations by 9 July 2023, a "deadline" which will not be met as the ISA Council only meets next on 10 July 2023.

Join us to discuss the significance of this invocation, including the political consequences of missing this deadline and the legal implications that arise if an application for exploitation is submitted to the ISA in the absence of regulations.

**Dates**  
Thursday 25 May 2023, 11:00 EDT / 17:00 CEST

**Expert speaker**  
Pradeep Singh  
*IUCN WCEL*

**Moderation**  
Minna Epps  
*Head, IUCN Ocean team*

**Format**

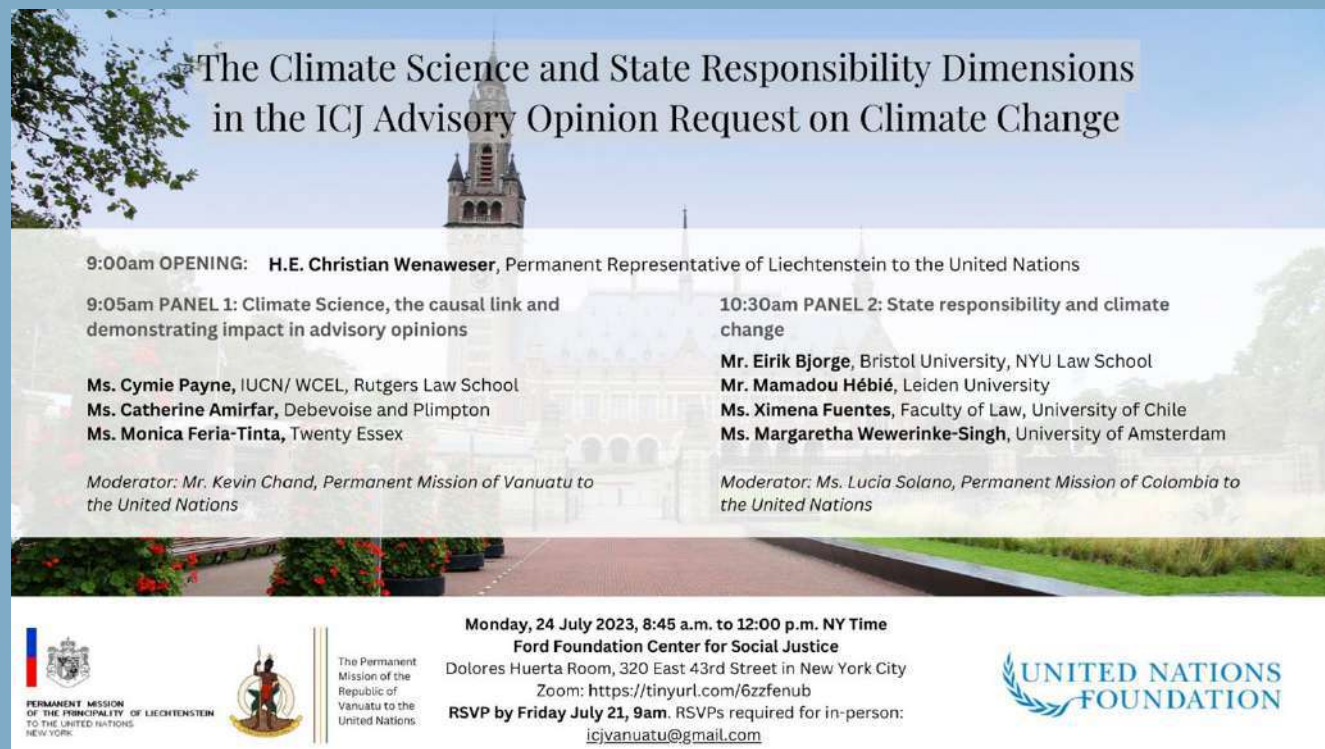
- 40 mins of presentation
- 20 mins Q&A

Photo: Alexandre Semenov

- 25 May 2023:  
“Deep Seabed Mining”  
webinar

Pradeep Singh (Ocean Law SG) and Minna Epps (Head of IUCN Ocean team)

# OCEANS:



**The Climate Science and State Responsibility Dimensions in the ICJ Advisory Opinion Request on Climate Change**

**9:00am OPENING:** **H.E. Christian Wenaweser**, Permanent Representative of Liechtenstein to the United Nations

**9:05am PANEL 1:** Climate Science, the causal link and demonstrating impact in advisory opinions

**Ms. Cymie Payne**, IUCN/ WCEL, Rutgers Law School  
**Ms. Catherine Amirfar**, Debevoise and Plimpton  
**Ms. Monica Feria-Tinta**, Twenty Essex

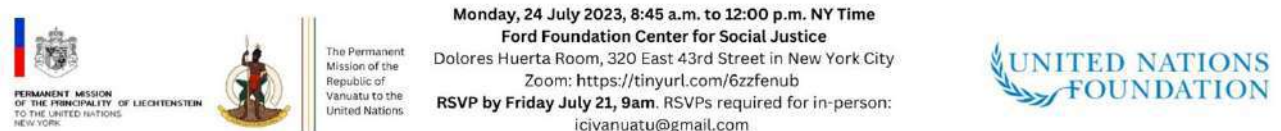
*Moderator: Mr. Kevin Chand, Permanent Mission of Vanuatu to the United Nations*

**10:30am PANEL 2:** State responsibility and climate change

**Mr. Eirik Bjorge**, Bristol University, NYU Law School  
**Mr. Mamadou Hébié**, Leiden University  
**Ms. Ximena Fuentes**, Faculty of Law, University of Chile  
**Ms. Margaretha Wewerinke-Singh**, University of Amsterdam

*Moderator: Ms. Lucia Solano, Permanent Mission of Colombia to the United Nations*

**Monday, 24 July 2023, 8:45 a.m. to 12:00 p.m. NY Time**  
**Ford Foundation Center for Social Justice**  
 Dolores Huerta Room, 320 East 43rd Street in New York City  
 Zoom: <https://tinyurl.com/6zsfenub>  
**RSVP by Friday July 21, 9am.** RSVPs required for in-person:  
[icjvanuatu@gmail.com](mailto:icjvanuatu@gmail.com)



- 24 July 2023:  
 "The Climate Science and State Responsibility Dimensions in the ICJ Advisory Opinion Request on Climate Change"

Cymie Payne (Ocean Law SG Chair) and Margaretha Wewerinke-Singh (Ocean Law SG member)

# FORESTS:



- 17 April 2023: Forests & Communities Initiative (FCI) webinar: "The Role of law in Forest Conservation"
- 22 -23 November 2023: "Forest and Communities Conference", Monaco



# FORESTS:



- 27 April 2023:  
**Regional Judicial Symposium on Forest & Protected Areas Legislation and Jurisprudence: Bridging Law and Science**

Organized by Asian Development Bank (ADB), GJIE, and WCEL. Hosted by the National Judicial Academy of Nepal.

# FORESTS:



- 17 July 2023:  
**Launch Meeting of the Model Forest Act Initiative in New York**

Organized by Asian Development Bank (ADB), UNEP, GJIE, the International Association of Judges and WCEL. Hosted by the National Judicial Academy of Nepal.

# PLASTIC POLLUTION:



INC-1 INFORMAL INFORMATION SESSION  
**PLASTIC POLLUTION, LAW AND JUSTICE**

December 1, 2022  
 Online  
 Language: English & Spanish

2 PM Argentina/Brazil/Uruguay  
 6 PM European Time Zone  
 8 PM East Africa Time

**JOIN US!**

Justice Luc Lavrysen (Belgium)	Prof. Christina Voigt (IUCN/WELC)
Justice Antonio Herman Benjamin (Brazil)	Mrs. Patricia Kameri-Mbote (UNEP/DELIC)
Justice John Pérez Brignani (Uruguay)	Mrs Alexandra Harrington (IUCN/WELC)
Justice Brian Preston (Australia)	Mrs. Andrea Brusco (UNEP/ROLAC)
Justice Mansoor Ali Shah (Pakistan)	Prof. Marcelo J. Cousillas (Uruguay)
Justice Ragnhild Noer (Norway)	

First Session of the Intergovernmental Negotiating Committee (INC)  
 to develop an international legally binding instrument on plastic pollution, including the marine environment  
 28 November - 2 December 2022  
 Punta del Este, URUGUAY
















• 1 December 2022:


## “Plastic Pollution, Law and Justice” First Session of the Intergovernmental Negotiating Committee (INC)

WCEL representatives:  
 Alexandra Harrington, Christina Voigt, Antonio Benjamin,  
 Patricia Kameri-Mbote




# PLASTIC POLLUTION:

Organised by:                         

In cooperation with:    

## The Role of Judges in Addressing Plastic Pollution



A high-level virtual dialogue among justices, senior judges and experts from around world to discuss plastic pollution, through an environmental rule of law lens. It aims to highlight the essential role of judges in addressing plastic pollution, ensuring environmental protection and respect for human rights.

[Registration here](#)

8 November 2023  
08:00-11:00 BRT | 12:00-15:00 CET | 14:00-17:00 EAT | 18:00-21:00 ICT

Simultaneous interpretation to English, Spanish and French provided

- 8 November 2023:

**“The Role of Judges in Addressing Plastic Pollution”** co-organized with UNEP, GJIE, ICEL and the International Association of Judges (AIJ).

WCEL representatives:

Christina Voigt, Antonio Benjamin, Patricia Kameri-Mbote, Nicholas Robinson, Alexandra Harrington.

# PLASTIC POLLUTION:



- 31 May 2023:

## INC-2 Second Session of the Intergovernmental Negotiating Committee (INC)

Kristine Seigwart and **Alexandra Harrington** (Chair of the WCEL Agreement on Plastic Pollution TF) represent IUCN in the plenary session.

# PLASTIC POLLUTION:

- **INC-3:**  
13 – 19 November  
2023



13 - 19 November 2023, Nairobi, Kenya

## INFORMATION BRIEF

### Compilation of IUCN WCEL Briefings for Negotiators for INC-3

In 2022, the IUCN World Commission on Environmental Law (WCEL) created the Plastic Pollution Task Force to provide insights and support to the Treaty negotiation process. The following series of ten targeted legal briefs are part of the IUCN Submission for the third Intergovernmental Negotiating Committee to develop an international legally binding instrument on plastic pollution, including in the marine environment.



Download ↓

- **Briefing 1:** Key Elements for Plastic Pollution Treaty
- **Briefing 2:** Glossary of Key Terms
- **Briefing 3:** Structure of Plastic Pollution Treaty (ILBI)
- **Briefing 4:** Just Transition and the International Legally Binding Instrument
- **Briefing 5:** Regime Convergence and the International Legally Binding Instrument
- **Briefing 6:** Circular Economy and Plastic Life-Cycle Issues
- **Briefing 7:** Legal Process of Treaty Negotiations
- **Briefing 8:** Connections between IUCN's Plastic Pollution Elimination Timeline and the SDGs
- **Briefing 9:** Connections between IUCN's Plastic Pollution Elimination Timeline and the GBF
- **Briefing 10:** Free Trade Agreement Convergence and the Plastic Pollution Treaty

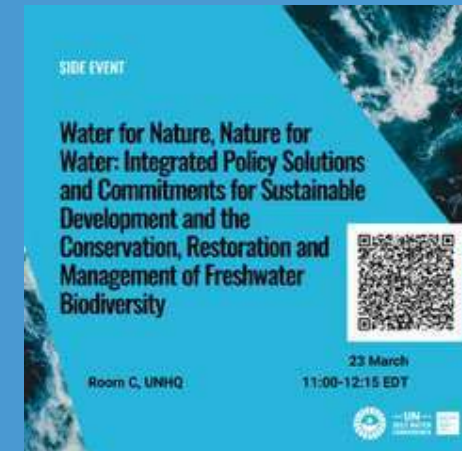


# WATER AND WETLANDS



- 23 March 2023:

**UN Water Conference official in-presence Side Event held at UNHQ** at the joint lead initiative of WCEL Water and Wetlands Law SG, the International Association for Water Law (AIDA) and the Environmental Law Institute (ELI).



# WATER AND WETLANDS



**IUCN WCEL**  
WORLD COMMISSION ON ENVIRONMENTAL LAW  
WORLD COMMISSION ON ENVIRONMENTAL LAW  
WORLD COMMISSION ON ENVIRONMENTAL LAW

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

**"THE EVOLVING LEGAL FRAMEWORK FOR THE MANAGEMENT AND GOVERNANCE OF GROUNDWATER – DOMESTIC AND TRANSBOUNDARY"**

**Organized by:**  
IUCN WCEL Water and Wetlands Law Specialist Group

**TOPICS:**

- "Emerging directions - A comparative overview"

**Speaker:** Stefano Burchi (Chair of the IUCN WCEL Water and Wetlands SG)

- "The approaches and experience of South Africa"

**Speaker:** Barbara van Koppen (Scientist Emerita at the International Water Management Institute)

- "The approaches and experience of India"

**Speaker:** Gayathri Naik (Assistant Professor of Law at the National Law School of India University, Bengaluru, India)

- "The governance of transboundary aquifers: emerging legal frameworks"

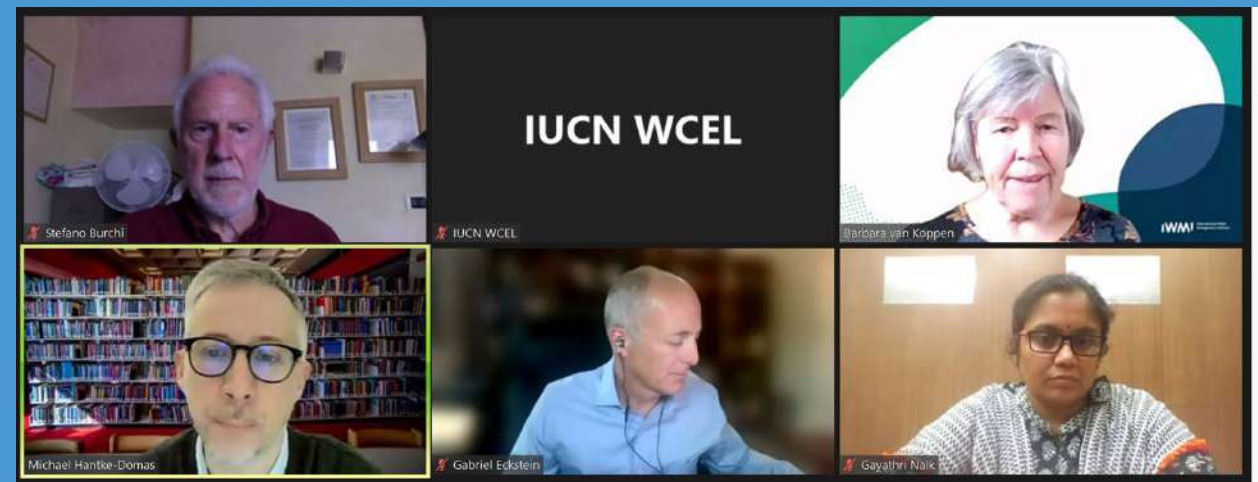
**Speaker:** Gabriel Eckstein (Texas A&M University School of Law)

**MODERATOR:**  
Michael Hantke-Domas (Deputy-Chair of the IUCN WCEL Water and Wetlands SG)

**DAY: MONDAY, 7 AUGUST 2023**  
**TIME: 2:00 pm - 3:30 pm (CEST)**  
**REGISTRATION:**  
[https://us02web.zoom.us/join/register/WN\\_jMEWs5WGTBGImf-3Yp7goA](https://us02web.zoom.us/join/register/WN_jMEWs5WGTBGImf-3Yp7goA)

• 5 August 2023:

Webinar: "The Evolving Legal Framework for the Management and Governance of Groundwater – Domestic and Transboundary“, organized by WCEL Water and Wetlands Law SG.



# ETHICS



- 21-24 June 2023:

**Launch of the " Ourém Relato" project in Lisbon, hosted by Associação OureMov, the Center for Environmental Ethics and Law, and the IUCN WCEL Ethics Specialist Group, with Be a Peach as a strategic partner.**



The Relato methodology is part of the Biosphere Ethics Initiative (BEI), an international soft law program that brings together local leaders alongside international experts to advance just and sustainable forms of law and governance through ethical engagement across sectors and disciplines. Ethics is the inquiry into right and wrong behavior and when responsibility attaches. As such, ethics is the foundation of justice, and it is understood that every decision, action, or inaction, has ethical underpinnings. "Relato," a Portuguese word meaning "to relate," was selected early in our work to describe the underlying methodology of our engagement, with ongoing sharing, growing, and evolving.

# RIGHTS OF NATURE:



- 25 – 26 September 2023, Nairobi:  
  
“The Expert Consultation on Rights of Nature”  
(UNEP, IUCN WCEC and UNDP Thought Leadership Initiative)

Philippe Cullet (WCEC Rights of Nature TF Chair)  
Patricia Kameri-Mbote (WCEC SC member)



# 4. Cross-cutting work

## STOCKHOLM +50:



- 31 May 2023:

The international meeting featured four plenary sessions in which leaders made calls for bold environmental action to accelerate the implementation of the 2030 Agenda and the Sustainable Development Goals.

Photo:

WCEL Chair Christina Voigt and former Chairs Justice Antonio Benjamin and Prof. Nicholas Robinson during Stockholm+50 First Plenary Meeting.

# 2022 Judicial Colloquium



## 2022 JUDICIAL COLLOQUIUM

ADJUDICATION OF CASES RELATED TO  
CLIMATE CHANGE AND AIR QUALITY

(V. 22 April 2022)

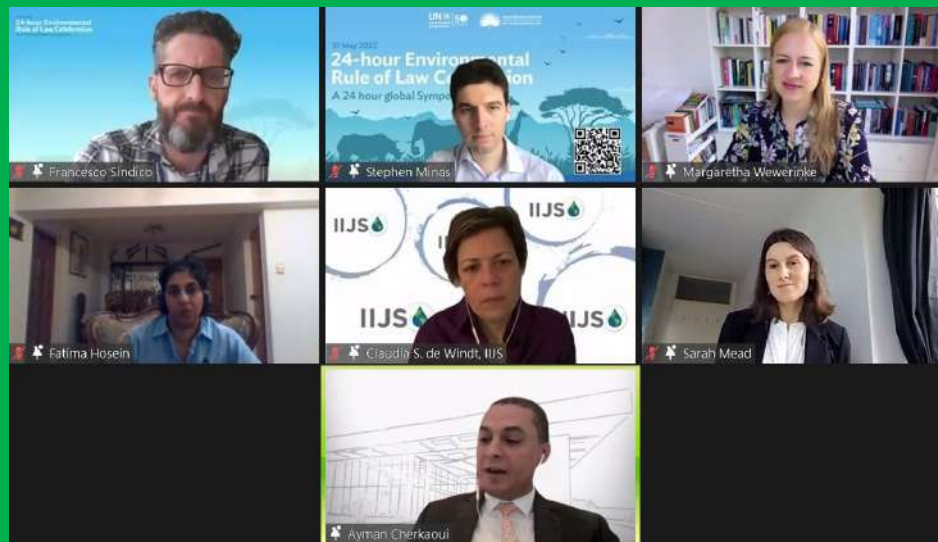
26-27 April 2022

Geneva | Palais des Nations | Tempus 3

- 26–27 April 2022, Geneva:

2022 Judicial Colloquium: "Adjudication of cases related to climate change and air quality":

WCEL represented by:  
Antonio Benjamin and Christina Voigt.



- 31 May 2022:  
**24-hour Environmental Rule of Law Celebration:**  
Webinar hosted by Asian Research Institute For Environmental Law (ARIEL)

WCEL represented by:  
Ayman Cherkaoui, Claudia de Windt,  
Francesco Sindico, Sarah Mead and  
Margaretha Wewerinke.

# FAO webinar on Agrifood Systems:



- 15 July 2022:

**FAO's Webinar:  
"Governing Sustainable Agrifood Systems  
through the Law: The Need for Legal  
Innovations, and Effective Compliance and  
Enforcement".**

IUCN represented by:  
Razan Al Mubarak and Christina Voigt.



# 2022 IUCN WCEL OSLO INTERNATIONAL ENVIRONMENTAL LAW CONFERENCE

October 3 – 6, 2022

## STATISTICS: OSLO CONFERENCE

- 4 days

9 plenary sessions

34 parallel sessions

- 291 speakers

231 abstract speakers

60 invited plenary speakers

- 750+ participants

377 in person participants

400+ online participants

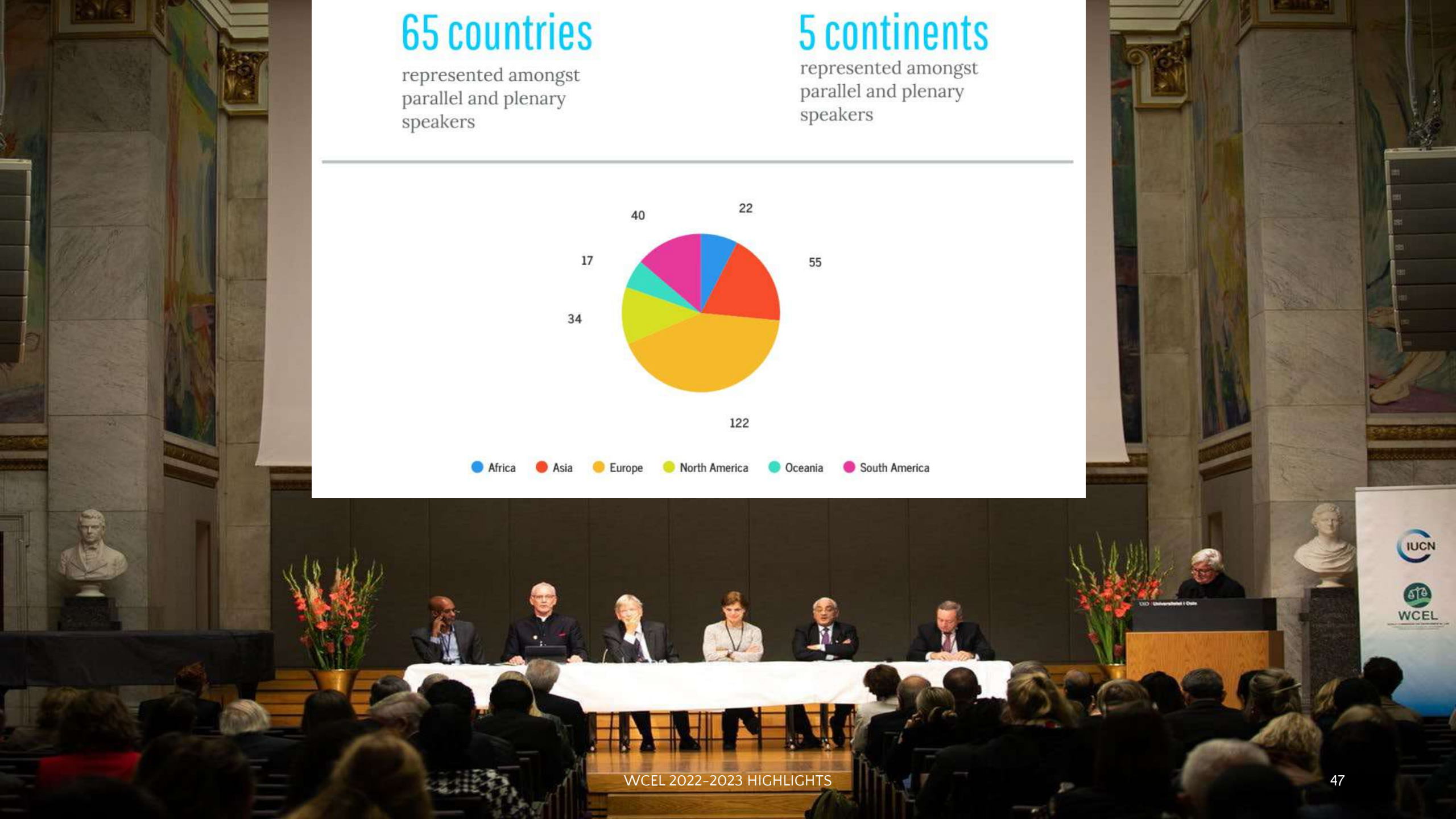
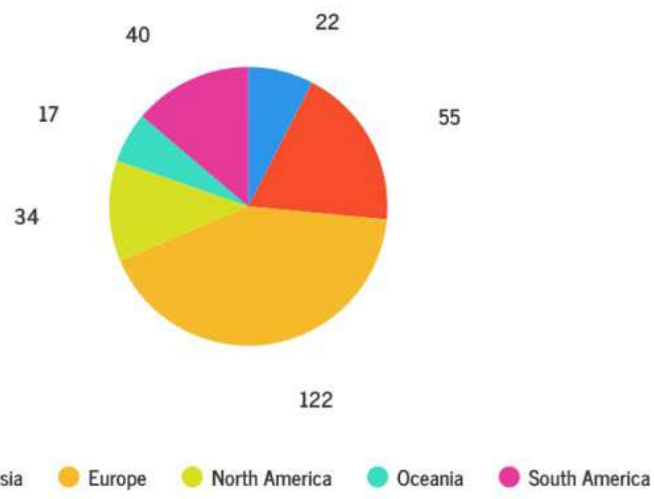


# 65 countries

represented amongst  
parallel and plenary  
speakers

# 5 continents

represented amongst  
parallel and plenary  
speakers





# HIGHLIGHTS: OSLO CONFERENCE



Link to Video:

<https://youtu.be/xZ9b8hEPWIO?si=lwPArzyNP9xdE9fo>

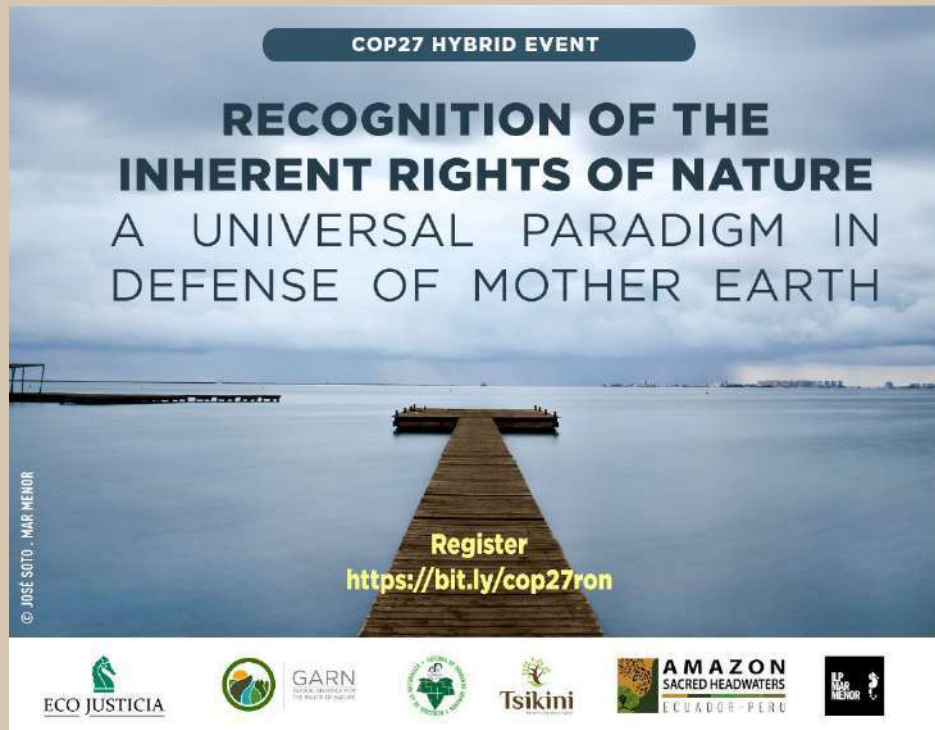
# WCEL PARTICIPATION AT COP27 EVENTS:



- **Globe COP27 Legislators Summit**

WCEL represented by Christina Voigt and Antonio Benjamin

# WCEL PARTICIPATION AT COP27 EVENTS:



WCEL represented by Christina Voigt

## WCEL PARTICIPATION AT COP27 EVENTS:



- **International Development Law Organization’s (IDLO) “Pathways to Justice: A Rule of Law Approach to Climate Mobility”**

WCEL represented by Fabiano de Andrade Correa

# WCEL PARTICIPATION AT COP27 EVENTS:



- **The Centre for International Sustainable Development Law (CISDL)’s “Climate Law and Governance Specialization Course”**  
WCEL represented by Ayman Cherkaoui

## WCEL PARTICIPATION AT COP27 EVENTS:



- WWF’s “Shaping the nature and climate convergence to address the intertwined crises”

WCEL represented by Christina Voigt



## SDG 16 as a compass for navigating intersecting crises

30 May – 1 June 2023  
Rome, Italy



- 31 May 2023, Rome:

### SDG 16 Conference:

WCEL Chairs the session:

"Promoting participatory decision-making to accelerate transformative action: food systems and climate change"

# WCEL: ADVISORY OPINIONS



- **International Tribunal for the Law of the Sea (ITLOS)**



- **International Court of Justice (ICJ)**

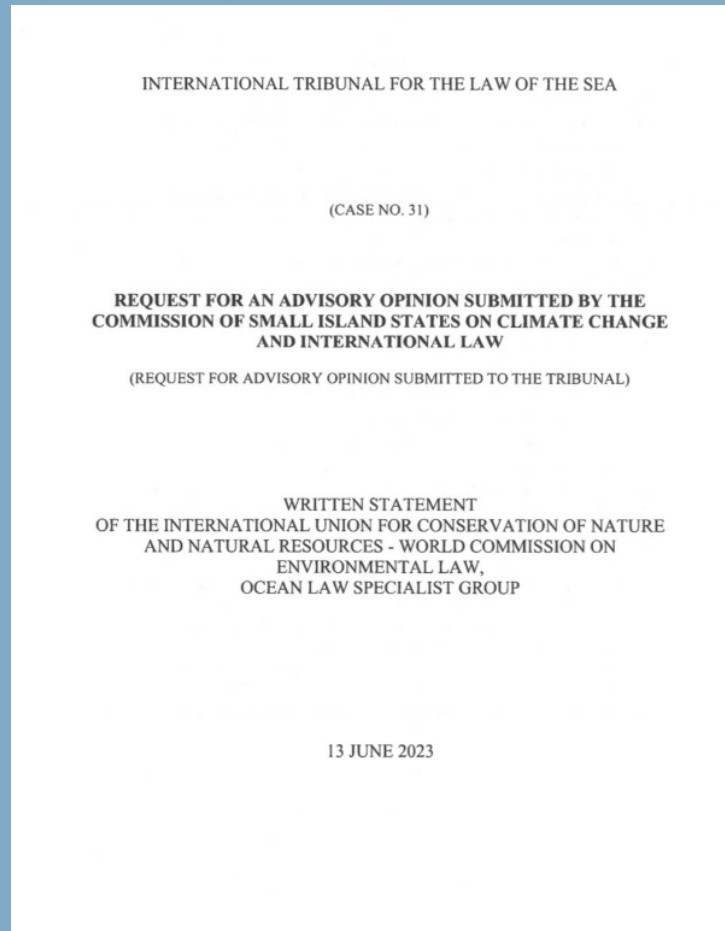


- **Inter-American Court of Human Rights (IACtHR)**





# ITLOS:



- 14 June 2023:  
**WCEL submits IUCN's written statements on the Request for an AO submitted by COSIS to ITLOS (case No. 31)**

WCEL team:

Cymie Payne, Christina Voigt, Tara Davenport, Lisa Benjamin, Baastian de Klerk, Anne-Marie Hubert and Robin Churchill.

# ITLOS:



- 21 September 2023:  
WCEL delivers IUCN's  
oral statements on  
ITLOS' Case No 31

IUCN speakers before ITLOS:  
Cymie Payne, Tara Davenport and  
Christina Voigt.

# ITLOS:



- 11 September 2023:

WCEL SC member **Nilufer Oral**, and WCEL member **Margaretha Wewerinke-Singh** also deliver their oral statements (on behalf of COSIS) on ITLOS' Case No 31.

ICJ



## INTERNATIONAL COURT OF JUSTICE

Peace Palace, Carnegieplein 2, 2517 KJ The Hague, Netherlands

Tel.: +31 (0)70 302 2323 Fax: +31 (0)70 364 9928

[Website](#) [Twitter](#) [YouTube](#) [LinkedIn](#)

Press Release

Unofficial

No. 2023/29

14 June 2023

### *Obligations of States in respect of Climate Change*

#### (Request for Advisory Opinion)

#### The Court authorizes the International Union for Conservation of Nature to participate in the proceedings

THE HAGUE, 14 June 2023. The International Court of Justice, the principal judicial organ of the United Nations, has authorized the International Union for Conservation of Nature (IUCN), at its request, to participate in the advisory proceedings on the *Obligations of States in respect of Climate Change*.

Pursuant to Article 66 of its Statute, the Court has decided that the IUCN is likely to be able to furnish information on the questions submitted to the Court by the General Assembly. The IUCN may therefore present a written statement on those questions, and written comments on any written statements made by States or other organizations, within the time-limits fixed by the Court in its [Order of 20 April 2023](#), namely 20 October 2023 and 22 January 2024, respectively.

The subsequent procedure has been reserved for further decision.

- 14 June 2023:

The ICJ authorizes IUCN, at its request, to participate in the advisory proceedings on the *Obligations of States in respect of Climate Change*.

WCEL's Climate Change Law SG is currently working on IUCN's submission (led by **Francesco Sindico** and **Fabiano de Andrade Correa**)

# IACtHR



January 9, 2023

**Request for an advisory opinion on the Climate Emergency and Human Rights submitted to the Inter-American Court of Human Rights by the Republic of Colombia and the Republic of Chile**

**I. Introduction**

The Republic of Colombia and the Republic of Chile (hereinafter “Colombia” and “Chile” or “the applicants”) submit this request for an advisory opinion to the Inter-American Court of Human Rights (hereinafter, “the Court” or “IACtHR”) **to clarify the scope of State obligations, in their individual and collective dimension, in order to respond to the climate emergency within the framework of international human rights law, paying special attention to the differentiated impacts** of this emergency on individuals from diverse regions and population groups, as well as on nature and on human survival on our planet.

Our two countries are experiencing the daily challenge of dealing with the consequences of the climate emergency, including a proliferation of droughts, floods, landslides and fires. These events **reveal the need for an urgent response based on the principles of equity, justice, cooperation and sustainability, with a human rights-based approach.**

- The IACtHR has invited IUCN to submit a *Written Opinion on Request by the Republic of Chile and the Republic of Colombia for Advisory Opinion to Inter-American Court of Human Rights on “Climate Emergency and Human Rights,”* of January 9, 2023

WCEL’s SC member **Claudia de Windt** is leading the team preparing IUCN’s opinion.

# AHEAD OF COP 28:



- 30 November – 12 December 2023, Dubai:
- **One official side event, together with UNFCCC and IDLO**
- **8 IUCN Pavillion events**

# 5. Outreach:

- Mentorship program
- Webinars
- Publications
- SC members updates

# EARLY CAREER SG:



- 28 August, 2023:

**“The ECSG announces the launch of their “Mentorship Programme”**

The program is designed to pair experienced professionals with ECSG members to help them navigate their roles and further develop their networking and career skills in support of the progressive development of environmental law globally.

Led by ECSG Chair Marina Venancio and coordinated by ECSG member Larissa Jane-Houston.

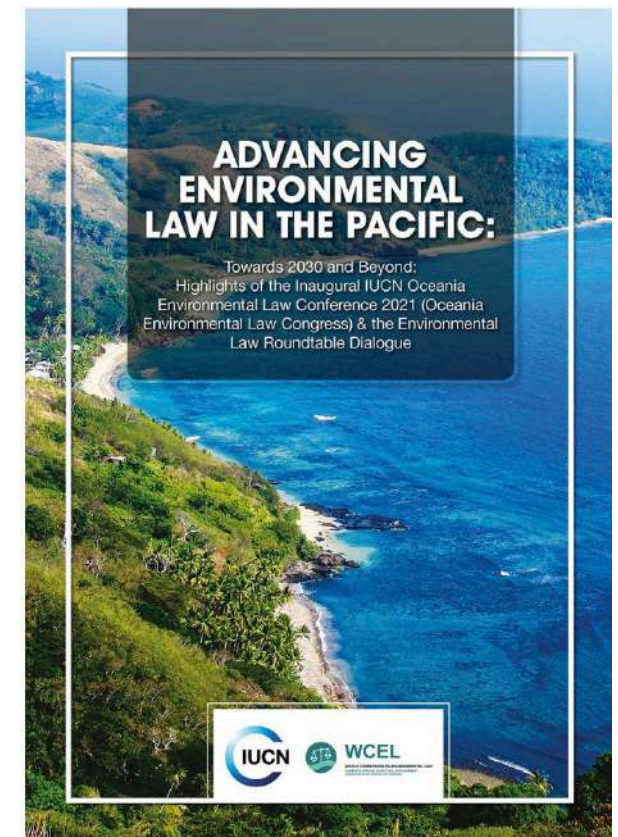


# WCEL PUBLICATIONS:




- Joint Statement by IUCN Commissions on IPCC 6th Assessment Report (9 March 2022)

- Advancing environmental law in the Pacific



# WCEL PUBLICATIONS:



Académie de droit de l'environnement de l'IUCN  
Academia de Derecho Ambiental de la IUCN

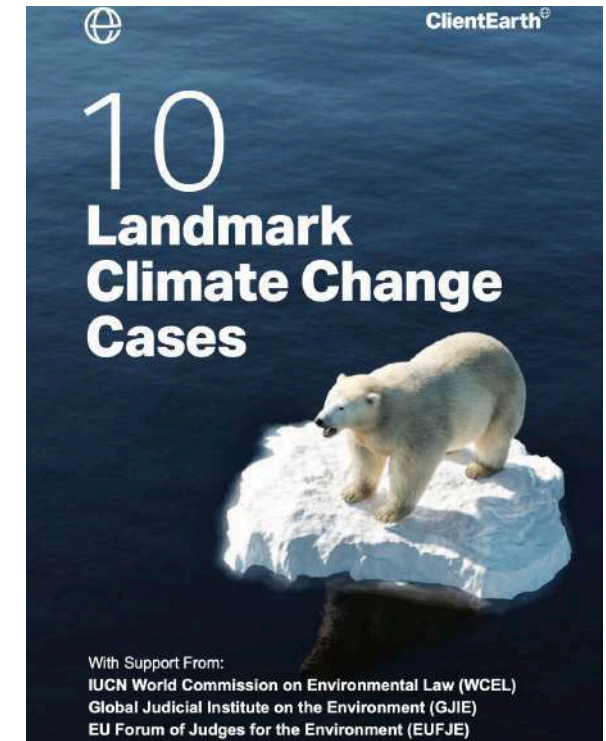
IUCN ACADEMY OF ENVIRONMENTAL LAW  
IUCN Academy of Environmental Law  
国际自然保护联盟环境法学院

*An independent multi-country examination of the implementation of the United Nations 1992 Convention on Biological Diversity*

Project leader: MARTIN Paul  
Australia team: HAMMAN Evan; VAN GEELEN, Tess; RICHARDSON Lucy; SHEPPARD Eva; MACTAGGART Phoebe  
Brazil team: LEUZINGER, Marcia Dieguez; GODOY, Larissa; COUTINHO, Gabriel; SANTANA, Paulo Campanha; SILVA, Solange Teles da; SANTOS, Mauricio Duarte; LIMA, Nathalia Fernandes.  
China team: QIN Tianbao; YANG Xue ; SUN Rui;  
New Zealand team: DAYA-WINTERBOTTOM Trevor; MORGAN Gay  
South Africa team: DU PLESSIS, Elmien (WJ); DU PLESSIS, Willemien; LUBBE, Niël; MUGADZA, Willard ; SNYMAN, Inge

- An independent multi-country examination of the implementation of the United Nations 1992 Convention on Biological Diversity

- ClientEarth’s “10 Landmark Climate Change Cases”

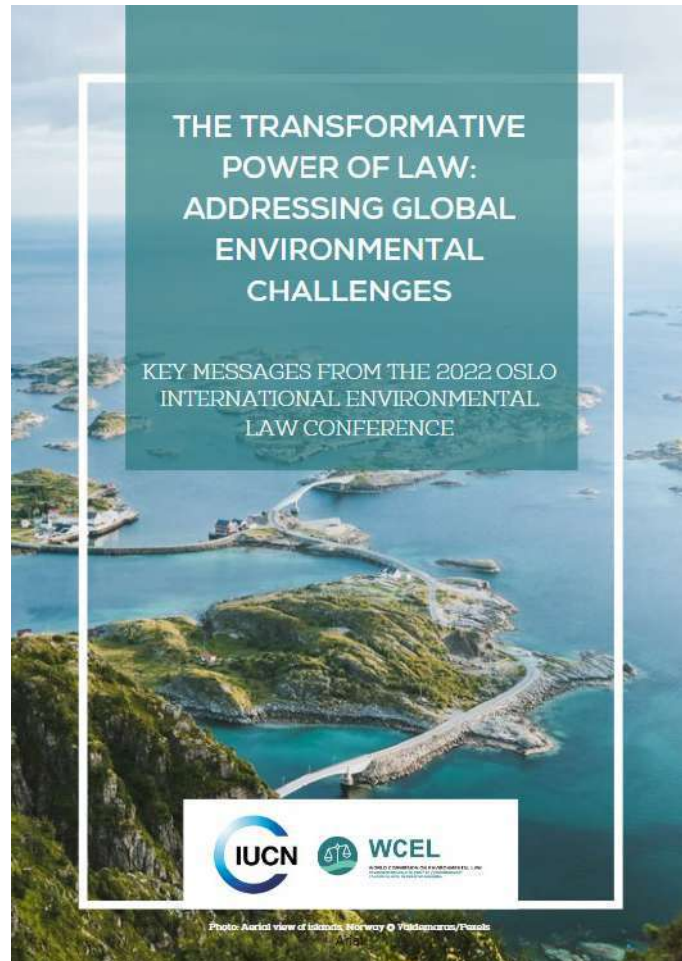


ClientEarth®

10  
Landmark  
Climate Change  
Cases

With Support From:  
IUCN World Commission on Environmental Law (WCEL)  
Global Judicial Institute on the Environment (GJIE)  
EU Forum of Judges for the Environment (EUFJE)

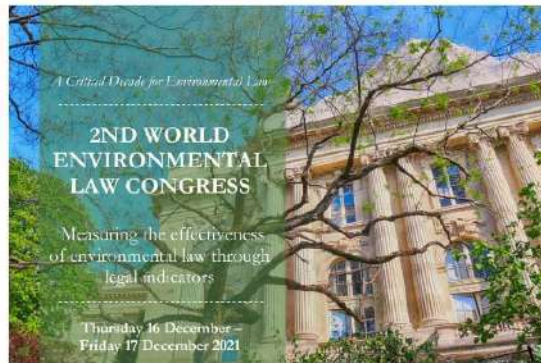
# UPCOMING WCEL PUBLICATIONS:



- **“The Transformative Power Of Law: Addressing Global Environmental Challenges: Key messages from the 2022 Oslo International Environmental Law Conference”**

Edited by WCEL ECSG Chair **Marina Venancio**.

# UPCOMING WCEL PUBLICATIONS:



[Register Here](#)

Legal regimes are critical to address environmental threats from pollution, biodiversity loss, and the climate crisis. Environmental laws are only useful, however, if they are effectively applied. Legal indicators provide a mechanism to evaluate the impact of laws on the natural environment.

On the first day of this event, speakers will present legal indicators and explore their effectiveness in international, European, and national environmental law. On the second day, speakers will evaluate the effectiveness of international conventions and sustainable development goals through these legal indicators.

Aywan GHERKAOLI • Michel FRIEUR • Christophe BASTIN • Patrice DURAN • Agnès MICHÉLOT • Vanni AGUILA • Francis HAUMONT • Laurent FONBAÏSTHER • Michel DUROUSSEAU • Yacouba SAVOIKO • Guillaume SAINTENY • Grigore LEFRAY • Jean-Christophe MARTIN • Ali-Hamzaoui MARRAKCHI • Gorasko SOZZO • Alexandra ARAGAO • Bediun KARAGLI • Fernanda CAVEJON CAPDEVILLE • Alexandra ARAGAO • Catherine HUGHAM • Gerd WINTER • Raphaël BRETT • Antonio BENJAMIN



- “Measuring the effectiveness of environmental law through legal indicators.”

Based on the messages from the European Environmental Law Congress on Legal Indicators (held in Paris on December, 2021).

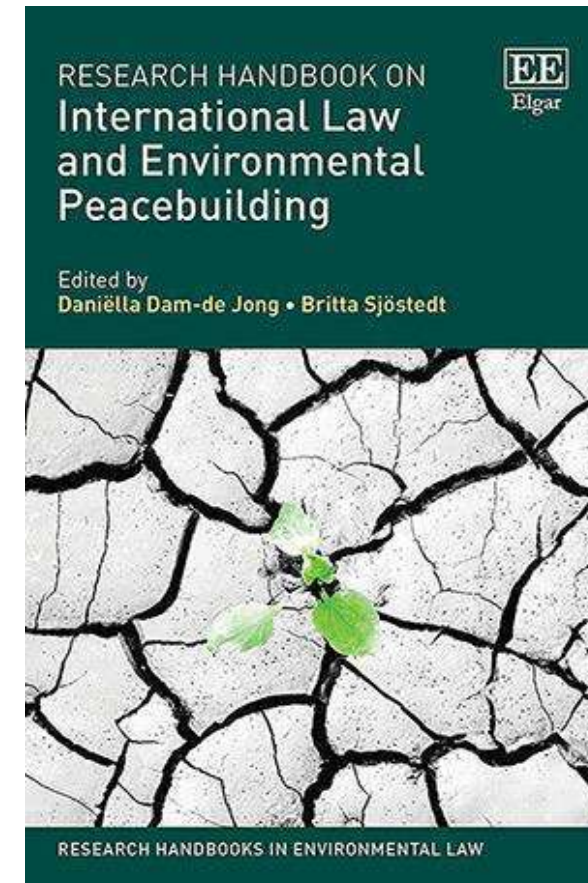
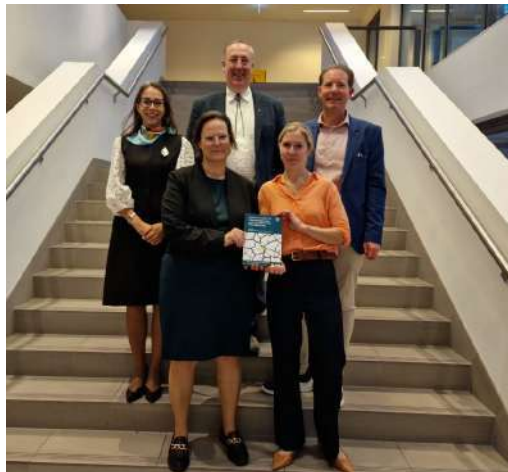
Edited by **Anni Lukacs** (IUCN Environmental Law Centre, Bonn).



# RECENT MEMBERS' PUBLICATIONS:

- “Research Handbook on International Law and Environmental Peacebuilding”

Edited by WCEL Environmental Security and Conflict Law SG Deputy Chair **Daniëlla Dam-de Jong** and Britta Sjöstedt.



# UPCOMING MEMBERS' PUBLICATIONS:

- “Judicial Handbook on Climate Litigation”

By **Margaretha Wewerinke-Singh** and **Sarah Mead**  
(WCEL Climate Change Law SG members).



# SOME SC MEMBERS UPDATES:



**Deputy Chair Ayman Cherkaoui**  
was chosen as one of the 30  
Environmental Heroes by  
Empower Africa on 5 June

## SOME SC MEMBERS UPDATES:

**James Cameron** was appointed  
New Chair of Crown Agents on 23  
January 2023.

### Award-Winning Climate Advisor James Cameron appointed New Chair of Crown Agents /

24th January 2023

SHARE    

Crown Agents, the not-for-profit international development organisation based in London with operations in over 80 countries, has announced the appointment of James Cameron as the new Chair of its Board.





## SOME SC MEMBERS UPDATES:



**Agnès Michelot** was appointed Officer of France's National Order of Merit on 27 April 2023.

### **AGNÈS MICHELOT REÇOIT LES INSIGNES D'OFFICIER DANS L'ORDRE NATIONAL DU MÉRITE**

La Rochelle Université > L'Université > Espace Presse > Communiqués de presse de La Rochelle Université > 2023 > Agnès Michelot reçoit les insignes d'officier dans l'Ordre National du Mérite  
Publié le 24 avril 2023

## SOME SC MEMBERS UPDATES:

← THE 100 MOST INFLUENTIAL PEOPLE OF 2023

Elizabeth Maruma Mrema

**Elizabeth Maruma Mrema** was chosen one of the 100 Most Influential People of 2023 by Time Magazine.



# OUR WEBINARS IN THE LAST YEAR:

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## FROM PUNTA DEL ESTE TO PARIS:

Presented by: IUCN WCEL Agreement on Plastic Pollution Task Force  
**Outcomes of INC-1 and Issues for INC-2 for Developing a legally binding instrument on plastic pollution**

**Opening:**  
 Dr. Christina Velgt, Chair, IUCN WCEL

**Speakers:**  
 • Dr. Alexandra Harrington, Chair, IUCN WCEL Pollution Task Force/Lancaster University  
 • Karine Stiegwart, IUCN Senior Policy Advisor - International Policy Centre

**DAY: WEDNESDAY, 14 DECEMBER 2022**  
**TIME: 12 PM (CENTRAL EUROPEAN TIME)**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=60f11a0c21274](https://us02web.zoom.us/join/register?wml_id=60f11a0c21274)

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## HOW CAN THE GLOBAL BIODIVERSITY FRAMEWORK MAKE PROGRESS TOWARDS A WORLD "LIVING IN HARMONY WITH NATURE"?

Presented by: IUCN WCEL Biodiversity Law Specialist Group  
 Moderator:  
 Assoc. Prof. Michelle Lin, Deputy Chair, WCEL Biodiversity Law Specialist Group/Singapore Management University

**SPEAKERS:**  
 • Prof. Emmanuel Kesteven, Chair, WCEL Biodiversity Law Specialist Group/Mekong University  
 • Dr. Alexandra Harrington, Chair, WCEL Pollution Task Force/Lancaster University  
 • Dr. Charles Savaris-Lima, Senior Lecturer, Institute of Human Rights and Humanitarian Law  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre and Sustainability, University of Waterloo

**DAY: THURSDAY, 15 DECEMBER 2022**  
**TIME: 8AM MONTREAL, 2PM WESTERN EUROPE, 4PM EAST AFRICA, 9PM SINGAPORE**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=71a1710c21274](https://us02web.zoom.us/join/register?wml_id=71a1710c21274)

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## PROJECT MANAGEMENT SKILLS FOR ENVIRONMENTAL LAWYERS:

International cooperation and research projects in the field of environmental law

Presented by: IUCN WCEL Early-Career Specialist Group

**SPEAKERS:**  
 • Prof. Emmanuel Kesteven, Chair, WCEL Biodiversity Law Specialist Group/Mekong University  
 • Dr. Alexandra Harrington, Chair, WCEL Pollution Task Force/Lancaster University  
 • Dr. Charles Savaris-Lima, Senior Lecturer, Institute of Human Rights and Humanitarian Law  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre and Sustainability, University of Waterloo

**FRIDAY, 16 DECEMBER 2022**  
**16:00 (CENTRAL EUROPEAN TIME)**

**SIGN UP HERE: <https://forms.gle/D7DYGAGBPGF825H>**

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## ADVISORY OPINIONS ON CLIMATE CHANGE: INITIATIVES, EXPECTATIONS AND POSSIBILITIES

**Opening Remarks:**  
 • Prof. Dr. Christina Velgt - Chair, IUCN WCEL  
 • Dr. Gretchen Aguilar - Deputy Director General, IUCN

**ITLOS Dialogue between:**  
 • Prof. Michael Djal - Member, IUCN WCEL Steering Committee  
 • Prof. Cynia Payne - Chair, IUCN WCEL Ocean Law SG

**ICJ Dialogue between:**  
 • Prof. Francesco Sforza - Deputy Chair, IUCN WCEL Climate Change Law SG  
 • Prof. Margareta Weverikola - Member, IUCN WCEL Climate Change Law SG

**ICACM:**  
 • Asst. Prof. Claudia de Wit - Member, IUCN WCEL Steering Committee

**DAY: WEDNESDAY, 25 JANUARY 2023**  
**TIME: 3 PM (CET)**

**REGISTRATION:**  
<https://bit.ly/3WaQh0n>

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## WHAT OUTCOMES FROM COP 15?

**Introductory Remarks:**  
 • Prof. Dr. Christina Velgt - Chair, IUCN WCEL  
 • Ms. Noorah Ahmad - Secretary-General of the Mohammed VI Foundation for Environmental Protection  
 • Ms. Susila Pella Mazon - Director of the International Policy Centre, IUCN

**Panelists:**  
 • Ms. Elizabeth Mwasa - Executive Secretary of the Secretariat of the Convention on Biological Diversity  
 • The Working Memorial Michel Beaudouin Framework through a legal lens  
 • Prof. Michael Djal - Deputy Chair of the IUCN WCEL Biodiversity Law Specialist Group

**Youth Leadership in Biodiversity:**  
 • Ms. Swetika Sarda Bhattacharya - Global South Youth Policy, Youth Biodiversity Network  
 • Ms. Janina Simeon - IUCN WCEL Early Career Specialist Group member  
 • Ms. Aya Laili - Young Advocate for the Environment

**What approach should universities take to ensure their research and activities begin to translate?**  
 • Ms. Emily Sasse - Nature Positive Institutional Coordinator, Department of Biology, University of Oxford

**Moderator:**  
 • Assoc. Professor - Deputy Chair IUCN WCEL / Director of the Hassan II International Centre for Environmental Training

**DAY: WEDNESDAY, 8 FEBRUARY 2023**  
**TIME: 3pm-5:30pm (CET/ Rabat) / 9am-11:30 am (EST/ Montreal)**

**REGISTRATION:**  
<https://bit.ly/3wlVbC>

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## PROTECTING NATURE, CREATING ACCOUNTABILITY, FRAMING CHANGE: THE POWER OF RECOGNISING "ECOCIDE"

Organized by: Stop Ecocide Foundation  
 Co-hosted by: IUCN WCEL

**SPEAKERS:**  
 • Dr. Christopher Bartlett - Climate Diplomacy Manager, Ministry of Foreign Affairs, Belgium (Moderator)  
 • Patrick Alley - Co-founder & Director, Global Witness  
 • Yuliya Oshchynkova MP - Member of Parliament, Ukraine  
 • Jijo Matha - Chair, Stop Ecocide Foundation  
 • Julia Kruse - Environmental & Indigenous Rights Lawyer, Ecuador (Moderator)  
 • Roxane Chapman - Legal Advisor to Maria Tsiagaki, Member of European Parliament  
 • Fiona Repler - Africa Nature Lead, Climate Champions Team

**MODERATOR:**  
 Christina Velgt - Chair, World Commission on Environmental Law

**DAY: Tuesday, 6 June 2023**  
**TIME: 17:00 London / 18:00 Oslo, Brussels, Bonn / 11:00 Quito / 19:00 Athens, Kyiv**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=6f11a0c21274](https://us02web.zoom.us/join/register?wml_id=6f11a0c21274)

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## TOWARD A ZERO DRAFT FOR THE PLASTICS TREATY - OUTCOMES FROM INC 2 AND PROGRESS TOWARD INC 3

**Speakers:**  
 • Prof. Christina Velgt, Chair, IUCN WCEL  
 • Dr. Alexandra R Harrington, Chair, IUCN WCEL Agreement on Plastic Pollution Task Force  
 • Dr. Karine Stiegwart, Senior Policy Advisor, IUCN International Policy Centre

**DAY: FRIDAY, 23 JUNE 2023**  
**TIME: 2:00 pm (CEST)**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=0Mgk1GnoRvkM5KLN7rIk6Q](https://us02web.zoom.us/join/register?wml_id=0Mgk1GnoRvkM5KLN7rIk6Q)

**IUCN WCEL EARLY-CAREER SPECIALIST GROUP PRESENTS:**

## SCIENCE-POLICY INTERFACES & ENVIRONMENTAL RULE OF LAW:

Challenges and recommendations - a dialogue between policy and science

**SPEAKERS:**  
 • Prof. Emmanuel Kesteven, Chair, WCEL Biodiversity Law Specialist Group/Mekong University  
 • Dr. Alexandra Harrington, Chair, WCEL Pollution Task Force/Lancaster University  
 • Dr. Charles Savaris-Lima, Senior Lecturer, Institute of Human Rights and Humanitarian Law  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre  
 • Assoc. Prof. Karine Stiegwart, Senior Policy Advisor, International Policy Centre and Sustainability, University of Waterloo

**MONDAY, 26 JUNE 2023**  
**18:30 (CENTRAL EUROPEAN TIME)**

**SIGN UP HERE: <https://forms.gle/D7DYGAGBPGF825H>**

**WEBINAR**

## Accountability for conflict-related environmental harm

**WEDNESDAY 05 JULY 2023**  
**16:00-17:30 CEST**

**ONLINE. ALL ARE WELCOME.**

**REGISTER IN ADVANCE [HERE](#)**

**SPEAKERS:**  
 • Richard Bogers - Director, Institute for Environmental Studies  
 • Natalia Hendel - Associate Professor, University of Waterloo  
 • Nohaym Popoy - Lecturer, Middle East Technical University  
 • Karen Mulima - Lecturer, University of Nairobi  
 • Kofi Macintosh - Lecturer, University of Ghana  
 • Deepj Wal - Lecturer, University of Amsterdam

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## THE EVOLVING LEGAL FRAMEWORK FOR THE MANAGEMENT AND GOVERNANCE OF GROUNDWATER - DOMESTIC AND TRANSBOUNDARY

Organized by: IUCN WCEL Water and Wetlands Law Specialist Group

**TOPIC:**  
 • Emerging initiatives - A comparative overview  
 • Speaker: Richard Bogers (Chair of the IUCN WCEL Water and Wetlands SG)  
 • The application and importance of "due diligence"  
 • Speaker: Karen Mulima (Senior Lecturer, Institute for Environmental Studies, University of Nairobi)  
 • The application and importance of "due diligence"  
 • Speaker: Richard Bogers (Chair of the IUCN WCEL Water and Wetlands SG)  
 • The importance of transboundary approaches emerging "soft-law"  
 • Speaker: Gabriel Escobar (Dean, Middle East Technical University)

**MODERATORS:**  
 • Prof. Philippe Cullet, SOAS University of London (Chair IUCN WCEL Rights of Nature TF)  
 • Sabrina Mack, Initiatives and Governance Officer at Director General's Office and Governance Unit IUCN (Secretary at lead of the IUCN WCEL Rights of Nature TF)

**DAY: MONDAY, 7 AUGUST 2023**  
**TIME: 2:00 pm - 3:30 pm (CEST)**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=71a1710c21274](https://us02web.zoom.us/join/register?wml_id=71a1710c21274)

**WEBINAR SERIES:** THE TRANSFORMATIVE POWER OF LAW: ADDRESSING GLOBAL ENVIRONMENTAL CHALLENGES

## RIGHTS OF NATURE - TOWARDS TRANSFORMING OUR RELATIONSHIP WITH THE ENVIRONMENT

Organized by: IUCN WCEL Rights of Nature Task Force

**OPENING REMARKS:**  
 Prof. Christina Velgt, University of Oslo (Chair IUCN WCEL)

**SPEAKERS:**  
 • Dr. Yara Ezzamel, SOAS University  
 • Prof. Barbara On, Woburn University  
 • Dr. Hugo Schreiner, Universidad Humboldt

**MODERATORS:**  
 • Prof. Philippe Cullet, SOAS University of London (Chair IUCN WCEL Rights of Nature TF)  
 • Sabrina Mack, Initiatives and Governance Officer at Director General's Office and Governance Unit IUCN (Secretary at lead of the IUCN WCEL Rights of Nature TF)

**DAY: WEDNESDAY, 16 AUGUST 2023**  
**TIME: 2:00 pm - 3:30 pm (CET)**

**REGISTRATION:**  
[https://us02web.zoom.us/join/register?wml\\_id=6f11a0c21274](https://us02web.zoom.us/join/register?wml_id=6f11a0c21274)

## WCEL Early Career Talk: BEING AN EARLY CAREER PROFESSIONAL

Hosted by: IUCN WCEL ECSG Mentorship Programme

Join us for a Zoom Webinar where you can engage with early career professionals and learn about their career journeys. This is also an opportunity to hear more about the WCEL ECSG Mentorship Programme, which provides early career support to those in need. Don't miss out on this chance to connect with experienced professionals and gain valuable insights into your chosen field!

**On 28th September, 2023**  
**18:30 - 19:30 CET**

**REGISTER IN ADVANCE FOR THIS WEBINAR:**  
[https://us02web.zoom.us/join/register?wml\\_id=U3SS6W7471NUSG](https://us02web.zoom.us/join/register?wml_id=U3SS6W7471NUSG)

**AFTER REGISTERING, YOU WILL RECEIVE A CONFIRMATION EMAIL CONTAINING INFORMATION ABOUT JOINING THE WEBINAR.**



THANK YOU



**Kristen Walker Painemilla, Chair  
IUCN Commission on Environmental,  
Economic, and Social Policy ( CEESP)**

**2023 Midterm Report**

## **Vision**

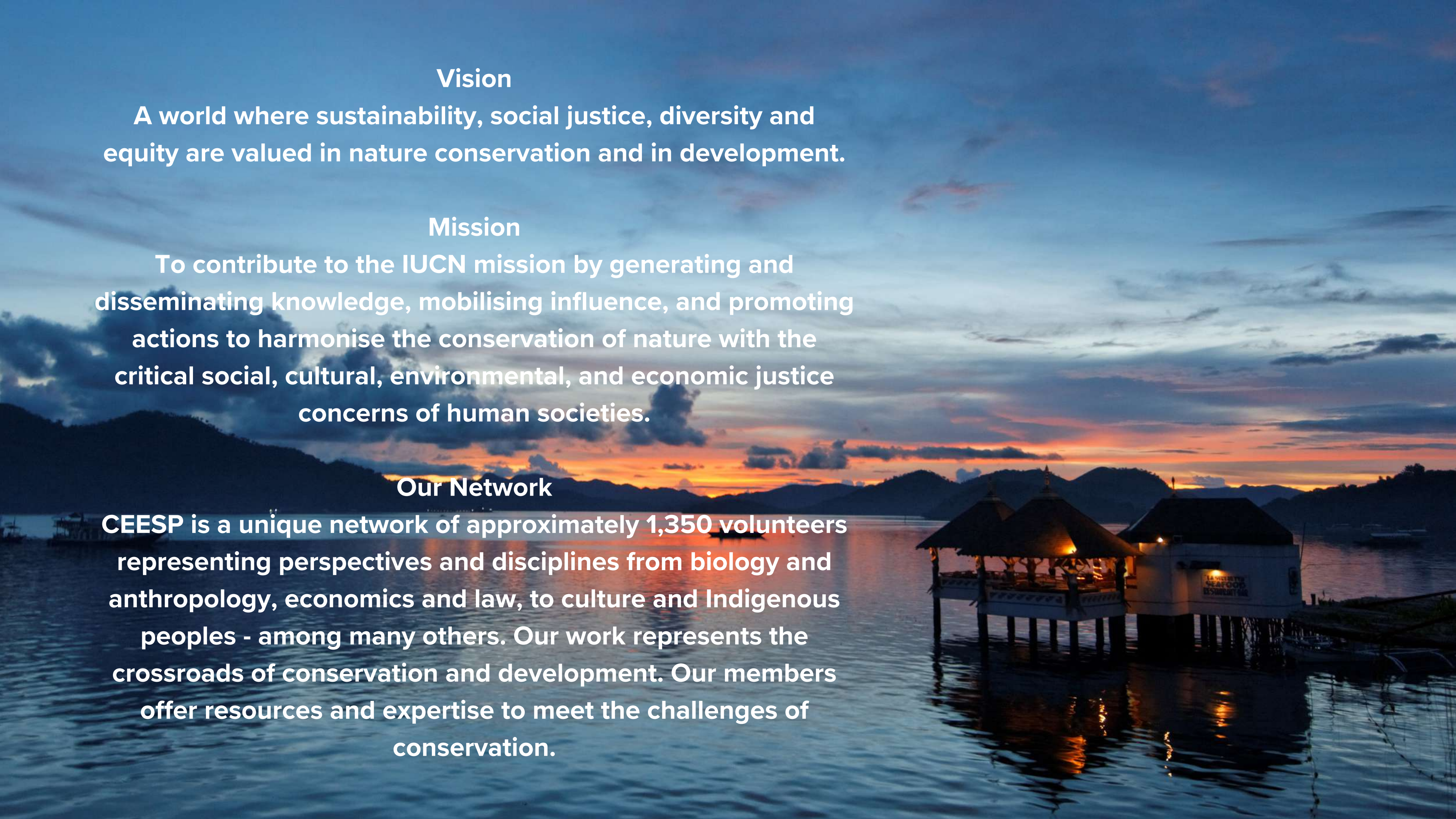
**A world where sustainability, social justice, diversity and equity are valued in nature conservation and in development.**

## **Mission**

**To contribute to the IUCN mission by generating and disseminating knowledge, mobilising influence, and promoting actions to harmonise the conservation of nature with the critical social, cultural, environmental, and economic justice concerns of human societies.**

## **Our Network**

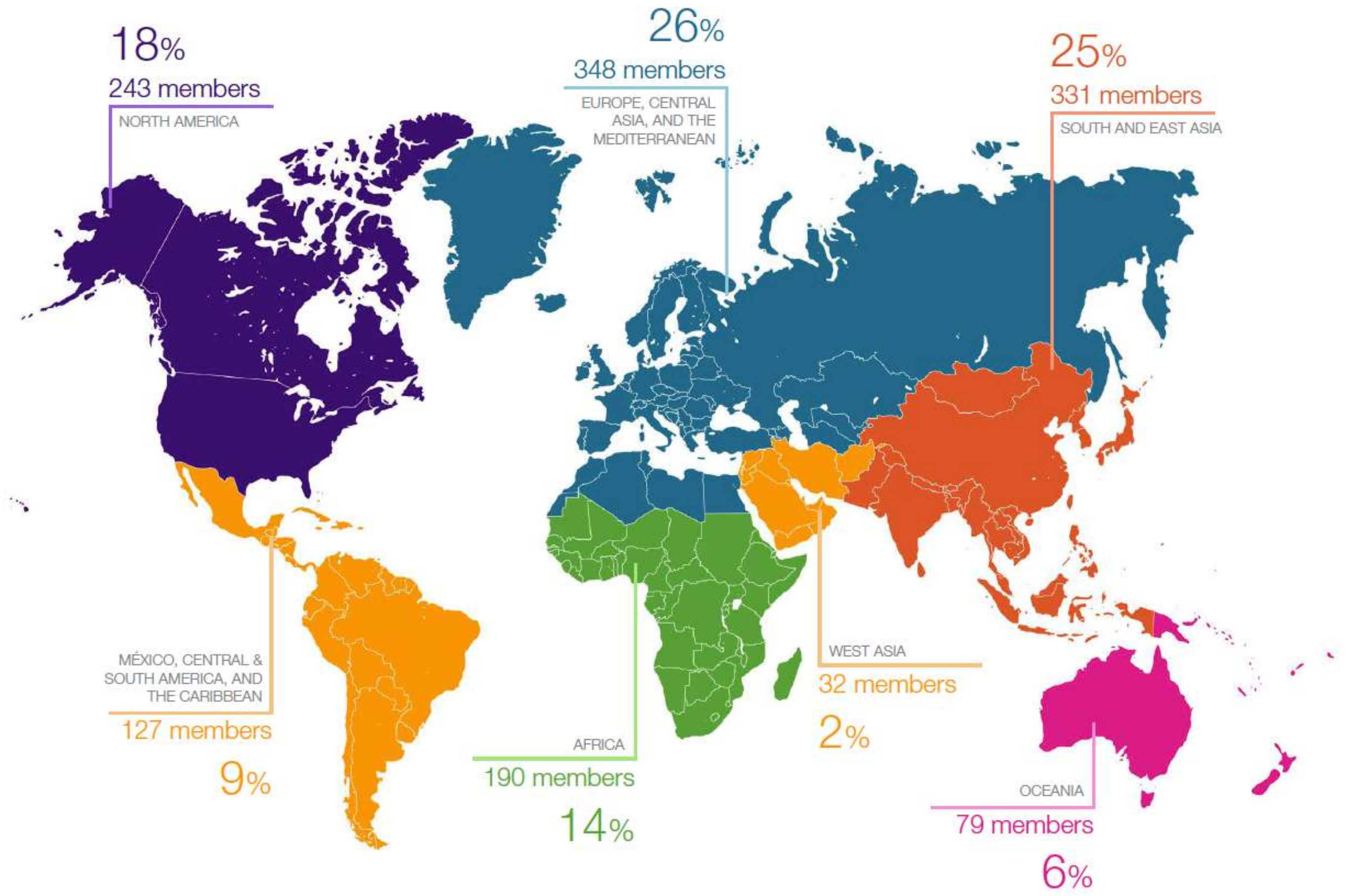
**CEESP is a unique network of approximately 1,350 volunteers representing perspectives and disciplines from biology and anthropology, economics and law, to culture and Indigenous peoples - among many others. Our work represents the crossroads of conservation and development. Our members offer resources and expertise to meet the challenges of conservation.**





# CEESP in Numbers



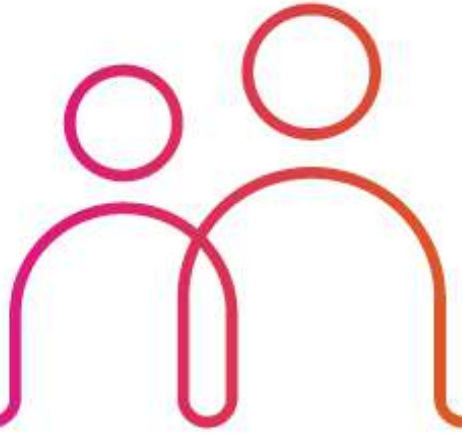
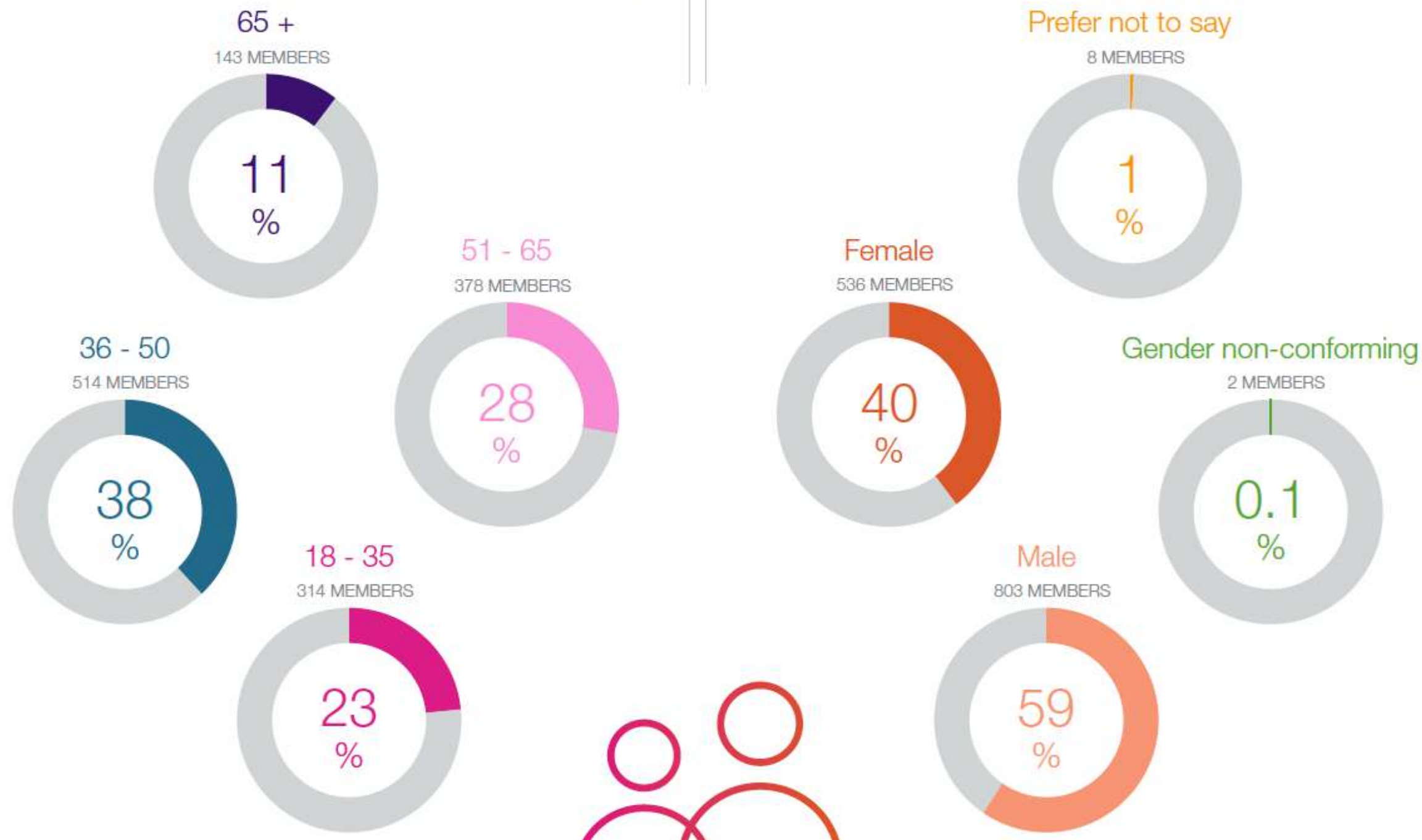






AGE

GENDER



Total CEEESP members: 1350

As of November 2023



# Commission Organization

## CEESP Steering Committee: 16 Members

### Thematic Groups

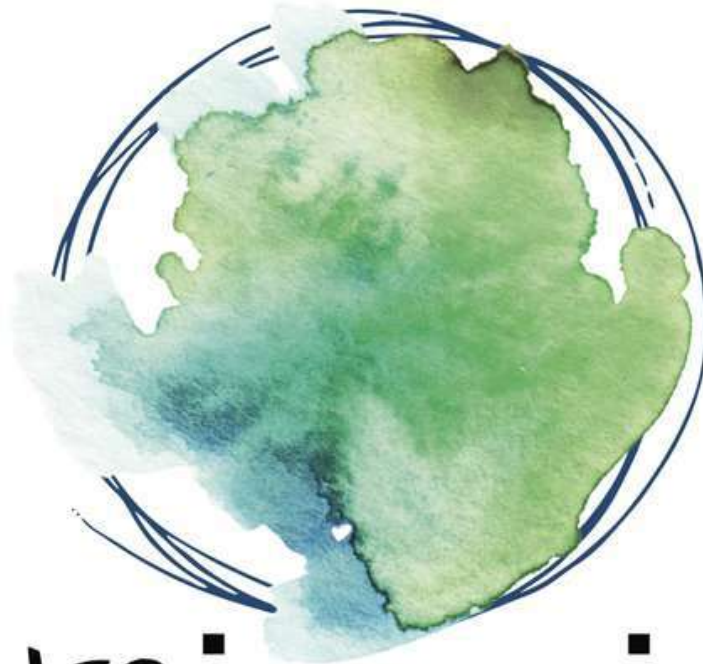
- Theme on Business, Best Practice, and Accountability
- Theme on Culture, Conservation and Spirituality (CCS)
- Theme on Economics and Regenerative Finance
- Theme on Environment and Peace
- Theme on Human Wellbeing and Sustainable Livelihoods (HWSL)
- Theme on Governance, Equity and Rights (TGER)
- Theme on Indigenous People and Environment

### Specialist Groups

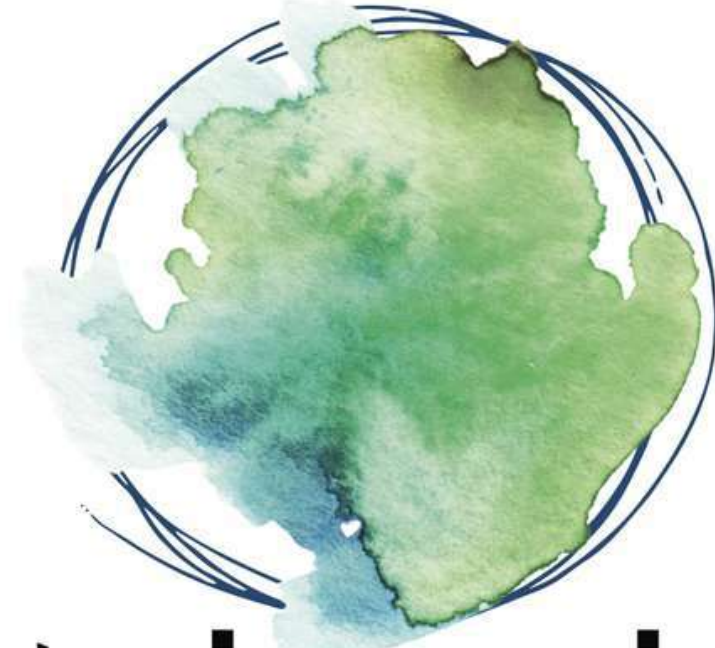
- Specialist Group on Indigenous Peoples Customary and Environmental Law and Human Rights ( SPICEH) (WCEL)
- Specialist Group on Religion, Spirituality, Environmental Conservation and Climate Justice (ReSpECC)
- Specialist Group on Sustainable Use and Livelihoods (SULi) ( SSC)
- Specialist Group on Gender
- Specialist Group on Local Economies, People and Nature
- Specialist Group on People and Oceans
- Specialist Group on Green Criminology

### Working Groups and Task Forces

- CEM-CEESP Natural Capital Policy Task Force
- SSC-CEESP Biodiversity and Family Planning Task Force
- Migration and Environmental Change Task Force
- Ecosystem Services and Indigenous Peoples and Local Communities
- Intergenerational Partnerships Y
- Young Professionals
- Natural Resource Governance Framework



**reimagine**  
CONSERVATION



**reimagine**  
CONSERVATION

**Reimagine Conservation mobilizes the Union and beyond to transform our thinking, engagement, and practice to protect the planet and contributes directly to 2021-2025 Programme and the 20-year vision of IUCN**



**reimagine**  
POLICY



**reimagine**  
LEADERSHIP



**reimagine**  
STEWARDSHIP



**CEESP**  
Commission on Environmental,  
Economic and Social Policy



**reimagine**  
JUSTICE



**reimagine**  
CONSERVATION



**reimagine**  
IUCN



**reimagine**  
CONSERVATION



Culturally  
Diverse



Movement  
Building



Out of the Box



Inspirational &  
Aspirational



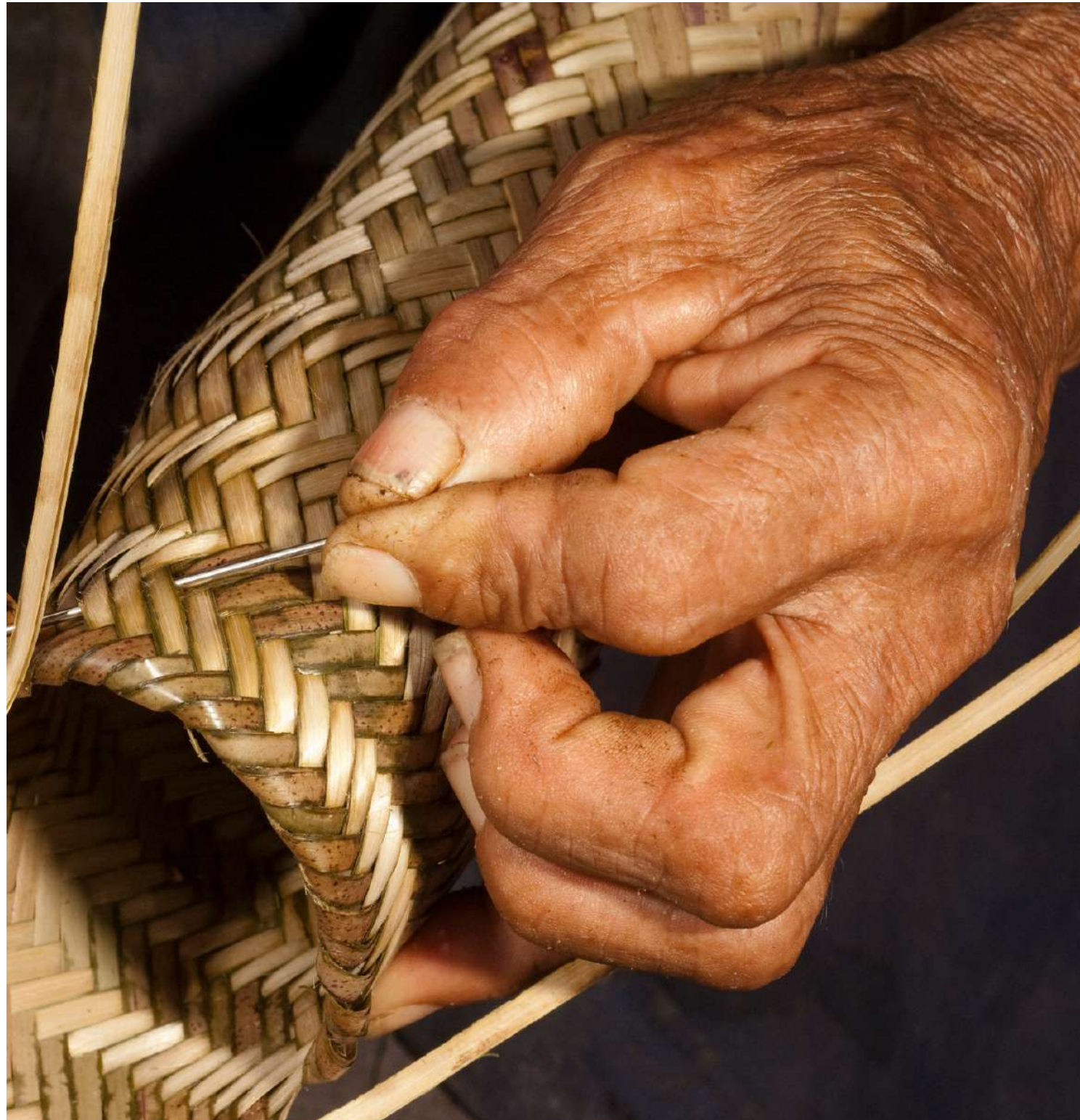
Union-Wide  
and beyond



Bottom-Up  
and People  
Centered

# Nature, Culture, and Spirituality

The Culture, Spirituality, and Conservation Thematic Group celebrates the inseparable diversity of nature and culture that grows from deep human connections with the natural world. These connections flourish as distinctive ways of being, knowing, seeing, singing, dancing, and caring.



## Major Accomplishments

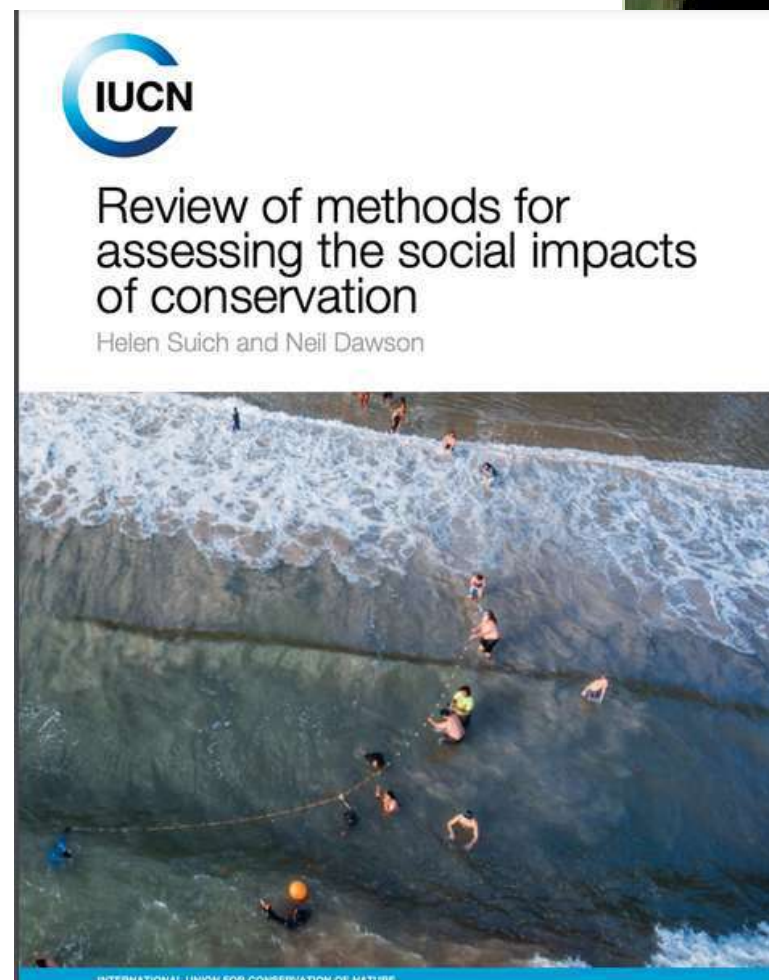
- An online global, collaborative platform for embedding culture and spirituality into the conservation agenda and conservation approaches.
  - With partners (Divers Earth, WWF's Beliefs & Values Programme, One Nature Institute),
  - Provides a stage for indigenous, local, religious, and spiritual custodians of sacred species to tell their stories of relationship and connection and how this leads to species and habitat protection
- Technical assistance and advice on culture and spirituality within IUCN.
- Efforts toward addressing a reconciliation process on the renunciation of the Doctrine of Discovery (Resolution 119) within the Union, beginning with establishing a Truth and Reconciliation Working Group.
- Flourishing Diversity IUCN-CBD-UNESCO and the Nature-Culture Journey

# Human Wellbeing and Sustainable Livelihoods

Our focus has been on exploring links between the knowledge systems of Indigenous Peoples and Local Communities, governance, and conservation effectiveness.

## Major Outputs and Accomplishments

- Policy Matters Issue 23: Journeys to more equitable and effective conservation: the central role of Indigenous peoples and local communities (Published to coincide with the GEF Assembly August 2023).
- Suich, h. and Dawson, N. (2023). Review of methods for assessing the social impacts of conservation. Gland, Switzerland: IUCN.







# Governance

## *Learning for Governance Platform*



### Learning for Governance

Our story map is our first portal tool, highlighting governance stories, approaches and frameworks from across the globe.

May 22, 2023

[Story Map](#) [Share your story!](#) [About Us](#) [LIG Website](#)



# Governance

## *The Natural Resource Governance Framework*

### Major outputs and accomplishments



- Publication of the NRGF ROAM Report: Enhancing governance integration in forest landscape restoration opportunities assessments: Analysis and recommendations.
- NRGF learning exchange session at the first-ever IUCN Africa Protected and Conserved Areas Congress (APAC) in Kigali, Rwanda, from 18–23 July 2022.
- NRGF LinkedIn Community of Practice Webpage.
- Delivering a natural resource governance presentation to partners within and outside IUCN, including the Endangered Wildlife Trust (EWT) South Africa, the EU funded Large-scale RESToration of COASTal Ecosystems through Rivers to Sea Connectivity (REST- COAST) Project, and Kua’aina Hawaii USA.

# Intergenerational Partnership/Youth



News from the IUCN Commission on Environmental, Economic, and Social Policy



**International Youth Day: Green Skills for Youth**

Wishing our readers, a very happy Youth Day! As we commemorate the energy and passion of young people worldwide, we can't ignore the pressing challenges they face today and what they might potentially face in the future.

[Read More](#)

**Día Internacional de la Juventud: Competencias Ecológicas**

Deseamos a nuestros lectores un muy feliz Día Internacional de la Juventud. Al conmemorar la energía y la pasión de los jóvenes de todo el mundo, no podemos ignorar los acuciantes retos a los que se enfrentan hoy y los que podrían plantearse en el futuro.

**Journée Internationale de la Jeunesse: Compétences Vertes pour les Jeunes**

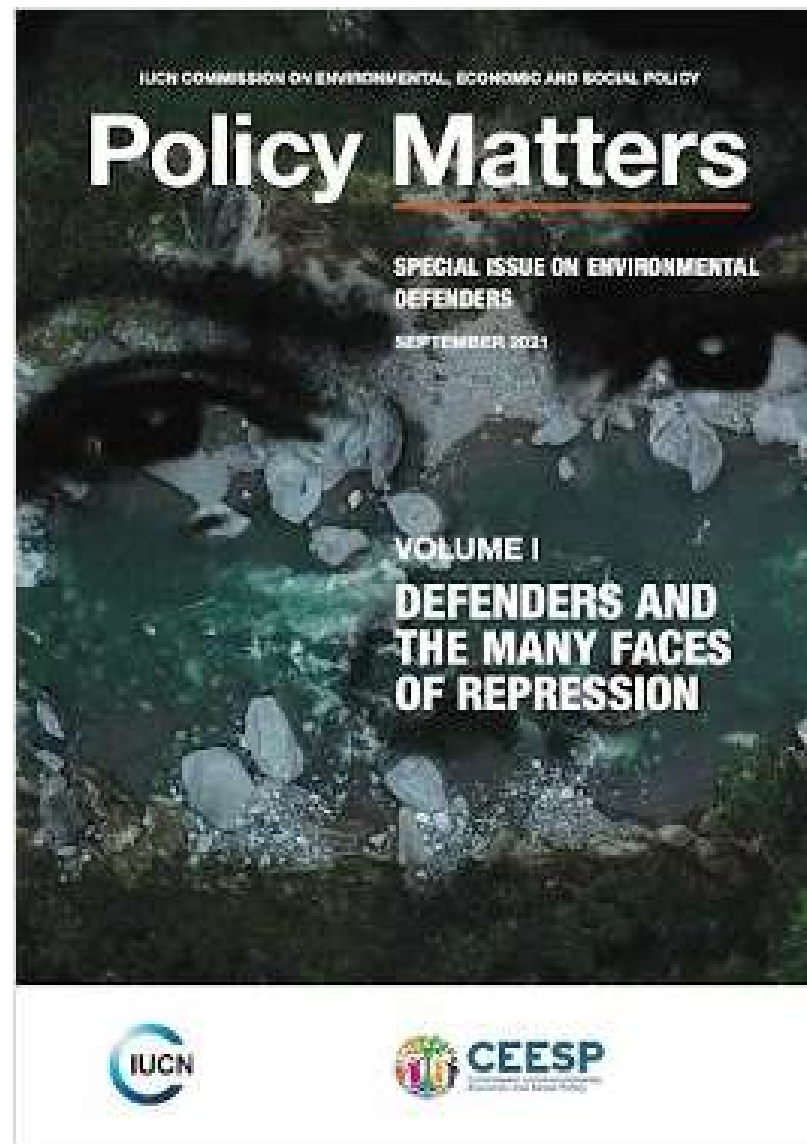
Nous souhaitons à nos lecteurs une très bonne Journée de la Jeunesse ! Alors que nous commémorons l'énergie et la passion des jeunes du monde entier, nous ne pouvons ignorer les défis pressants auxquels ils sont confrontés.

## Major outputs and accomplishments

- In July 2022, the Chair worked on and lobbied for target 3, a plan to increase the conservation of land and sea areas by up to 30 percent by 2030, at the CBD CoP15 meeting in Nairobi.
- Developed through the IUCN Youth Strategy, the Youth Advisory Committee (YAC) brought together yPs from different IUCN Commissions to CBD CoP15. An organized all-commission event on youth Engagement provided a space for Commission Chairs to speak on current and future plans to improve youth engagement in their Commissions.
- Webinar to introduce all the members to the Intergenerational Working Group and the Professional Working Group.
- Established the CEESP young Professional Regional Focal Point positions, aiding the work of the Regional Chair and Deputy Vice Chair
- Published the CEESP newsletter for International youth Day.



# Environmental Defenders



Linking Conservation, Human Rights & Environmental Justice in Latin America



# Environmental Defenders



## What is an OCEAN DEFENDER?

“Ocean defenders are individuals and groups who defend and protect the marine and coastal environment and the human rights of coastal populations against existential threats.”

References:  
› Bennett, N. J., Le Billon, P., Belhabib, D., & Satizábal, P. (2022). Local marine stewardship and ocean defenders. *Npj Ocean*



# Green Criminology



An analytical and interdisciplinary framework from across the social and natural sciences concerned with environmental crimes and harms, including risks and transgressions that are harmful to humans, ecosystems, and non-human animals, regardless of legality

Con el propósito de que el Seminario Interinstitucional de Criminología Verde continúe siendo un espacio de diálogo en el que se pueda compartir información y experiencias en el marco de la interdisciplina la



CONVOCAN

a personas interesadas en participar como ponentes en el



En caso de enviar una propuesta, por favor incluir: a) Nombre, b) Datos de contacto, c) Adscripción o grupo de trabajo al que pertenecen, c) Tema de la ponencia y d) Breve explicación de por qué quisieran participar y por qué consideran que el tema propuesto es relevante para el Seminario. Si bien todas las propuestas son bienvenidas, se dará prioridad a aquellas personas que no han participado como ponentes en ediciones previas del Seminario. La fecha límite para el envío de sus propuestas es el 30 de septiembre de 2023. Y por favor enviarlas al correo: [seminariocriminologiaverdemx@gmail.com](mailto:seminariocriminologiaverdemx@gmail.com)

Dra. Inés Arroyo-Quiroz  
(CRIM-UNAM)

Dr. José Luis Carpio-Domínguez  
(UAMRA-UAT)

Dr. Jesús Ignacio Castro-Salazar  
(ITESA-TecNM)

## Publications:

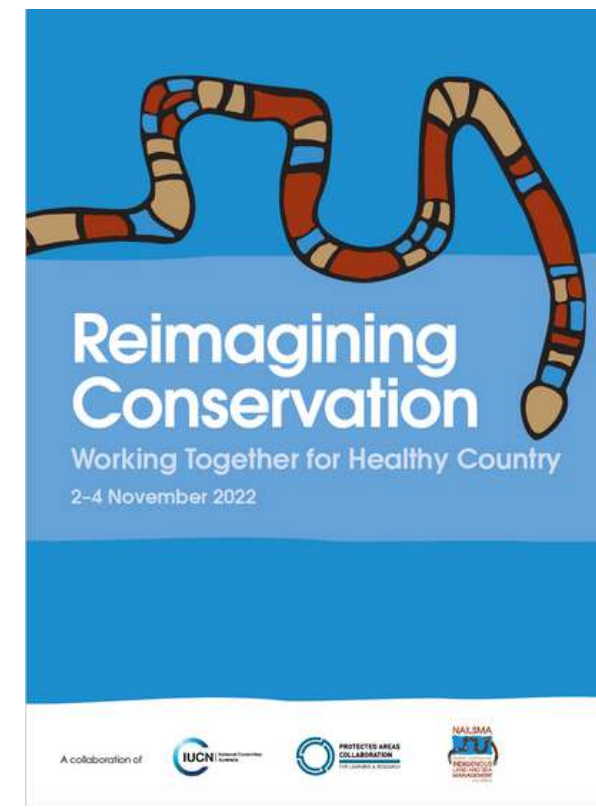
- Arroyo Quiroz, I. (2023). Responsabilidad de México como agente activo en el comercio de animales silvestres para mascotas. En: Oyama,
- K. y García Oliva, F. (Eds.). Ecología, medio ambiente y sustentabilidad. Serie La Década COVID en México. Coordinación de humanidades, UNAM; Secretaría de Desarrollo Institucional, UNAM; Escuela Nacional de Estudios Superiores, Unidad Morelia, UNAM (Full volume free access).
- Carpio-Domínguez, J. (2023). Criminología verde para México: Desarrollo de una perspectiva verde en la herencia criminológica mexicana. México: Universidad Autónoma de Tamaulipas-Tirant Lo Blanch.  
<https://doi.org/10.29059/LUAT.317> (Free Access).
- Arroyo-Quiroz I., Castro Salazar, J. I., y S.E. Serrano Oswald (2022) Using a feminist and green social justice perspective to understanding wildlife trafficking in Mexico Pp. 44-58, En: Women and Wildlife Trafficking Participants, Perpetrators and Victims, h.U. Agu y M.L. Gore (Eds.), Routledge, 176p.

# Reimagine beyond CEESP



**Council Reimagine Workshop**

**All Commissions Meeting**





# Reimagine beyond CEESP



## Reimagining conservation



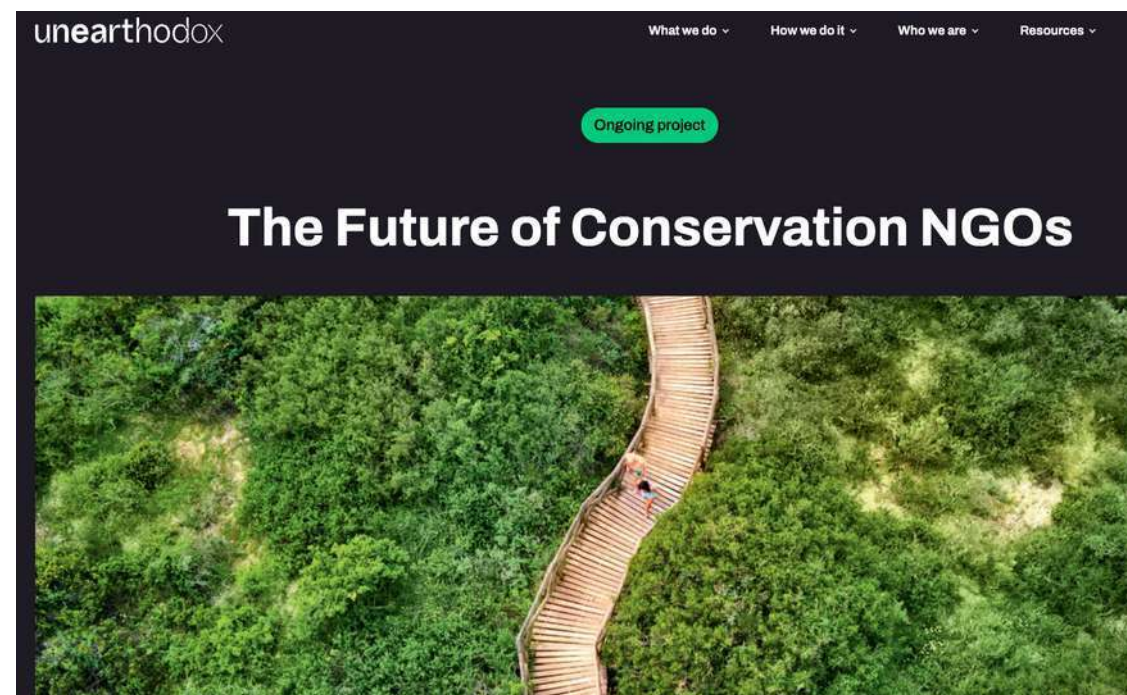
Alongside the national government, Conservation International's team helped establish a network among Bolivian municipalities with protect to share knowledge and build partnerships.







# Reimagine beyond CEESP





# Examples Cross-Cutting Commission Work



## Major outputs and accomplishments



- Co-hosted the Sustainability and Resilience Pavilion at the 2022 African Protected Areas Congress (APAC) with Maliasili and the African Nature-Based Tourism Platform. SULi led sessions are designed to help promote sustainable use and to provide a platform for community representatives.
- SULi worked with the CITES Secretariat, at CITES CoP19 in Panama, to coordinate the production of 15 case studies where trade in CITES-listed species has supported local livelihoods.
- Partnered with the IUCN Red List Committee in 2022 to publish some guidance on the integration of indigenous and local knowledge in Red List assessments and an annex on the use of Red List data in harvesting of threatened species. Work is ongoing to produce more technical guidance on harvesting threatened species.
- Developed in 2022 and launched in July 2023, the Species Use Database (SpUD) is a new flagship product for SULi which is intended to complement the IUCN Red List with detailed information on species use

## Resolution 072: Importance for the conservation of nature of removing barriers to rights-based voluntary family planning, the SSC CEESP Biodiversity & Family Planning Task Force was established.



### Major Outputs and Accomplishments

- Inputted into IUCN policy processes and documents. For example, in the recently published *Cercocebus* and *Mandrillus* Conservation Action Plan 2023–2027, for five out of the ten taxa considered in the Plan, one of the priority actions needed to save the taxa is to “respond to public health needs and one of the recommended actions is “working with organizations with relevant reproductive health and demographic expertise”.
- Other submissions, such as The Global Species Action Plan and the Amphibian Conservation Action Plan, are in the final stages of review.
- Three working groups have been set up.
- Training & Education: build the knowledge base of conservationists on the integration of sexual and reproductive health and rights and family planning in conservation
- FP 2030 Commitments: further health goals, with health partners, as part of their broader conservation work through research, project implementation or policy commitments
- Conservation Classification Scheme: creating a dialogue and providing evidence on how removal of barriers to family planning should be included under this scheme in the future



# Advancing Rights and Equity in the Implementation of Target 3



*with support from*





# From now to Congress

# Where do we focus our Reimagining Conservation from now to the IUCN Congress?



## 1. Conservation with Justice



**Advancing Rights Based Approach in conservation**

**Reimagine Conservation to Center Justice**

**Making an Inclusive Conservation Congress**

## 2. Youth & Leadership



**Implementation of the Youth Action Plan**

**Expansion of Youth focal points across regions**

**Broadening the Diversity of Leadership across CEESP**

## 3. Biodiversity & Climate



**All Commissions High Profile editorial on Integration of Biodiversity and Climate**

**Contribution to Integrated Climate and Biodiversity Framework**

**Best Practice on climate resilience**

## 4. Policy and Finance



**Analyzing the gap in financing Nature**

**Resolution on Subsidies**

**Analysis of how IPs and LC enhance biodiversity and mitigate climate change**

# Key Resolutions for CEESP moving forward for Congress



115 Protecting environmental human & peoples rights defenders and whistleblowers



118 Recognising & supporting IPs and LC's rights and roles in conservation



119 Renunciation of the Doctrine of Discovery



125 Setting conservation-based targets based on evidence of what nature & people needs to thrive



137 Affirming the rights of IPs & LCs to sustainably manage & utilize wild resources in the context of COVID-19



114 Integrated solutions to climate change and biodiversity



056 Biodiversity Financing



Towards a Policy on Natural Capital





# Enhancing Membership & Commission Operations

Onboarding documents for new members and group leaders

Commission membership surveys to enhance membership benefits

Enhanced Communication options + IUCN community via IUCN Engage

Launch of a new Webinar Series





## Please feel free to contact us

**Kristen Walker Painemilla, Chair:** [kwalkerpainemilla@ceesp.net](mailto:kwalkerpainemilla@ceesp.net)

**Ameyali Ramos, Deputy Chair:** [ameyali@ceesp.net](mailto:ameyali@ceesp.net)

**Iben Munck, Executive Officer:** [iben@ceesp.net](mailto:iben@ceesp.net)

Send your news to: [CEESPNEWS@iucn.org](mailto:CEESPNEWS@iucn.org)





# Thank you





# IUCN Commission on Environmental, Economic, and Social Policy 2023 Midterm Report



The designation of geographical entities in this report, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

The views expressed in this publication do not necessarily reflect those of IUCN.

IUCN is pleased to acknowledge the support of its Framework Partners who provide core funding, as well as the support of Conservation International for hosting both the IUCN Commission on Environmental, Economic and Social Policy (CEESP), as well as the IUCN Commission on Ecosystem Management (CEM).

This publication has been made possible through contributions by the CEESP Steering Committee members, Group Chairs, Deputy Chairs, CEESP members, IUCN Secretariat and partners, and supporters, with editorial support from Kristen Walker-Painemilla, Ameyali Ramos, Iben Caroline Munck, and Floreana Cordova. CEESP appreciates and acknowledges support from the IUCN Commissions Support Unit, the Creative Nature Graphic Design Company, as well as the organizational affiliations of CEESP leaders which can be found at the bottom of the report.

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Produced by: IUCN Commission of Environmental, Economic, and Social Policy (CEESP)

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Layout by: Creative Nature. Instagram: @creative.nature.services

IUCN Commission on  
Environmental, Economic,  
and Social Policy  
2023 Midterm Report

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# Message from the IUCN CEESP Chair and Deputy Chair





## MESSAGE FROM THE CHAIR AND DEPUTY CHAIR

With great honor, we present the CEESP Midterm report as we navigate through the quadrennium following the IUCN Congress. This period has marked significant growth and transformative endeavors, as we steadfastly pursue the reimagining of conservation across all our work areas. We reflect on how we collectively safeguard our planet for future generations.

In our unwavering commitment to advancing environmental protection and social well-being, CEESP maintains a resolute focus on five fundamental pillars: Policy, Leadership, Justice, Stewardship, and our profound mission to Reimagine IUCN. This dedication has been instrumental in mobilizing CEESP, uniting the Union, and extending our influence far beyond, as we work to reshape our perspectives, engagements, and practices in the pursuit of planetary health. This transformative vision directly contributes to the 2021-2024 IUCN Programme and harmonizes seamlessly with the 20-year vision of the IUCN.

**Policy:** CEESP's dedication to policy reform remains unwavering. Our efforts span a spectrum of vital policy domains, advocating for sustainable resource management, equitable access to natural resources, and the rights of indigenous peoples. Collaborating with our partners, we continue to advocate for the integration of CEESP principles into national and international policy frameworks. It is essential to highlight the critical Biodiversity and Climate Nexus, emphasizing the interdependence of climate and biodiversity and the imperative for integrated strategies to address these global challenges.

**Leadership:** CEESP is committed to nurturing the leaders of tomorrow. Through capacity-building initiatives, mentorship programs, and support for emerging leaders, we pave the way for those who will carry the torch forward. Our investments in leadership development, particularly among youth, are having a lasting impact on the conservation community and are aligned with IUCN's youth strategy.

**Justice:** The principles of justice and equity lie at the heart of CEESP's mission. We tirelessly advocate for the rights of marginalized communities, Indigenous Peoples, and those most affected by environmental degradation. Our efforts toward social justice have been pivotal in ensuring that conservation contributes to positive change, benefiting everyone which is why we have had a focus on environmental defenders, the doctrine of discovery, and guidance and training on rights-based approaches to conservation.

**Stewardship:** At CEESP, we recognize that environmental stewardship is a shared responsibility. Indigenous-led and locally-led stewardship of lands, waters, and territories is of paramount importance to the protection of our planet. Indigenous Peoples and local communities have an intimate and profound connection to their environments, often viewing their lands and waters as integral to their cultural and spiritual identities. This connection translates into a unique form of stewardship, where conservation is not merely an objective but a way of life and an integral part of culture and identity. Through CEESP, we continue to support leadership within Indigenous and local communities as essential for enabling effective stewardship. This involves providing the tools, resources, and recognition that these leaders need to carry out their roles. Likewise, women also play a significant role in environmental stewardship and similarly need our ongoing support and engagement.



**Kristen Walker Painemilla**

Chair, IUCN Commission on Environmental, Economic, and Social Policy (CEESP)



**Ameyali Ramos**

Deputy Chair, IUCN Commission on Environmental, Economic, and Social Policy (CEESP)

**Reimagine IUCN:** Our call to “Reimagine IUCN” transcends a mere slogan; it is a rallying cry to transform the IUCN into an even more influential and dynamic partner for conservation. CEESP’s engagement with regions, thematic groups, and other commissions nurtures a culture of collaboration, innovation, and adaptability. Together, we lay the groundwork for a reimagined IUCN that responds to the ever-evolving challenges confronting our planet. IUCN members such as IUCN Australia, Conservation International, and others have also begun the processes to reimagine conservation.

Our collective endeavors under the banner of “Reimagine Conservation” unite the Union, its members, and other stakeholders beyond IUCN in embracing our vision. We forge partnerships and collaborations that transcend borders, working toward a sustainable and harmonious future for all living beings on Earth.

As we continue on our journey throughout this quadrennium, we remain steadfast in our mission to protect the planet and craft a world where nature and humanity coexist harmoniously. Our vision, principles, and unwavering commitment to reimagining conservation will guide us through the challenges and opportunities that await.

We extend our heartfelt gratitude to the CEESP Steering Committee members, Group Chairs and Deputy Chairs, CEESP members, partners, and supporters for their dedication, expertise, and unwavering passion. It is through your collective efforts that we make a meaningful impact.

Together, let us inscribe the next chapter in the story of conservation. Let us persist in reimagining our world and our future.

Sincerely,

Kristen Walker Painemilla, Chair  
Ameyali Ramos, Deputy Chair



CEESP Steering Committee Members, June 2023 Meeting © IUCN/CEESP

# Reimagining Conservation



## REIMAGINING CONSERVATION

[Reimagine Conservation](#) was born as an act of rebellion, a way of telling everyone that we need to start rethinking the way we have been doing things.

In 2021, CEESP initiated a program called “Reimagine Conservation,” which aims to challenge mainstream conservation practices and promote a more inclusive and people-centered approach to protecting the planet. Through Reimagining Conservation CEESP, Commissions, IUCN members, and partners have focused on the following objectives:

### Reimagine Conservation:

- This initiative seeks to transform the way people think about, engage with, and do conservation.
- It emphasizes the importance of mobilizing the IUCN and its partners to embrace a new vision of conservation.
- The focus is on reimagining conservation to contribute directly to the 2021-2025 IUCN Programme and the organization’s 20-year vision.

### Reimagine Justice:

- CEESP advocates for evidence-based dialogue and practices related to human rights and conservation.
- The goal is to change how conservation is traditionally carried out, with a focus on the involvement of local communities and Indigenous Peoples.
- By elevating the social impacts of conservation, the program aims to protect the planet better.

### Reimagine Funding:

- CEESP works to advance dialogue on conservation finance and make funding more inclusive.
- The focus is on ensuring that funding is accessible to Indigenous Peoples, local communities, youth, and women.
- This inclusive approach is essential for achieving climate and biodiversity goals.

### Reimagine Leadership:

- CEESP promotes dialogues and evidence-based research on what conservation leadership should look like in the future.
- The objective is to support leadership practices that are more effective in protecting the planet.
- This may involve reimagining the qualities and attributes that conservation leaders need to possess.

### Reimagine IUCN:

- The Reimagine Conservation initiative seeks to mobilize not only the CEESP but also the entire IUCN community and its partners.
- The goal is to transform thinking, engagement, and conservation practices to align with the 2021-2025 IUCN Programme and the organization’s 20-year vision.



The initiatives and efforts undertaken under the Reimagining Conservation banner reflect a widespread commitment to rethinking and reshaping the practice of conservation to address the pressing challenges facing the environment and humanity. Here's a sample of engagements and actions undertaken:

### 1. All IUCN Commissions Aligning and Reimagining Priorities:

- The collaboration of all IUCN Commissions to align and reimagine their priorities signifies a coordinated effort within the IUCN to ensure a unified and effective approach to conservation and that we push and challenge ourselves to reimagine our efforts around conservation.

### 2. IUCN Council Reflecting on its Role and the 20-Year Vision:

- At the first IUCN Council meeting of this quadrennium, the Council came together under Reimagine to reflect on its role and to 20th year visions indicating a commitment to realigning the organization's strategies and goals with a

### 3. Commission on Education and Communications' Focus on Dialogue and Education:

- The IUCN's Commission on Education and Communications provides dialogue, tools, and education materials related to the Reimagining Conservation concept, supporting a more informed and engaged conservation community.

### 4. IUCN Australia's National Committee Reimagining Conservation Forum:

- This forum is a platform for stakeholders in Australia to work together collaboratively to address conservation issues in the country, emphasizing a holistic and multi-stakeholder approach to the long-term vision for conservation.

### 5. Mexican National Committee Reimagining Conservation:

- The National Committee meeting focused specifically on Indigenous Peoples, Women and Youth - a first in the history of IUCN
- CEESP hosted sessions and immersive experiences to help participants Reimagine their role in conservation
- CEESP proposed innovative methodologies to support active sharing, learning, and action

### 6. Synchronicity Earth's Reimagining Philanthropy:

- Synchronicity Earth is reevaluating philanthropic practices, likely focusing on how philanthropic resources can be more effectively deployed to drive positive conservation outcomes.

### 7. Conservation International's Human-Centered Design Approach:

- Conservation International is adopting a human-centered design approach to conservation, placing diversity, justice, and inclusion at the core of its strategies.
- The organization aims to protect the planet with greater equity, speed, and scale by actively involving and respecting the perspectives of various communities.

These efforts collectively demonstrate the commitment of various organizations, including Synchronicity Earth, IUCN, and Conservation International, to adapt and innovate in the face of evolving conservation challenges. The focus on human-centered approaches, inclusion, and collaboration underscores the importance of holistic and community-driven solutions for a more sustainable and equitable conservation future.

**Reimagine Conservation is a call to action by CEESP and partners to challenge the status quo in conservation and bring about a more inclusive and people-centered approach to protecting the planet.** It encourages listening to diverse voices, open discussions, imagination, and active participation to create a more sustainable and equitable future for both nature and humanity. This initiative aligns with IUCN's broader vision for conservation and its commitment to addressing the pressing environmental and social challenges of our time.



# Policy Matters



## POLICY MATTERS

Policy Matters is a peer-reviewed journal published electronically and in print by CEESP to encourage in-depth research and analysis into issues within the wide spectrum of the Commission’s mandate. Each edition addresses a specific theme and appoints an editorial team and peer reviewers based on their expertise in the subject matter.

### Latest Edition: Policy Matters 23

**Title: Journeys to more equitable and effective conservation: the central role of Indigenous Peoples and Local Communities**

“IUCN CEESP’s Policy Matters 23 journal presents seven case studies illustrating collaborative journeys towards more equitable and effective conservation and acts as a call to reorient Indigenous Peoples and local communities knowledge, practices, and institutions at the centre of a much-needed global transformation in nature conservation.

The seven cases highlighted in this edition of Policy Matters cover forests, rangelands, coastal, and marine ecosystems containing internationally important species and habitats. These innovative cases are examples where communities have resisted externally dominated processes and worked together to take back power and control over their territories and the ecosystems with which they have an intimate bond and cultural connection, and at the same time have generated positive biodiversity outcomes.

Taken together, the seven cases represent the frontline of struggles for the future of critical biodiversity and habitats. All of these cases have, at their core, the well-being of the communities, which is intimately tied to the health of the ecosystems, and demonstrate the contemporary relevance of the knowledge and cultural resilience of Indigenous peoples and local communities.”

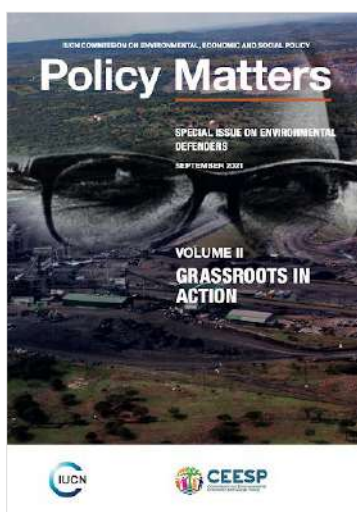
### Other publications from this quadrennium:

#### Policy Matters 22: Special Edition on Environmental Defenders

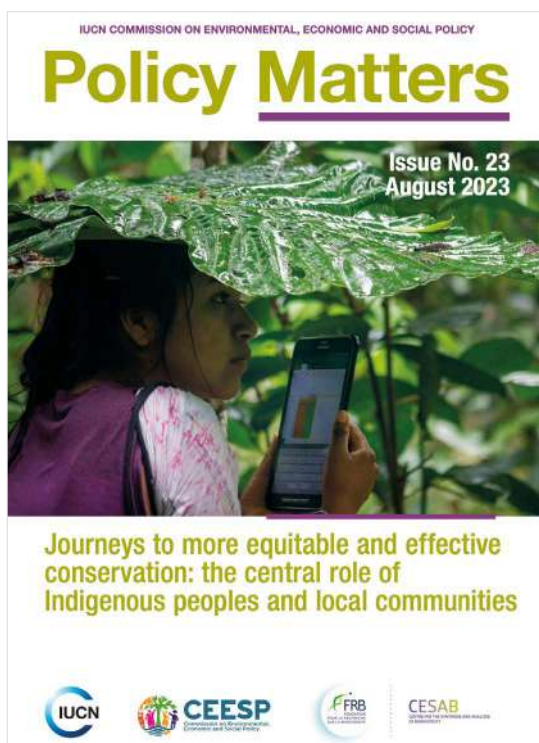
Volume I



Volume II



Volume III

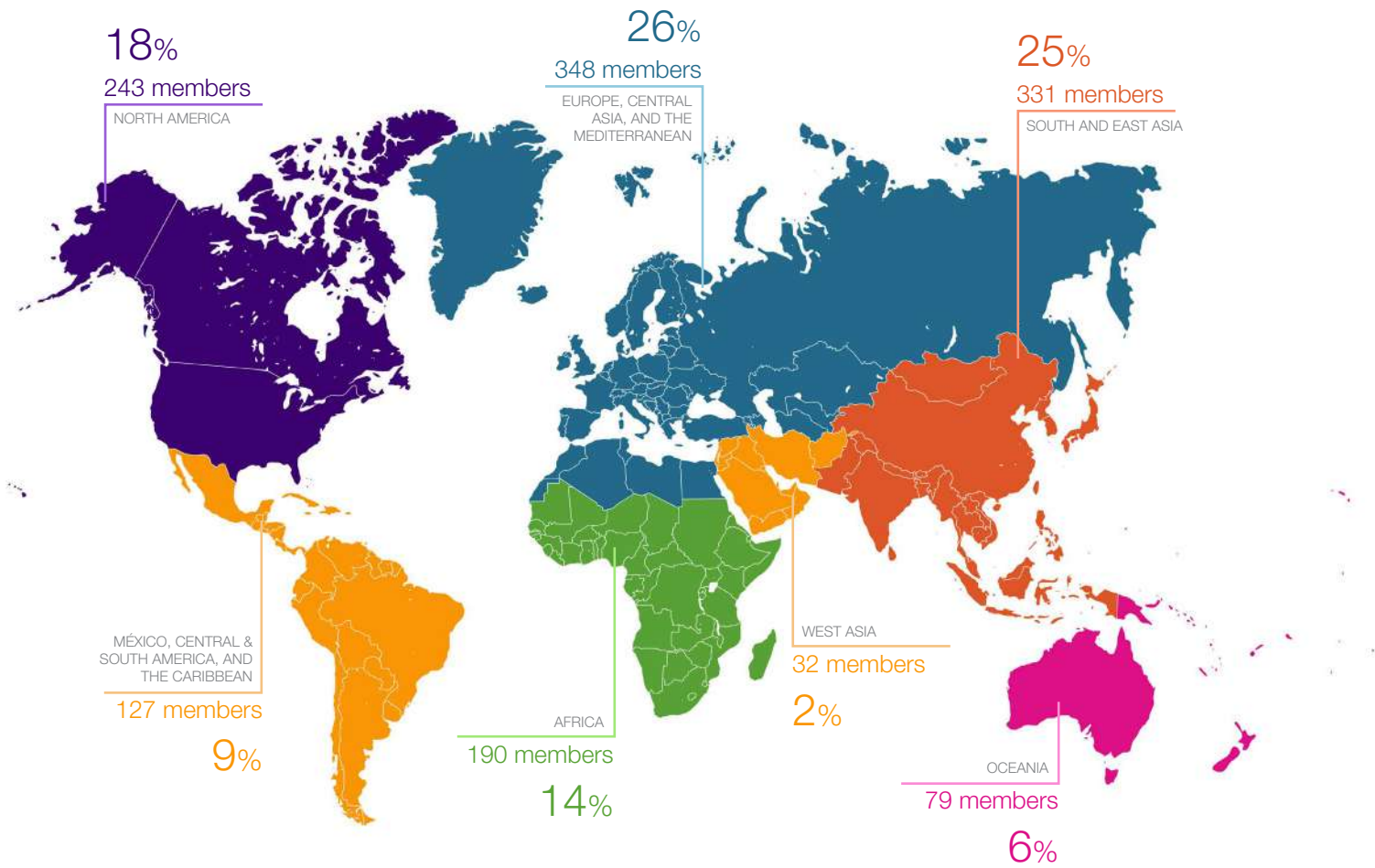


**Cover photo:** A young Siona woman from the Aboquëhuira community, Ecuador hides from the rain as she continues her work registering the growth of Yoco (Paullinia yoco), an important medicinal plant. For several years the Siona Nation on the Aguarico River have researched the best conditions to grow yoco in their forest gardens (chagras). (Daris Piaguaje, a Siona indigenous Woman from Ecuador with Alianza Ceibo)

# CEESP in Numbers



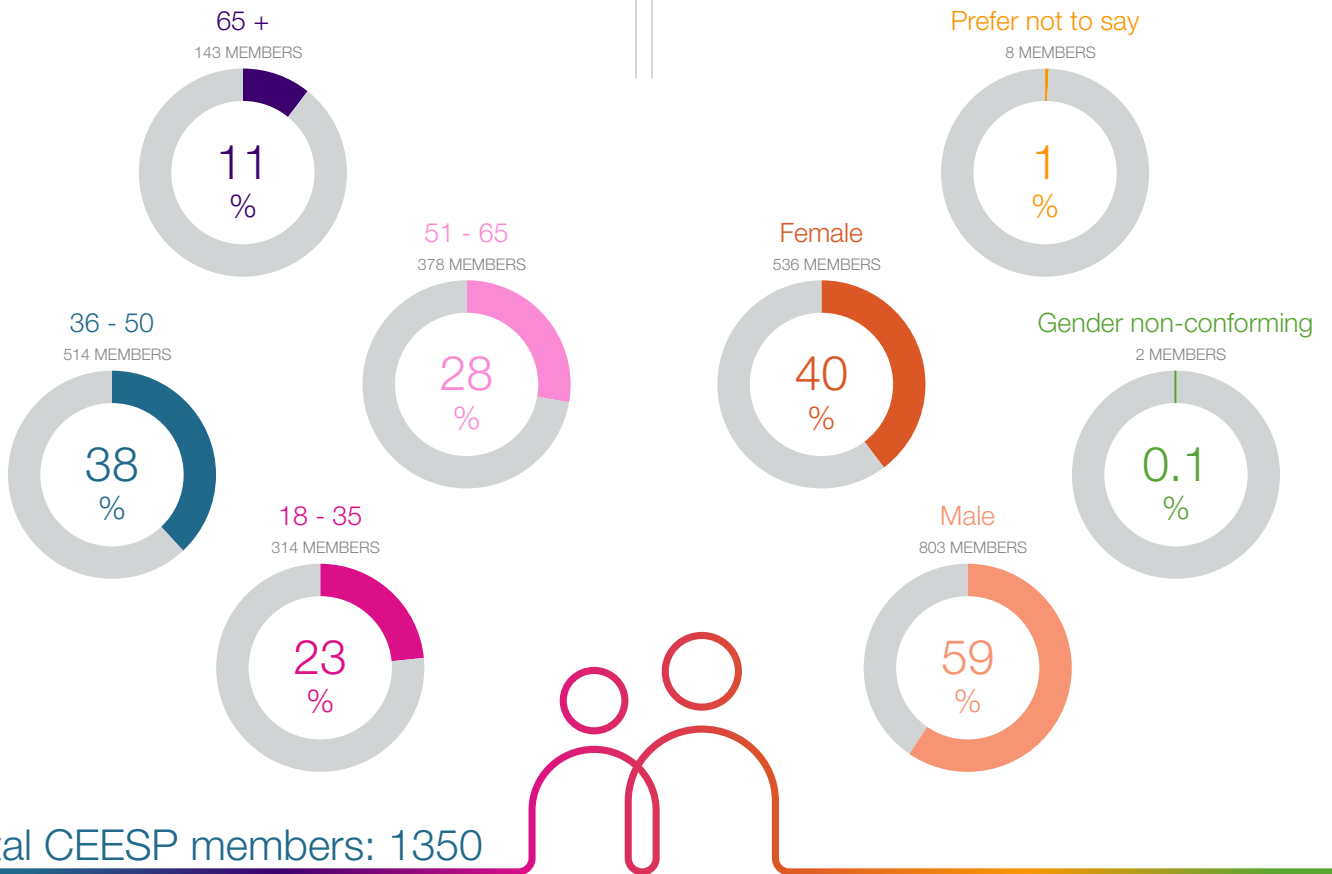




OPERATIONAL REGIONS

AGE

GENDER



Total CEESP members: 1350

As of November 2023



# CEESP Vision, Mission, & Our Network



A scenic photograph of a sunset over a body of water, likely Coron Bay. The sky is a mix of deep blues and oranges, with large, dark clouds. The water in the foreground is calm, reflecting the colors of the sky. In the distance, there are silhouettes of mountains and some small lights on the water.

## VISION

A world where sustainability, social justice, diversity, and equity are valued in nature conservation and in development.

## MISSION

To contribute to the IUCN mission by generating and disseminating knowledge, mobilising influence, and promoting actions to harmonise the conservation of nature with the critical social, cultural, environmental, and economic justice concerns of human societies.

## OUR NETWORK

CEESP is a unique network of approximately 1,350 volunteers representing perspectives and disciplines from biology and anthropology, economics and law, to culture and Indigenous peoples - among many others. Our work represents the crossroads of conservation and development. Our members offer resources and expertise to meet the challenges of conservation.

# Highlights from CEESP Regions

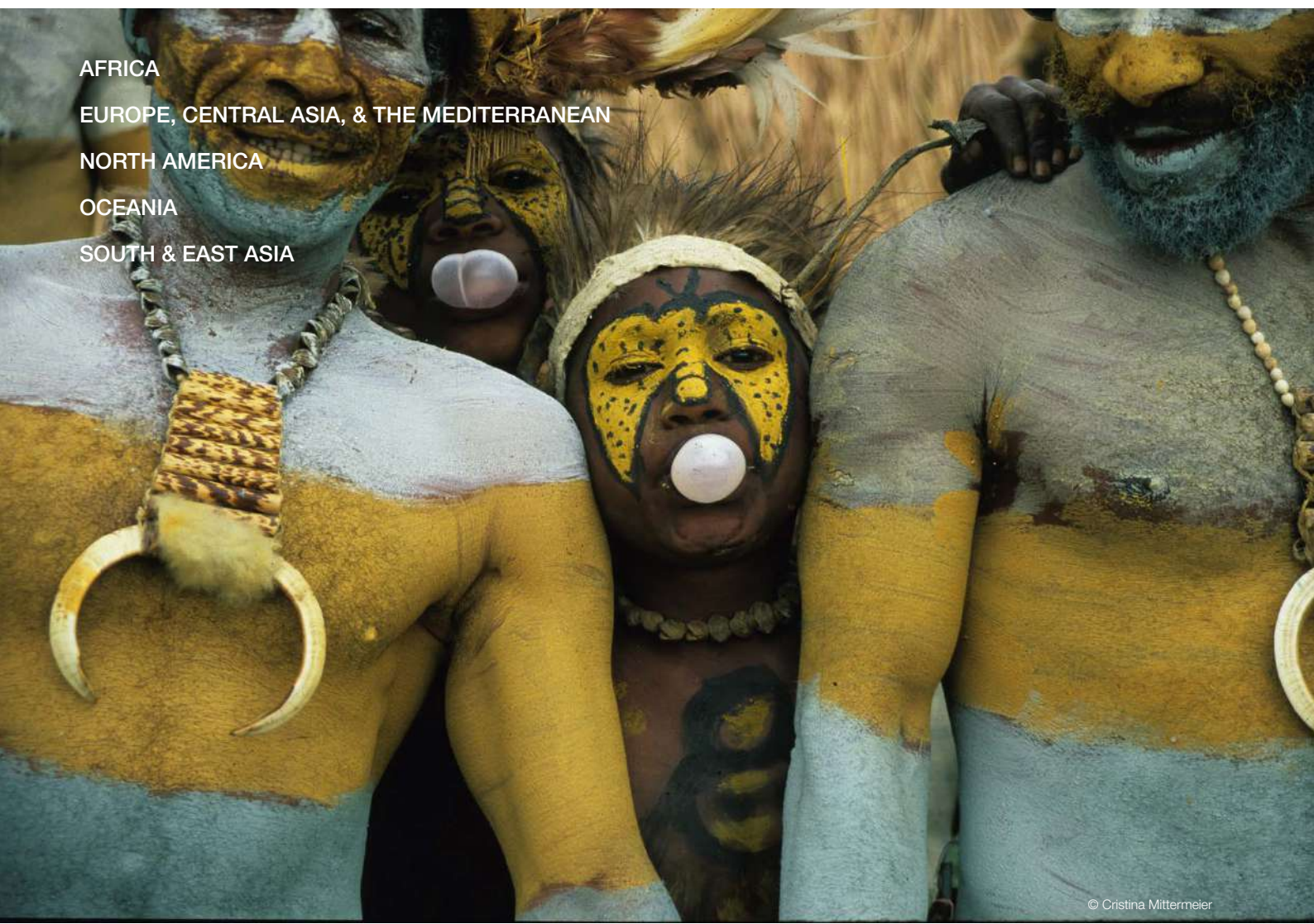
AFRICA

EUROPE, CENTRAL ASIA, & THE MEDITERRANEAN

NORTH AMERICA

OCEANIA

SOUTH & EAST ASIA



## CEESP REGIONS

### AFRICA

At the African Parks Congress (APAC), Kigali, Rwanda in July 2023, CEESP played an instrumental role, both logistically and substantively. CEESP supported two main pre-congresses - Youth and IPLC - which provided an important opportunity for discussion around strategic engagement and issues of importance. CEESP Africa members also organized several side events that highlighted the work of the commission in the region. CEESP is supporting the implementation of the “Kigali Call to Action”.

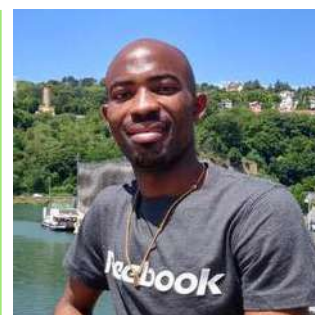
In January 2023, the CEESP Regional Vice-chair for Africa participated in the first IUCN All Commissions Meeting which proved to be a great opportunity for Commission representatives from Africa to coordinate and network, ensuring alignment and collaboration. The Deputy Vice Chair also consulted and contributed to the development of CEESP’s youth engagement strategy, and supported the translation of related articles and newsletters. The Africa region has been actively engaged in various youth engagement initiatives to raise awareness of IUCN CEESP and increase its membership. From May 09 to 10, 2023, in Kinshasa, DRC, the Deputy Vice Chair participated in and contributed to the “national dialogue on capitalizing on the gains of taking into account the rights of local communities in the implementation of the Kunming-Montreal Global Biodiversity Framework” organized by IUCN and its partners. During this dialogue, we demonstrated that ecosystem approaches stimulate biodiversity conservation through a number of practices identified as likely to contribute to target 3 (30x30) of the Global Biodiversity Framework. The dialogue also helped to guide national and regional contributions through effective systems of protected and conserved areas and to identify the next steps in the implementation of Target 3.

Similarly, in May 2023, the Deputy Vice Chair participated in and led sessions at the first Congolese Youth Summit on Biodiversity. An important and unique moment where young people and other stakeholders were able to discuss and develop clear and concrete proposals regarding the implementation process of the Kunming-Montreal Global Biodiversity Framework. We were also able to set up an exchange framework for an intergenerational dialogue between young people, the private sector, conservation NGOs and the government on the future of Congolese biodiversity in the face of current threats.

The region is actively involved in mobilizing funds for the organization of the second African Youth Summit on Biodiversity, to be held in Morocco from September 19 to 21, 2023.



**Monipher Musasa**  
Regional Vice Chair



**Emmanuel Lokpaka**  
Deputy Regional Vice Chair



Stakeholders on capitalizing on achievements and taking into account the rights of local communities and indigenous peoples in the implementation of the Global Biodiversity Framework



## EUROPE, CENTRAL ASIA, & THE MEDITERRANEAN

The first half of the mandate for the IUCN CEESP Europe has been focused on mapping its extensive membership now counting 319 experts from all over the continent. The exercise conducted by the vice-chair and his deputy has also focused on identifying specializations that could support the IUCN CEESP mandate and vision.

### Major outputs and accomplishments

To gain a better understanding of capacity a survey has been carried out asking members about the priorities they would like to focus on in the next years before the 2025 IUCN World Conservation Congress. As proposed by the chair, two main themes have been identified: sustainable finance and the newly agreed EU deforestation law. These themes can be strongly interlinked and provide a way forward for the European region's work plan. In addition, CEESP Europe will continue to work on the rights of indigenous peoples and local communities (IPLCs).

In addition, similarly to the IUCN Secretariat's efforts to strengthen coordination in the European region, Luc Bas has been appointed also as Regional Vice-Chair for Eastern Europe & Central Asia. In the fourth quarter of 2023, a webinar will be organised with CEESP members to discuss future opportunities for collaboration and to set concrete milestones to be achieved before the end of the mandate.

CEESP leadership had its steering committee meeting in Costa Rica last June. European input focussed on the work on interlinkages between Climate and Biodiversity policies and Sustainable Finance.

### Areas of Work before the next IUCN Congress

- Strengthen members' participation in CEESP and set up a functional communication channel through the Engage platform,
- Develop a series of communication materials with CEESP members on the two priorities of sustainable finance and deforestation,
- Organise a series of webinars for members with the participation of relevant external experts.



**Luc Bas**  
Regional Vice Chair



**Tommaso Demozzi**  
Deputy Regional Vice Chair



Costa Rica Steering Committee Meeting



## NORTH AMERICA

The North American region has focused on supporting the implementation of the CEESP initiative to Reimagine Conservation, which seeks to provide leadership in constructing a new way of caring for and protecting the planet, based on a people-centered, bottom-up approach that listens to more diverse voices and incorporates the energies of more diverse constituencies that have historically participated in conservation efforts.

### Major Outputs and Accomplishments

We have agreed in consultations with members that an important initial step should be to seek ways to engage and support conservation initiatives led by Native Americans, First Nations Metis, and Inuit Nations, with a focus on:

- Building collaborations around engagement on environmental issues of shared interest, braiding scientific and Indigenous knowledge, and building tools that help regenerate ecosystems, livelihoods, and identity;
- Identifying and developing opportunities to reconstruct spaces on reservation lands and beyond to strengthen the management of intact ecosystems and restore ecosystem functions and
- Seizing opportunities to promote actions by Indigenous leaders that attempt to make the world better for future generations.

We are aware that well-intentioned attempts to engage can easily end up being a distraction to Indigenous organizations responsible for managing complex conservation initiatives. With this in mind, we seek to identify ways that CEESP can contribute to strengthening existing discussions and initiatives. For example, we have held initial discussions with representatives of the United States National Park Service and have agreed in principle to explore ways that we might work together on issues that include:

- Reconciliation in place names as a step to creating conditions for co-stewardship
- Water governance and management, beginning with the crisis facing the Colorado River Basin
- Ecosystem and cultural restoration, beginning, perhaps with bison reintroduction
- Braiding traditional and scientific knowledge to improve management
- Building linkages to share promotes sharing knowledge and experience, including but not limited to:
  - Between NPS and Parks Canada
  - With and among Indigenous organizations in North America and
  - Sharing experiences globally

### Areas of Work before the next IUCN Congress

Our future plans include engaging with the IUCN U.S. and Canada Committees to identify ways to add our support to Indigenous-led initiatives in the two countries.

Finally, members have suggested that, in the spirit of casting a broad net to Reimagine Conservation, we should also reach out to representatives of the Environmental Justice movement, as this would be an important source of input for thinking differently about how we understand conservation. Also, this broader engagement may enrich our efforts to support Indigenous-led conservation by helping formulate proposals that would allow us to offer greater value to Indigenous organizations.



**Dr Michael Painter**  
Regional Vice Chair



**Julia Whelan**  
Deputy Regional Vice Chair



## OCEANIA

The main focus of CEESP Oceania since January 2022 has continued to be on 1) furthering partnerships with the region's conservation sector by supporting the Pacific Islands Framework for Nature Conservation and Protected Areas and its implementation arm, the [Pacific Islands Roundtable \(PIRT\)](#); 2) working closely with the IUCN Oceania Regional Office on existing and developing programmes, and 3) increasing CEESP Oceania members' participation in international/regional and national conservation events and programming.

### Major outputs and accomplishments

- The establishment of the Nature Culture Working Group of PIRT in June 2022 in partnership with IUCN ORO.
- Hosted a CEESP session at [IMPAC5](#) (the 5th International Marine Protected Areas Congress) in February 2023 titled 'We Are the Ocean: Transforming Ocean Conservation' in which two CEESP members were panelists.
- Progress on implementation of resolution WCC-2020-Res-019 on '[Stopping the global plastic pollution crisis in marine environments by 2030](#)'
- Research on nature-based solutions is being carried out in the region in collaboration with IUCN ORO.
- Led the CEESP session at IMPAC5 focused on Oceania-led initiatives to transform policy to better reflect traditional and ancestral relationships with the ocean. Presenters included Ann Singeo of Palau (CEESP Oceania Deputy-Vice Chair), and CEESP member James Tremlett of Aotearoa/New Zealand.

The Nature Culture Working Group was established in response to IUCN's Nature Culture Journey, and to strengthen implementation of the Framework for Nature Conservation and Protected Areas's Strategic Objectives which focus strongly on culture. It is also in alignment with CBD CoP15 Decision on Nature Culture, to strengthen the links between biological and cultural diversity. In the upcoming PIRT Annual Meeting, the NCWG is hosting an inaugural workshop on Pacific languages and conservation, facilitated by linguists from the University of the South Pacific.

### Key Partnerships

Patricia Miller-Parkinson, the CEESP focal point on Resolution 019 on plastic waste, has been active in plastics reduction work in Pacific Island countries as part of IUCN's Plastic Waste Free Islands project (PWFI). She is part of a team of global experts contributing to the University of Washington W Nippon Foundation Nexus Center's Marine Plastic Pollution Road Map (MPP Roadmap). The roadmap is a 10-year strategic plan (2022-2032) seeking to influence future developments in action, research and policy for improved marine plastic pollution governance, ensuring that transformative solutions in science and sustainability are adopted in ways that prioritize equity and justice.

CEESP member Digby Race has focused on Nature-Based Solutions in Pacific Islands countries, in work aligned with IUCN objectives in this area, and in collaboration with teams from the Fiji National University, the University of Hawai'i, and Live and Learn. The work has focused on assessing community experiences of 'carbon forestry' agreements in parts of Fiji as well as exploring the extent to which agroforestry can support community resilience to climate change impacts in Fiji, Tonga, and Vanuatu.

CEESP Oceania includes many members in Australia and Aotearoa/New Zealand and some beyond who have an ongoing relationship with the region. Collectively, they continue to contribute to CEESP's mission of fostering justice and equity and a rights approach to conservation through a range of roles.



**Dr Elise Huffer**  
Regional Vice Chair



**Ann Singeo**  
Deputy Regional Vice Chair





## SOUTH & EAST ASIA

Dr. Ritu Dhingra, in her role as Regional Vice Chair, has actively organized and participated in webinars to foster collaboration and engagement within the CEESP community. Dr. Dhingra has represented IUCN CEESP at more than 10 events nationally and internationally. Dr. Dhingra has also organized 9 webinars for the members of S&E Asia and engaged the members from almost all the member countries in this region. Dr. Dhingra is still pursuing the aims of CEESP in this region along with the members and Deputy Vice Chair Dr. Swayamprabha Das.

### Major Outputs and Accomplishments

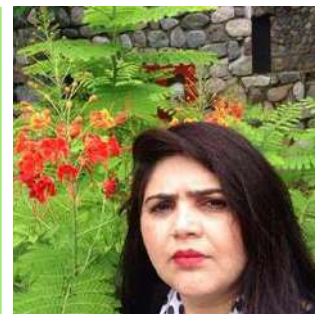
Below is a summary of some of the events that the region has organized:

- 1. Webinar on SDG 8 and 9 (July 8, 2023)** on Sustainable Development Goals (SDG) 8 and 9.
- 2. Book Release on Environmental Law (June 7, 2023)** The book delves into sustainable development, forest and biodiversity conservation, traditional knowledge systems, patenting issues, SDGs, and innovative approaches.
- 3. Online Presentation on Invasive Alien Species (June 2, 2023)** on the urgent need for an international regime to combat the loss of biological diversity caused by Invasive Alien Species (IAS) at the Tarragona International Environmental Law Colloquium.
- 4. Webinars on SDG 6 & 7, and SDG 3 & 4 (May and April 2023):** emphasizing the importance of sustainable development and the role of forests in promoting health, education, and sustainable lifestyles.
- 5. Advocating for Oceans and G-20 Priorities (March 2023):** underlining the connection between environmental conservation and international agendas.
- 6. Engagement in Various International Conferences (2022-2023),** presenting on topics such as ecofeminism, traditional knowledge systems, and the conservation of biodiversity and the environment.

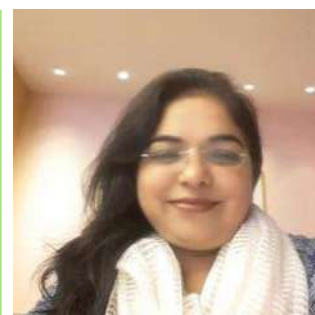
### Areas of Work before the next IUCN Congress

Dr. Dhingra has proposed innovative ideas for the conservation of biodiversity, including the cultivation of native plants and the avoidance of monocultures, which were discussed during the steering committee meeting in June 2023.

Dr. Ritu Dhingra along with the members of IUCN CEESP S&E Asia have worked with dedication and leadership in the promotion of environmental sustainability, conservation of biodiversity, and alignment with Sustainable Development Goals have made significant contributions to the work of IUCN CEESP South and East Asia during the reporting period. Her involvement in organizing webinars, presenting research, and advocating for ecofeminism and environmental protection underscores her commitment to a sustainable and resilient future.



**Dr Ritu Dhingra**  
Regional Vice Chair



**Dr Swayamprabha Das**  
Deputy Regional Vice Chair



# CEESP Groups

THEMATIC GROUPS

SPECIALIST GROUPS

WORKING GROUPS & TASK FORCES



# CEESP GROUPS

## THEMATIC GROUPS

### Business, Best Practice, and Accountability

In addition to drawing on the diverse IUCN individuals, as well as commission members, and the creative synergy of the CEESP community, the Business, Best Practice and Accountability (BBPA) thematic work builds and expands on the previous CEESP projects and initiatives such as the Social and Environmental Accountability in the Extractives (and Accountability in the Extractive and Business sectors (e.g. mining, agriculture, forestry & biofuels, among others).

The focus of the BBPA's 2021-2015 work programme is on three catalytic themes: Regenerative Finance, Cross Sector Business and Conservation Science Collaboration, Climate Change, Energy Transition, and Biodiversity/Nature-based Recovery.



Dr Jacob Park  
Chair

### Major outputs and accomplishments

#### Cross-Sector Business and Conservation Science Collaboration

The Chair became a member of the Technical Expert Group of the [IUCN Global Fund](#) on Ecosystem-based Adaptation (EbA), a €40 million catalytic funding for supporting innovative approaches to EbA activities.

Enrolled in a self-paced [edX online course](#) on EbA: Working with Nature to Adapt to a Changing Climate in August/September 2023

#### Climate Change, Energy Transition, and Biodiversity/Nature-based Recovery

In conjunction with the Chair's role as [Visiting Professor at the University of Johannesburg](#) (South Africa), DSI/NRF/Newton Fund Trilateral Chair in Transformative Innovation organized a series of workshops and seminars on climate change, energy transition, and nature-based recovery, with a special focus on Africa, including:

- [May 24, 2022 & University of Johannesburg](#)
- August 14, 2023 & University of Johannesburg
  - In this event, Prof. Park led a discussion on the issues of innovation, entrepreneurship and the energy transition. He also discussed the similarities and differences between the [South African Just Energy Transition](#) and the newly proposed Just Energy Transition model being developed in Senegal.

#### Regenerative Finance

- The Chair presented and facilitated a group discussion on "Envisioning a New IUCN Nature 2030 Strategy of Finance and Resource Mobilization" at the CEESP Steering Committee meeting in Costa Rica (June 2023).
- The Chair signed a [book contract](#) with Edward Elgar Publishing to write/produce on sustainable finance, including a chapter on conservation/biodiversity finance to be published in 2025.
- The Chair received two international research/management practice impact awards for their co-authored 2022 journal article, How Social Ventures Grow: [Understanding the Role of Philanthropic Grants in Scaling Social Entrepreneurship](#), Business & Society.
  - [2022 Responsible Research in Management Award](#)
  - [2022 Business & Society Journal Best Paper Award](#)

**INVITATION**

US UNIVERSITY OF JOHANNESBURG BUSINESS SCHOOL SCIENCE POLICY RESEARCH UNIT SARCHI TRANSFORMATIVE INNOVATION, ENERGY AND SUSTAINABLE DEVELOPMENT

The DSI/NRF/Newton Fund Trilateral Chair in Transformative Innovation, the Fourth Industrial Revolution, and Sustainable Development (IJC TRCI) and the UJ Library invite you to a hybrid panel discussion titled:  
**Overcoming the barriers for post-pandemic recovery: what type of financial and investment mechanisms are needed to support innovation?**

Date: 24 May 2022 | Time: 11:00 – 12:30 | Venue: UJ Library  
Registration link: [https://zoom.us/join/register?WN\\_qQEDvmYeQ7JcJcbWkGop\\_5A](https://zoom.us/join/register?WN_qQEDvmYeQ7JcJcbWkGop_5A)

**Overview** - The COVID-19 pandemic has put enormous pressure on businesses worldwide including Africa. Innovation has become more important than ever for economic recovery, as well as long-term sustainability. However, African firms face multiple barriers in accessing the necessary resources to innovate, especially finance. This panel explores the types of finance that are needed for post-pandemic recovery and the importance of strengthening African innovation systems for long-term sustainability. The insights from this panel emerge from the book project "Transformative Innovation in times of change: lessons for Africa from COVID-19" edited by the DSI/NRF/Newton Fund Trilateral Chair in Transformative Innovation, the HR and Sustainable Development, upcoming in 2022.

**Chair:** Prof. Jacob Park, Associate Professor at the Graduate University and Visiting Professor at the University of Johannesburg

**Panelists:** Dr. Bhekuzeli Ndlovu, Visiting Research Fellow and Co-Editor, School of Governance; Prof. John Mphahlele, Professor of Science and Innovation Policy, DSI/Casheer School of Technology Management (STEM) at the University of Pretoria; Dr. Shree Ganesan, Program Consultant and Professor of Practice at the University of Johannesburg.

#UJLibrary @UJLibrary @UJ\_TRCHI

UJ Event May 2022 @ University of Johannesburg

## Culture, Spirituality & Conservation

The Culture, Spirituality, and Conservation Thematic Group celebrates the inseparable diversity of nature and culture that grows from deep human connections with the natural world. These connections flourish as distinctive ways of being, knowing, seeing, singing, dancing, and caring.

In the past year (2022-2023), the Thematic Group has come together with the Religions, Spirituality, Environmental Conservation, and Climate Justice (ReSpECC) Specialist Group to provide a consolidated hub of expertise in the broad area of culture and spirituality in conservation.

### Major Outputs and Accomplishments

- **Embedding of culture and spirituality into the conservation agenda and conservation approaches.**
  - With partners (Divers Earth, WWF's Beliefs & Values Programme, One Nature Institute), the Thematic Group is developing an online global, collaborative platform to provide a stage for indigenous, local, religious, and spiritual custodians of sacred species to tell their stories of relationship and connection and how this leads to species and habitat protection.
- **Technical assistance and advice on culture and spirituality within IUCN.**
  - Efforts toward addressing a reconciliation process on the renunciation of the Doctrine of Discovery (Resolution 119) within the Union, beginning with the establishment of a Truth and Reconciliation Working Group. In the CEESP Steering Committee Meeting in Costa Rica (June 2023), members overwhelmingly supported the effort with further discussion focused on ideas on how to make it an impactful theme at the next [World Conservation Congress](#).



**Liza Zogib**  
Co-Chair



**Kevin Chang**  
Co-Chair



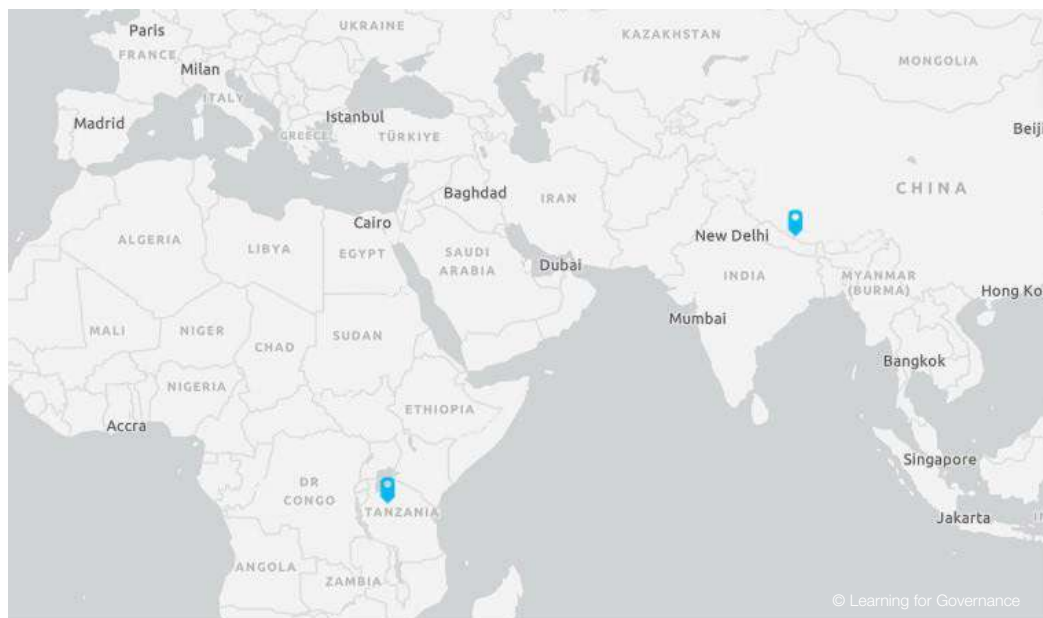
© Culture, Spirituality, and Conservation Thematic Group

Holistic approaches for raising awareness and changing behaviour - fostering harmonious consciousness and lifestyle Panel discussion organised/facilitated by Brahma Kumaris World Spiritual University and A Rocha International, CEPA Fair, CBD COP15, Montreal



## Governance, Equity, and Rights

In 2022-23, work under the Theme on Governance, Equity, and Rights (TGER) focused on the Learning for Governance (LFG) Initiative. The Learning for Governance initiative seeks to build a learning network with diverse practitioners around the world who are taking action to understand and improve environmental governance. The initiative is developing tools to support communication and learning, highlight diverse governance stories, and promote power sharing and equity within and beyond our network.



Story Map



**Dr Melanie Zurba**  
Chair



**Dr Isa Elegbede**  
Deputy Chair

### Major outputs and accomplishments

- Developed the online [Learning for Governance](#) portal which features a story map highlighting governance stories, approaches, and frameworks from across the globe to foster dialogue and inspire meaningful action. Many governance stories from around the world have been added to the map and more submissions are being accepted in collaboration with community partners.
- Held two workshops to bring together the diverse network to identify areas of collaboration and learning.
  - **May 2022:** participants shared their initiatives and experiences related to environmental governance and how it relates to ways of governing, approaches to recognition and support for diverse governance, approaches to learning and action to governance, and how they wanted to advance the network and portal design, content, and governance.
  - **August 2023:** participants identified possible LFG network governance structures to help support the broader LFG work group and discussed future initiatives and how LFG could be leveraged to support on-the-ground work being done currently globally. The creation of a steering committee to push work forward was mentioned, but all decisions about direction and action should be made collectively.

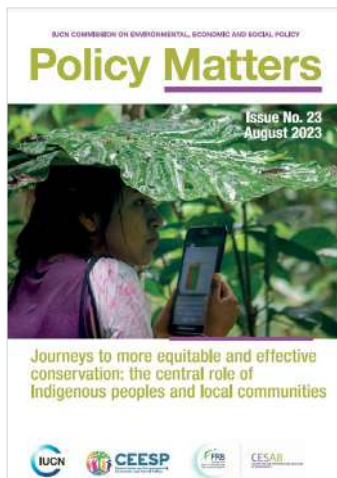
### Areas of Work before the next IUCN Congress

The Learning for Governance initiative under TGER will engage across scales and on equal terms to learn about and from diverse approaches to governing and to understanding and improving governance. These are bold aims; however, they are also increasingly necessary in light of the multiple and intersecting socio-ecological crises we face. These aims are also increasingly possible, in light of the diverse knowledge and leadership of the many actors already learning and taking action for environmental governance, at many scales and in many ways.



## Human Wellbeing and Sustainable Livelihoods

Our focus has been on exploring links between the knowledge systems of Indigenous Peoples and Local Communities, governance, and conservation effectiveness



Policy Matter 23 © Neil Dawson

### Major Outputs and Accomplishments

- Policy Matters Issue 23: Journeys to more equitable and effective conservation: the central role of Indigenous peoples and local communities (Published to coincide with the GEF Assembly August 2023).

This latest issue presents seven detailed case studies from Africa, Asia, and Latin America illustrating collaborative journeys towards more equitable and effective conservation, and acts as a call to reorient Indigenous peoples and local communities, their knowledge, practices, and institutions at the center of a much needed global transformation in nature conservation.

- Suich, H. and Dawson, N. (2023). Review of methods for assessing the social impacts of conservation. Gland, Switzerland: IUCN.



Dr Neil Dawson

Chair

### Areas of Work between now and the IUCN Congress

Since early 2022 we have been pursuing the idea of social monitoring of conservation led by Indigenous Peoples and local communities being scaled up to a global platform so as to enhance accountability in conservation. With the ambitious CBD targets to rapidly expand conservation interventions over the next seven years to 2030, there is a clear and urgent need to enhance accountability for the rights and equitable governance enshrined in those targets, as well as to highlight the roles and contributions of Indigenous Peoples and local communities. However, rights, recognition and participation have seldom been monitored or reported at any level, resulting in an absence of accountability mechanisms if social standards are not met. A group of HWSL members have secured GBP£10,000 from the Forest Peoples Program to support the first phase (Mapping initiatives led by Indigenous Peoples and local communities to monitor equity and rights - which we will complete by the end of 2023), and are working on behalf of the International Indigenous Forum on Biodiversity, to catalog existing efforts of Indigenous Peoples and local communities across the globe to monitor rights, equity, governance, and socio-economic impacts associated with conservation. We aim to form connections, assess the potential to collate and scale up existing monitoring efforts, and produce information that can support a larger funding proposal for the next stages.



© Mark Baron, Margaret Pyke Trust

Community members listen to “integrated messages” on human and environmental health and talk about the complex, integrated development challenges they are facing

## SPECIALIST GROUPS

### Gender

The Gender Specialist Group (GSG) was created after the IUCN World Conservation Congress in 2016, in response to the growing recognition of Gender in IUCN's programme. The GSG supports the Human Rights in Conservation Team (HRCT) at IUCN and aims to strengthen the understanding of and promote the full achievement of gender equality and women's empowerment in all areas of conservation and sustainable development policy and practice, including gender-based violence and environmental linkages. This diverse group has specialists in several areas including agriculture, forests, gender-based violence, wetlands, ecosystems, climate change, communities, and indigenous people.

#### Major Outputs and Accomplishments

- The CEESP newsletter on Gender on International Women's Day was launched on 8 March 2023 with a focus on *Reimagining Environmental Justice through a Gendered Perspective*.
- A database of Gender Experts to provide a pool of gender resources to CEESP and to IUCN has been developed so that specialist knowledge can be accessed by the wider membership in IUCN.
- Members engaged in the Reimagine Conservation process, research on relevant issues, contributions to the CEESP Newsletter, Policy Matters thematic discussions, involvement in written contributions, and participation in online webinars and workshops according to members' expertise.
- The Chair of the GSG, as a member of the Technical Evaluation Committee, reviewed and evaluated applications from nine countries for the Resilience Inclusive and Sustainable Environments Grant Challenge.
- Creation of the Biodiversity and Family Planning Task Force, by the Margaret Pyke Trust, is the first IUCN entity focused exclusively on the connections between reproductive and environmental health.



**Meher Noshirwani**  
Chair



Integrating Voluntary Right Based Family Planning in Conservation

#### Areas of Work between now and the IUCN Congress

Through the new IUCN Engage platform and more CEESP newsletters, the GSG intends to use these platforms to provide more outreach and opportunities to directly engage the members. A Policy Matters issue on Gender is being planned and opportunities to involve members in COP 28 related to gender issues would provide a platform for greater engagement. The Regional Conservation Forums are also platforms for members to engage and work towards the Congress.



## Green Criminology

Green Criminology is an analytical and interdisciplinary framework from across the social and natural sciences concerned with environmental crimes and harms, including risks and transgressions that are harmful to humans, ecosystems, and non-human animals, regardless of legality. Doing green criminology requires a sense of scale and interconnectedness of issues, events, places, and earth inhabitants from a non-anthropocentric perspective. The mission of the IUCN CEESP Green Criminology Specialist Group (GCSG) is to assemble an international network of researchers, scholars, and activists concerned with the political, social, cultural, and economic relationships in society that breed socio-ecological damage. The Green Criminology Specialist Group includes different thematic groupings across geographic contexts, to identify the impacts of environmental degradation because of human activity and to provide insightful analysis of these challenges.

Green criminology had its origins more than 20 years ago at an international level. Currently, Mexican criminology is in a stage of disciplinary expansion and maturation in which it is necessary to turn its disciplinary contributions toward other forms of criminality. Among the recent problems facing Mexico, the issues of public security have been given greater consideration than environmental issues in national criminological studies, so the participation of criminology has sought to address various criminal phenomena, such as different types of illegal trafficking (narcotics, humans, and firearms), organized crime, narcoterrorism, homicides, kidnappings, among many others. However, the contributions of criminology on environmental issues have been few and are very recent.

### Major Outputs and Accomplishments

- Coordination and academic organization of the First & Second Interinstitutional Seminar on Green Criminology in Mexico from January-June 2022 and February-May 2023 (in Spanish and with a duration of 48 hours, in remote mode).
  - The main objective was to provide a space for reflection, from an interdisciplinary perspective, on conflicts and socio-environmental problems from the perspective of green criminology, taking into consideration both the national and international context and the participation of members of all sectors of society. The Seminar YouTube channel with all sessions can be accessed [here](#).
  - With kind support from Universidad Autónoma de Tamaulipas (UAT), Centro Regional de Investigaciones Multidisciplinarias (CRIM, UNAM), and Instituto Tecnológico Superior de Abasolo (ITESA).



**Dr Inés Arroyo-Quiroz**  
Co-Chair



**Dr Daan Van Uhm**  
Co-Chair



1st Green Criminology Seminar 2022



2nd Green Criminology Seminar 2023

- During 2022, members of the GCSG from Latin America also contributed an article in Spanish for the CEESP newsletter in recognition of UN Human Rights Day with the following title: "[Violencia contra grupos indígenas defensores del ambiente en México](#)" (December '22).
- Actively participated in the 5-day CEESP Strategic Planning Meeting (March); in the CEESP SC and Chairs Virtual meeting (May); and, in the CEESP Steering Committee meeting in June in Costa Rica.
- In October 2023, delivered high-level feedback on the CEESP Updated Workplan 2023-2025 and produced a video with kind support from UNAM (Mexico) about the ethics and risks of using wild animals as pets that can be widely distributed by CEESP.



- Publications:

- Arroyo Quiroz, I. (2023). Responsabilidad de México como agente activo en el comercio de animales silvestres para mascotas. En: Oyama, K. y García Oliva, F. (Eds.). *Ecología, medio ambiente y sustentabilidad. Serie La Década COVID en México*. Coordinación de Humanidades, UNAM; Secretaría de Desarrollo Institucional, UNAM; Escuela Nacional de Estudios Superiores, Unidad Morelia, UNAM (Full volume [free access](#)).
- Carpio-Domínguez, J. (2023). *Criminología verde para México: Desarrollo de una perspectiva verde en la herencia criminológica mexicana*. México: Universidad Autónoma de Tamaulipas-Tirant Lo Blanch. <https://doi.org/10.29059/LUAT.317> (Free Access).
- Arroyo-Quiroz I., Castro Salazar, J. I., y S.E. Serrano Oswald (2022) Using a feminist and green social justice perspective to understanding wildlife trafficking in Mexico Pp. 44-58, En: *Women and Wildlife Trafficking Participants, Perpetrators and Victims*, H.U. Agu y M.L. Gore (Eds.), Routledge, 176p.
- Carpio Domínguez, J.L., I. Arroyo Quiroz, M.T. Villarreal Martínez, J.I. Castro Salazar (2022) Trafficking of a Tiger (*Panthera tigris*) in northeastern Mexico: A social network analysis. *Forensic Science International: Animals and Environments 2*.



Libro Criminología Verde 2023 © UAT

## Areas of Work before the next IUCN Congress

For the upcoming months (early 2024), we will be participating in the CEESP webinar series to broaden members' understanding (especially youth) of the importance of Green Criminology and the work happening in the Green Criminology Specialist Group. We are also already organizing the Third Interinstitutional Seminar on Green Criminology in Mexico which will take place from February to May 2024. It is relevant that we continue with this Seminar because: 1) there are still few activities on Green Criminology in the Latin American region (in Spanish) and 2) the scientific knowledge that is generated and disseminated during this activity is directly related to specific socio-environmental problems and conflicts not only faced in Mexico and the Latin American region but worldwide, and the academic and scientific community, through efforts such as this can be linked to other institutions, organizations and the government, as well as facilitate citizen participation.

Con el propósito de que el **Seminario Interinstitucional de Criminología Verde** continúe siendo un espacio de diálogo en el que se pueda compartir información y experiencias en el marco de la interdisciplina la

**CONVOCAN**  
a personas interesadas en participar como ponentes en el

**3er SEMINARIO INTERINSTITUCIONAL DE CRIMINOLOGÍA VERDE EN MÉXICO**

En caso de enviar una propuesta, por favor incluir: a) Nombre, b) Datos de contacto, c) Adscripción o grupo de trabajo al que pertenecen, d) Tema de la ponencia y e) Breve explicación de por qué quisieran participar y por qué consideran que el tema propuesto es relevante para el Seminario. Si bien todas las propuestas son bienvenidas, se dará prioridad a aquellas personas que no han participado como ponentes en ediciones previas del Seminario. La fecha límite para el envío de sus propuestas es el 30 de septiembre de 2023. Y por favor enviarlas al correo: [seminariocriminologiaverdemx@gmail.com](mailto:seminariocriminologiaverdemx@gmail.com)

Dra. Inés Arroyo-Quiroz (CRIM-UNAM)      Dr. José Luis Carpio-Domínguez (UAMRA-UAT)      Dr. Jesús Ignacio Castro-Salazar (ITESA-TecNM)

3rd Green Criminology Seminar 2024

## Local Economies, Communities and Nature

The IUCN CEESP Local Economies, Communities, and Nature Specialist Group acts as a CEESP focal point for people with an interest in the application of socio-economic concepts and methodologies to the relationship between communities and the natural environment. It is also intended that the group will act as an area of information and specialist advice for other IUCN commissions and the IUCN Secretariat, where possible.

### Major Outputs and Accomplishments

Publications:

- Trombley, J.B., Sangha, K.K., Andersen, A.N., Thennadil, S.N., 2023. Utilizing Locally Available Bioresources for Powering Remote Indigenous Communities: A Framework and Case Study. *Energies* 16 (2), 666. <https://www.mdpi.com/1996-1073/16/2/666>
- Sangha, K.K., Gordon, I.J., Costanza, R., 2023. Editorial: Ecosystem services, policy, and human well-being. *Frontiers in Ecology and Evolution* 11:1174160. doi:10.3389/fevo.2023.1174160
- Kegamba, J.J., Sangha, K.K., Wurm, P.A.S., Garnett, S.T., 2023. Conservation benefit-sharing mechanisms and their effectiveness in the Greater Serengeti Ecosystem: local communities' perspectives. *Biodiversity and Conservation* 10.1007/s10531-023-02583-1. doi:10.1007/s10531-023-02583-1
- Balasubramanian, M., Sangha, K.K., 2023. Valuing ecosystem services applying indigenous perspectives from a global biodiversity hotspot, the Western Ghats, India. *Frontiers in Ecology and Evolution* 11. doi:10.3389/fevo.2023.1026793
- Sangha, K.K., Gordon, I.J., Costanza, R., 2022. Ecosystem Services and Human Wellbeing-Based Approaches Can Help Transform Our Economies. *Frontiers in Ecology and Evolution* 10. doi:10.3389/fevo.2022.841215

### Areas of Work before the next IUCN Congress

New project: Assessing the true value of IPLCs' economies in relation to conservation. Many Indigenous Peoples and Local Communities (IPLCs) across the globe work astutely to manage their natural resources for their livelihoods and other usages and benefits. By doing so, IPLCs also deliver several ecosystem services (ES) that benefit not just the local communities but many people living offsite on a local, regional, and global scale. Moreover, managing those resources for other usages and benefits including various cultural and sacred purposes enhances the IPLCs' well-being, which is often not considered in many assessment studies that tend to focus largely on livelihood values. About 10-12 of our members have expressed interest in contributing towards conducting this review study. We aim to publish a review article and an opinion piece on policy in a reputed journal.



**Nicholas Conner**  
Co-Chair



**Dr Kamaljit Sangha**  
Co-Chair



Community planting of Kapok and Cassia saplings to protect the Daka River through a Tree Aid project in Kamborido, Yendi, Ghana.

## People and the Ocean

The Nature 2030 IUCN Programme places people at the center of a transformative agenda for nature conservation. This is also the aim of the People and the Ocean Specialist Group of the IUCN Commission on Environmental, Economic, and Social Policy (CEESP). The central objective of the People and the Ocean SG is to promote the need to understand and integrate the voices, visions, rights, and livelihoods of coastal peoples and island nations into policies and practices related to the conservation and management of the oceans.

Priority areas of work include advancing and improving governance of marine protected areas, centering human well-being and rights in fisheries management, mainstreaming gender in ocean governance, promoting equity and inclusion in the ocean economy, addressing [environmental injustices](#) and human rights issues in the ocean, and bringing greater attention to the plight of ocean defenders.

### Major Outputs and Accomplishments

- In 2023, a major focus of work has been to increase understanding of, raise the profile of, and bring greater support to ocean defenders worldwide.
  - Convening a collaborative initiative called The Ocean Defenders Project that involves more than 30 collaborators from around the globe.
  - Project launched on February 2023 during a side event at the International Marine Protected Areas Congress (IMPAC5) in Vancouver.
- Published "[Ocean Defenders and Human Rights](#)"
- Hosted a panel at the MARE People and the Sea Conference in June, launching the [project website](#).
- Hosted a global webinar with IUCN titled "A Global Spotlight on Ocean Defenders" (additional reports and publications to be released).
  - Project partners: The Peopled Seas Initiative, One Ocean Hub, Environmental Defenders Collaborative, and the University of British Columbia.
  - Seed funding from IUCN was augmented with additional support from the Packard Foundation, Oak Foundation, and Walton Family Foundation.

### Areas of Work before the next IUCN Congress

A continued area of work is related to [advancing social equity in marine conservation](#). A dynamic session was hosted at IMPAC5 in Vancouver – during which participants were invited to explore gaps and priorities to make marine conservation more inclusive and equitable. A grant from the Blue Nature Alliance to WWF – titled "Developing Social Equity Metrics to Monitor and Improve Marine Conservation" – will launch a collaborative process to create a framework for assessing progress on equitable governance in marine protected areas at site and national levels. A guidebook will be launched with project partners in 2024.



**Dr Nathan Bennett**

Chair



© Cristina Mittermeier\_sealegacy



## Religion, Spirituality, Environmental Conservation and Climate Justice

The Religion, Spirituality, Environmental Conservation, and Climate Justice (ReSpECC) Specialist Group focuses on outreach to and sharing between faith-based organizations and spiritual institutions, movements, and networks.

### Major Outputs and Accomplishments

- Enhancing cooperation, dialogue, and action with faith-based organisations and interfaith networks towards the achievement of the world’s goals on biodiversity, climate, and sustainable development.
  - At the CBD COP 15 in Montreal, Canada, members of both the ReSpECC Specialist Group and the Culture, Spirituality, and Conservation Thematic Group enjoyed extensive networking, sharing, learning together, and collaborating with groups such as the Faith & Biodiversity UN Coordination Group networks and indigenous communities. These collaborations resulted in high-level dialogues, panel discussions, activities, and side events held at the COP, The Nature Positive Pavilion, the CEPA fair and the Faith Pavilion. This enabled us to engage in the negotiations and jointly advocate for Biodiversity.

### Areas of Work between now and the IUCN Congress

- ReSpECC, the Specialist Group within the CEESP IUCN, is looking forward to participating and co-create meaningful engagement before, during, and post COP 28, to be held in Dubai from 30th Nov to 12th December 2023. Both the Theme and the Specialist Group will collaborate fully in preparation for WCC.



**Sarah French**  
Co-Chair



**Shantanu Mandal**  
Co-Chair



© Religions, Spirituality, Environmental Conservation, and Climate Justice Specialist Group

Olga Letykai Csonka and Allssa Csonka opening the High-Level Dialogue on Spirituality and Conservation during the IUCN World Conservation Congress, Marseille



© Religions, Spirituality, Environmental Conservation, and Climate Justice Specialist Group

SC Meeting Costa Rica



## Sustainable Use and Livelihoods

Throughout 2022 and 2023 SULi has been working on a variety of projects both with our diverse membership, and a number of external partners. We have also spent a considerable amount of time trying to get some standard systems in place. Having updated [our strategy](#) we now have a monitoring framework so we can track progress against our key objectives and we have overhauled our membership records allocating all members to regional and thematic working groups according to their preferences.

### Major outputs and accomplishments

- Co-hosted the Sustainability and Resilience Pavilion at the 2022 African Protected Areas Congress (APAC) with Maliasili and the African Nature-Based Tourism Platform. SULi led sessions are designed to help promote sustainable use and to provide a platform for community representatives.
- SULi worked with the CITES Secretariat, at CITES CoP19 in Panama, to coordinate the production of 15 case studies where trade in [CITES-listed species has supported local livelihoods](#).
- Partnered with the IUCN Red List Committee in 2022 to publish some guidance on the integration of indigenous and local knowledge in [Red List](#) assessments and an annex on the use of [Red List data](#) in harvesting of threatened species. Work is ongoing to produce more technical guidance on harvesting threatened species.
- Developed in 2022 and launched in July 2023, the [Species Use Database](#) (SpUD) is a new flagship product for SULi which is intended to complement the IUCN Red List with detailed information on species use. Each record in the database documents a particular use of a particular species in a particular place and records the ecological, social, and economic impacts of that use. Over time, and as the body of evidence grows, we expect to be able to generate evidence syntheses that shed some light on the sustainability of different species' uses. The database was presented to SULi members with two introductory webinar launches and ongoing promotion is well underway. More than 180 records have now been entered across a wide range of uses, regions, and species.

### Relevant partnerships

SULi is also a key partner in the "[People Not Poaching](#)" database where we have documented over 100 case studies of community engagement to tackle illegal wildlife trade in a wide variety of species. We presented case studies from the database at APAC and also at the CITES CoP.

At the end of August, a number of SULi members attended a joint meeting of the CITES and Livelihoods Working Group hosted by the Government of Peru.

Both Dilys and Nik (Programme Officer) have been actively engaging on the UK's controversial Trophy Hunting Imports (Prohibition) Bill which seeks to restrict the importation of hunting trophies. SULi has been working with several partners pushing for the inclusion of a conservation amendment to maintain habitat protection provided under the umbrella of trophy hunting and to protect rural livelihoods that depend on it globally. In conjunction with this, SULi has been leading on a trophy hunting situational analysis to assess the activity, and its social, economic, and ecological impacts, with a report due at the end of the year.



**Dilys Roe**  
Chair



**Nik Long**  
Programme Officer

## Areas of Work between now and the IUCN Congress

Other ongoing activities include a project funded by the UK Darwin Initiative where we are working with partners TRAFFIC, IIED, Epic Biodiversity, and Endangered Wildlife Trust to develop a 5-dimensional sustainability assessment framework (the extra two dimensions beyond the conventional environmental, economic, and social, being human health and animal welfare). Field testing of our draft framework will take place over the coming months.

We have also continued with the ongoing work to diversify SULi's taxonomic representation by creating a Fungi Use Group (FUse), assisting with a conservation intervention on the illegal trade of orchids in Indonesia, and helping to create an SSC Task Force on illegal succulent plant trade.

Our next step is to increase the diversity of our membership including by attracting more youth members and more IPLC representatives.



Vicuña herded together for wool harvesting



## WORKING GROUPS & TASK FORCES

### Biodiversity and Family Planning

As a result of the landslide vote at the 2020 World Conservation Congress to pass [Resolution 072: Importance for the conservation of nature of removing barriers to rights-based voluntary family planning](#), the SSC CEESP Biodiversity & Family Planning Task Force was established. Chaired by the Margaret Pyke Trust (Carina Hirsch, Head of Advocacy and Policy at the Margaret Pyke Trust, is Co-Chair, jointly with David Johnson, Chief Executive of the Margaret Pyke Trust) the Task Force responds to a significant gap, not only within the IUCN but within conservation policy and practice more broadly, to reflect the inextricable links between human and environmental health. This is in response to the growing recognition that genuine and substantive action to further human health and associated gender equality outcomes is an integral part of conservation.

#### Major Outputs and Accomplishments

- Inputted into IUCN policy processes and documents. For example, in the recently published *Cercocebus and Mandrillus Conservation Action Plan 2023-2027*, for five out of the ten taxa considered in the Plan, one of the priority actions needed to save the taxa is to “respond to public health needs and one of the recommended actions is “working with organizations with relevant reproductive health and demographic expertise”.
- Other submissions, such as The Global Species Action Plan and the Amphibian Conservation Action Plan, are in the final stages of review.
- Three working groups have been set up.
  - Training & Education: build the knowledge base of conservationists on the integration of sexual and reproductive health and rights and family planning in conservation
  - FP 2030 Commitments: further health goals, with health partners, as part of their broader conservation work through research, project implementation or policy commitments
  - Conservation Classification Scheme: creating a dialogue and providing evidence on how removal of barriers to family planning should be included under this scheme in the future
- At COP27 and COP15, the Task Force held side events on [the importance of removing barriers to family planning within African climate policy process](#) and the significance of removing barriers to family planning in conservation, respectively.
- The Task Force supported the simultaneous launch of a guidance document entitled “[Climate change engagement: A guide for SRHR organisations](#)” at the International Conference on Family Planning & COP27 - truly a cross-sectoral initiative.

#### Areas of Work between now and the IUCN Congress

Plans to engage at COP28, including holding official UNFCCC Side Events, are currently underway. The ultimate aim of the Task Force is to bridge the gap between sectors for improved gender, health, livelihood and environmental goals. This spirit of bringing sectors together is reflected in all initiatives undertaken by the Task Force.



**Carina Hirsch and David Johnson**

Co-Chairs

Biodiversity & Family Planning Task Force Co-chairs, Carina Hirsch & David Johnson, attending the UNFCCC COP27 in Sharm El-Sheikh, Egypt, December 2022

## CEESP-CEM Natural Capital

The CEESP-CEM Natural Capital Task Force (TF) was set up in 2021, to progress IUCN Resolution 120, 2020: Towards a Policy on Natural Capital.

### Major Outputs and Accomplishments

- The TF lead attended the IUCN Leaders forum on Jeju Island, N Korea, in 2022 to discuss the aims and objectives of the TF with the commission and secretariat colleagues.
- Collect information about TF members understanding and use of the concept of natural capital, as a way of identifying different and possibly contradictory perspectives about natural capital held by members of the two commissions (i.e. CEM and CEESP)
- The TF lead has recently engaged in discussions with the TF member who has CEM focal point responsibilities for Resolution 57 -2020, (Accounting for biodiversity: encompassing ecosystems, species, and genetic diversity, to identify possible areas of commonality and synergy between the two potentially-related resolutions).

### Areas of Work between now and the IUCN Congress

The CEM focal point and TF lead are currently considering the feasibility of conducting an IUCN-wide (or wider) survey of perspectives on the use of natural capital and its use in IUCN. This proposal was presented for consideration during by the TF lead and CEM Focal point at the CEM Steering Group meeting in Sydney in September 2023. The SC members will shortly provide feedback on this proposal. During this meeting, the TF lead was able to gain detailed information on the background and original purpose of Resolution 120, which will be most valuable in helping to identify actions that can refocus and reenergize the TF.

Further steps are also being considered to reenergize the TF by the Chairs of CEESP and CEM and the TF lead and to develop a set of pragmatic, achievable objectives that can be completed in the next 12 months. One option may be to expand the current task force by adding regional CEM and CEESP vice chairs/members.

The TF lead and CEM FP are scheduled to provide an online 'CEM Dialogue' on natural capital to CEM members in October, as a contribution to the ongoing CEM Dialogues series. The TF will provide the Council with a final report on the work of the TF and suggested next steps before January 2024.



**Nicholas Conner**

Chair



**Dr Kamaljit Sangha**

Co-Chair



Young Mangrove, Tree



## Intergenerational Partnerships Group

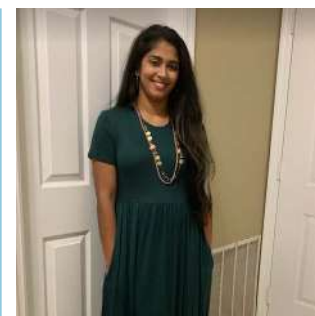
The IUCN CEESP Intergenerational Partnerships Group (IGP) seeks to foster an environment for learning and exchange between young professionals and the expertise within IUCN and CEESP. We aim to enhance the holistic approach of young professionals (YPs) in their projects, research, advocacy, and other initiatives, by incorporating both social and ecological knowledge and understanding. We hope to provide a space for a stronger and more coherent voice for young professionals within IUCN and IUCN CEESP.

### Major outputs and accomplishments

- In July 2022, the Chair worked on and lobbied for target 3, a plan to increase the conservation of land and sea areas by up to 30 percent by 2030, at the CBD CoP15 meeting in Nairobi.
- Developed through the [IUCN Youth Strategy](#), the Youth Advisory Committee (YAC) brought together YPs from different IUCN Commissions to CBD CoP15. An organized all-commission event on Youth Engagement provided a space for Commission Chairs to speak on current and future plans to improve youth engagement in their Commissions.
- Organized a webinar to introduce all the members to the Intergenerational Working Group and the Professional Working Group. Webinar attendees gave input on the direction and vision they would like to see this working group take, creating a road map for the group.
- Established the CEESP Young Professional Regional Focal Point positions, aiding the work of the Regional Chair and Deputy Vice Chair with a focus on facilitating communication and coordination with other YPs within the region before the next IUCN Congress.
- Edited and published the [CEESP newsletter for International Youth Day](#).

### Areas of work between now and the IUCN Congress

Currently, with the help of the IUCN CEESP Executive Office, the group is working on a webinar series to introduce YPs to CEESP's mission and current work across the many groups. Outreach and communication with members is a key goal for this group, so the webinar and related communication strategies are always being advanced. Work is still ongoing in selecting and onboarding YP Regional Focal Points, but expect this group to shape the framework and expectations for the new set of YP Regional Focal Points after the next IUCN Congress.



**Swetha Stotra Bhashyam**

Chair



UN International Youth Day

## Natural Resource Governance Framework

The NRGF was created in 2013 with a mandate to advance knowledge and practice of natural resource governance within and outside of IUCN. In its first phase, it carried out a comprehensive review of natural resource governance knowledge and practice around the world; in its second phase, it identified best practices in natural resource governance and articulated two rights-based cross-cutting values (human rights and rights of nature), ten principles, and four outcomes, which are essential for advancing natural resource governance. Now, in its third phase, the mandate of the NRGF since 2021 is to build a community of practice as a vehicle to promote subscription and engagement with the NRGF by natural resource governance decision-makers, academics, and practitioners in diverse contexts and landscape scales around the world.

### Major outputs and accomplishments

- Publication of the NRGF ROAM Report: [Enhancing the integration of governance in forest landscape restoration opportunities assessments: Analysis and recommendations](#).
- Hosting an NRGF learning exchange session at the first-ever IUCN [Africa Protected and Conserved Areas Congress](#) (APAC) in Kigali, Rwanda from 18-23 July 2022.



NRGF facilitating a governance role play session at APAC Rwanda

- Setting up of the [NRGF LinkedIn](#) Community of Practice Webpage.
- Delivering a natural resource governance presentation to partners within and outside IUCN including the Endangered Wildlife Trust (EWT) South Africa, the EU funded Large-scale RESToration of COASTal Ecosystems through Rivers to Sea Connectivity (REST-COAST) Project, and Kua'aina Hawaii USA.
- Designing and publishing the NRGF monthly newsletter.

### Key partnerships

The NRGF is in conversation with People and Plants International to develop a collaborative natural resource governance learning exchange project to strengthen the capacity of indigenous peoples and local community groups (IP and LCs) to adopt best practices and demand best practices from other powerful actors

### Funding and other resources leveraged

The EU funded Conservation Data Justice (CONDJUST) Project has approved a small grant for the NRGF to carry out a collaborative natural resource governance learning exchange project in Madagascar with our in-country partner Beolobe network; the project will advance best practice in natural resource governance for members of Beolobe and build Beolobe capacity to promote best practice in Madagascar.

### Areas of work between now and the IUCN Congress

In addition to the NRGF accomplishments above, the NRGF plans to set up an online rapid governance self-assessment instrument for decision-makers and other natural resource governance practitioners. The NRGF also has plans to collaborate with the Nature-based Solutions (NbS) team at IUCN to develop a robust natural resource governance guide for organizations wishing to comply with the NbS Standards.



Dr Emmanuel Nuesiri

Chair



# CEESP Positions & Affiliations



# CEESP POSITIONS & AFFILIATIONS

## CEESP Executive Office

**Chair** Kristen Walker-Painemilla\* (Conservation International)  
**Deputy Chair** Ameyali Ramos\* (International Savanna Fire Management Initiative)  
**Executive Officer** Iben Caroline Munck\* (Conservation International)  
**Knowledge Management Intern** Floreana Cordova (Conservation International)

## Regional Chairs

### Africa

Emmanuel Lokpaka (Global Youth Biodiversity Network (GYBN))  
 Monipher Musasa\* (UNEP)

### Europe, Central Asia, & Mediterranean

Luc Bas\* (Belgium Climate and Environment Risk Assessment Center)  
 Tommaso Demozzi (IUCN European Regional office)

### México, Central & South America, and the Caribbean

Pablo Crimer\* (Bruchou & Funes de Rioja)

### North America

Julia Whelan (Jane Goodall Institute)  
 Dr Michael Painter\* (Wildlife Conservation Society)

### Oceania

Ann Singeo (Ebiil Society)  
 Dr Elise Huffer\* (University of South Pacific)

### South & East Asia

Dr. Swayamprabha Das (Development Alternatives)  
 Dr. Ritu Dhingra (Envirodelhi & Law Linkers and Company)

### West Asia

Mahnaz Kadhemi\* (Bahrain Chamber for Dispute Relations)  
 Kai-Uwe Ernst Miethig (Tariq Faqeeh Engineering, W-AI-STE)

## Specialist Group Chairs

### Gender

Meher Noshirwani (Trust for Conservation of Coastal Resources (TCCR))

### Green Criminology

Dr Inés Arroyo Quiroz (Regional Centre for Multidisciplinary Research (CRIM, UNAM))  
 Dr Daan Van Uhm (Utrecht University)

### Indigenous Peoples, Customary & Environmental Laws & Human Rights

Pasang Dolma Sherpa (Center for Indigenous Peoples' Research and Development (CIPRED))

### Local Economies, Communities, and Nature

Nicholas Conner (New South Wales Department of Planning and Environment)  
 Dr Kamaljit Sangha (Charles Darwin University)

### People and the Ocean

Dr Nathan Bennett (Global Science, WWF & Institute for the Oceans and Fisheries, University of British Columbia)

### Religion, Spirituality, Environmental Conservation and Climate Justice

Sarah French (A Rocha International)  
 Shantanu Mandal (Brahma Kumaris World Spiritual University (BKWSU))

### Sustainable Use and Livelihoods

Dilys Roe (International Institute for Environment and Development (IIED))

## Thematic Group Chairs

### Business, Best Practice, and Accountability

Dr Jacob Park\* (University of Johannesburg (South Africa) & Vermont State University (USA))

### Culture, Spirituality, and Conservation

Kevin Chang (Kua'aina Ulu 'Auamo (KUA))  
 Liza Zogib (DiversEarth)

### Environment and Peace

Elaine Hsiao (Assistant Professor in the School of Peace and Conflict Studies, Kent State University)  
 Mirali Shukla (United Nations Environment Programme World Conservation Monitoring Centre)

### Governance, Equity and Rights

Melanie Zurba\* (Associate Professor, Dalhousie University)  
 Isa Olalekan Elegbede (Future Earth Coasts, Leibniz Centre for Tropical Marine Research (ZMT))

### Human Wellbeing and Sustainable Livelihoods

Dr Neil Dawson\* (University of East Anglia)

### Indigenous Peoples and the Environment

Jennifer Corpuz\* (Nia Tero)

## Working Groups & Task Forces Chairs

### CEM-CEESP Natural Capital Policy

Nicholas Conner (New South Wales Department of Planning and Environment)

### Ecosystem Services and Indigenous Peoples and Local Communities

Nicholas Conner (New South Wales Department of Planning and Environment)  
 Kamaljit Sangha (Charles Darwin University)

### Intergenerational Partnerships Young Professionals

Swetha Stotra Bhashyam\* (Gloyal Youth Biodiversity Network)

### Migration and Environmental Change

Galeo Saintz\* (Independent)  
 Richard Matthew (Blum Center for Poverty Alleviation & University of California, Irvine)  
 Elaine Hsiao (Nunamaisha & KSU School of Peace and Conflict Studies)

### Natural Resource Governance Framework

Emmanuel Nuesiri\* (Environmental Protection and Development Association (EPDA) Cameroon & African Leadership College (ALC) Mauritius)

### SSC-CEESP Biodiversity and Family Planning

Carina Hirsch (Margaret Pyke Trust)

## Young Professional Regional Focal Points

### Africa

Fatima El-Aaraby (Global Youth Biodiversity Network)

### México, Central & South America, and the Caribbean

Amelia Arreguín (CBD Women's Caucus & Forest Peoples Programme)

### North America

Katia Carranza (University of Nebraska-Lincoln & Together for Nature)

### Oceania

Daphney Kiki (Reweaving the Ecological Mat (Pacific Conference of Churches))

### West Asia

Sara Albanna (ARINDON International & Founder of Upcycled)

\*CEESP Steering Committee member, appointed according to the IUCN Statutes and Regulations. Assists the Chair and Deputy Chair in guiding and coordinating the activities of the Commission.



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**INTERNATIONAL UNION FOR CONSERVATION  
OF NATURE**

WORLD HEADQUARTERS

Rue Mauverney 28

1196 Gland, Switzerland

Tel: +41 22 999 0000

Fax: +41 22 999 0002

[www.iucn.org](http://www.iucn.org)

[www.iucn.org/resources/publications](http://www.iucn.org/resources/publications)



# Update to IUCN Council

IUCN's Commission on Education and Communication (CEC)  
November 2023



#NatureForAll



Nature Education  
for Sustainability



Youth and  
Intergenerational  
Partnerships



Reimagining  
Nature  
Communications



Fontainebleau, France | November 2023



#NATURE  
FOR ALL

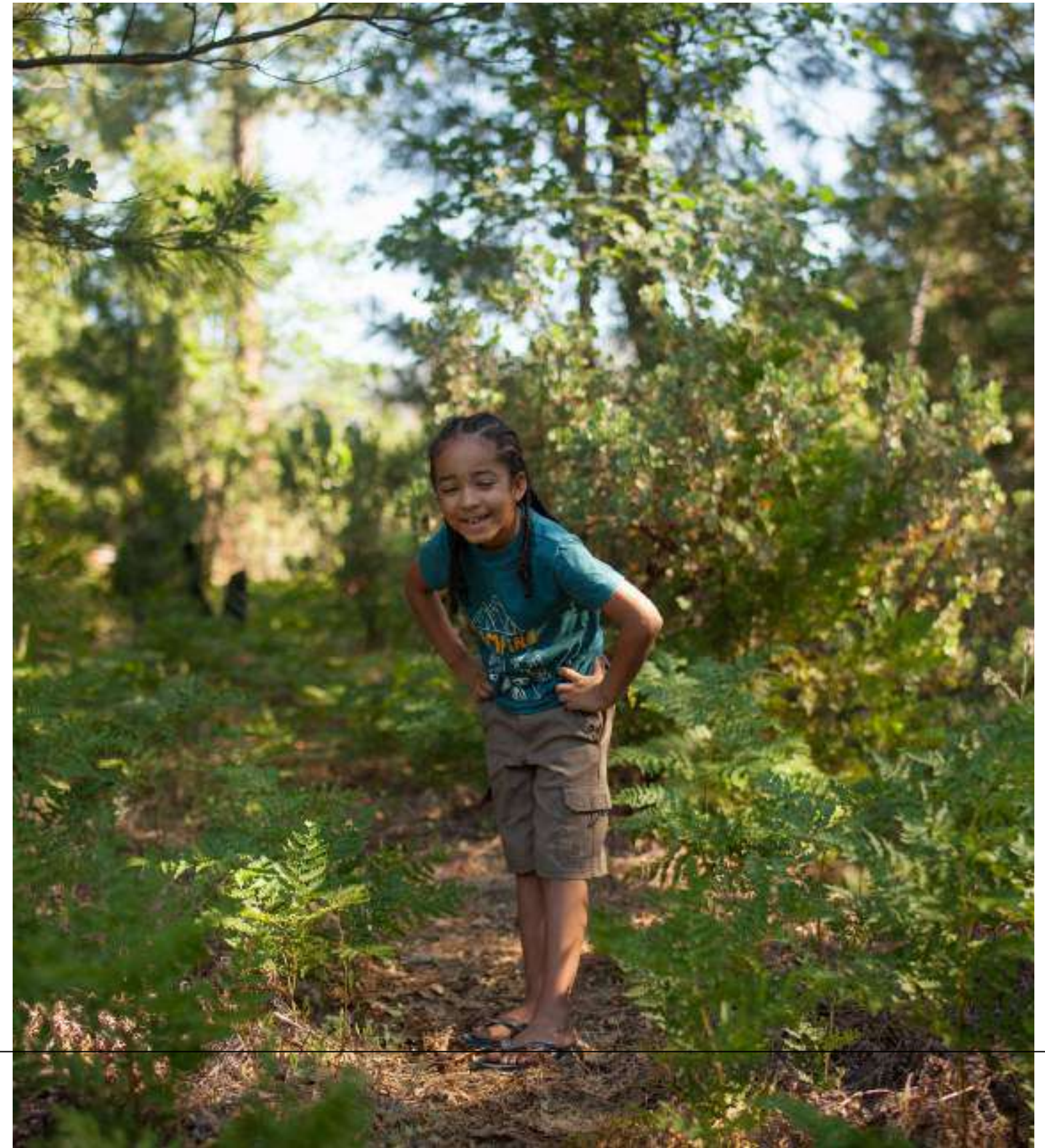
 @natureforall

 @nature.for.all

 @natureforall.global

## Mission

To **strengthen the work of the Union** through creative, innovative, participatory, responsive, and **effective communication and education**, as tools to effect positive social and behavioural change for the **wellbeing of people and planet.**





IUCN CEC Steering Committee Meeting - Goa, India - March 2023

# CEC Steering Committee 2021-2025

**Mr. Sean Southey**  
CEC Chair

**Dr. Margareth Otieno**  
CEC Deputy Chair

**Ms Katalin CZIPPAN**  
Strategic Advisor & Nature Education for Sustainability Co-Chair

**Dr. Cheryl CHARLES**  
#NatureForAll Co-Chair

**Ms. Karen KEENLEYSIDE**  
Nature for All Co-Chair

**Dr. Vasanti RAO**  
Nature Education for Sustainability Co-Chair & South and Southeastern Asia Regional Vice Chair

**Mr. Luis Alberto CAMARGO**  
Nature Education for Sustainability Co-Chair & South America Regional Vice Chair

**Mr. Firas ABD-ALHADI**  
Nature Education for Sustainability Co-Chair & West Asia Regional Vice Chair

**Ms. Diana GARLYTSKA**  
Youth Engagement and Intergenerational Partnerships Co-Chair & West Europe Regional Vice Chair

**Mrs. Kenza KHALLAFI**  
Youth Engagement and Intergenerational Partnerships Co-Chair & North Africa Regional Vice Chair

**Ms. Ana Valerie MANDRI ROHEN**  
Reimagine Nature Communication Co-Chair

**Ms. Margareth (Meg) BECKEL**  
Reimagine Nature Communication Co-Chair

**Mr. Carlos del Ángel ESTRADA MARCOS**  
Mesoamerica Regional Vice Chair

**Mr. Tommy Stephen GARNETT**  
West and Central Africa Regional Vice Chair

**Ms. Hanying LI**  
East Asia Regional Vice Chair

**Ms. Marie-Philippe OUELLET**  
Youth Engagement and Intergenerational Partnerships Co-Chair & North America Regional Vice Chair

**Dr. Alexey ZAVARZIN**  
Eastern Europe and Central Asia Regional Vice Chair

**Dr. David AINSWORTH**  
CBD Focal Point

**Dr. Bernard COMBES**  
UNESCO Focal Point



**CEC Chair**  
Sean Southey



**CEC Programme Officer**  
Natalie Cox  
Based in Washington D.C. and also supporting the North America Regional Office



# Key Resolutions

The CEC advances a wide range of IUCN Resolutions through **inter-commission collaboration**, through **CEC offerings** and **knowledge products**, and through its **1,440 members** around the world.

<p><a href="#">WCC-2020-Res-062-EN</a> <b>Role of children and youth in nature conservation</b></p>	<p>Children and youth voice · Central role primary schools, secondary schools, colleges, universities · Environmental Education in formal curriculum · Children and youth in policy making · Online and offline activities · Facilitate global network and twinning of educational establishments</p>	<p>CEC CEESP</p>
<p><a href="#">WCC-2020-Res-064-EN</a> <b>Promoting conservation through behaviour-centred solutions</b></p>	<p>Awareness is not enough · Advances in behavioral science can be applied · Specifically, the role of zoos, aquariums, museums... · Embed action and behavior change in outreach and education · Champions holistic campaigns · Inspire all citizens to mobilise and adopt sustainable lifestyles</p>	<p>CEESP CEC</p>
<p><a href="#">WCC-2016-Res-084-EN</a> <b>Environmental education and how to naturalise the spaces in educational centres</b></p>	<p>Humans are integral part of nature · Contact with nature provides for optimal emotional and physical health and well being · Environmental education is a mainstay of nature conservation · Recognise the educational value of natural environments · Promote curriculum development in natural environments · Include EE in educational systems as cross cutting subject · Teacher training · Ensure EE has fundamental place in children's education</p>	<p>CEC</p>
<p><a href="#">WCC-2016-Res-085-EN</a> <b>Connecting people with nature globally (#NFA)</b></p>	<p>Broaden societal support for conservation · Mobilize funding · Protected areas are dependent on public support · Launch and support #NatureForAll · Sensitise and motivate government, ministries of education, health, environment, education institutions... · Share knowledge, frameworks and tools · Conduct research evidencing benefit of nature contact"</p>	<p>CEC WCPA</p>



#NATURE  
FOR ALL



Nature Education  
for Sustainability



reimagine  
nature communications



Fontainebleau, France | November 2023



#NATURE  
FOR ALL

IUCN CEC NatureForAll Specialist Group leads the #NatureForAll global initiative in a continued partnership with the World Commission on Protected Areas (WCPA) to connect people with nature and inspire broad-based public and cross-sectoral love, support and action for its conservation.



Parks Canada

Parcs Canada





#NATURE  
FOR ALL

-  @natureforall
-  @nature.for.all
-  @natureforall.global

# A Global Movement to Inspire Love of Nature

*Meaningful connections with nature provide powerful benefits for individual and societal well-being and are the inspiration for actions to care for the Earth.*

# A global network inspiring love of nature



#NATURE  
FOR ALL



#NATURALEZA  
PARA TODOS



#NATURE  
POUR TOUS

## Over 600 Organizations Worldwide



Fontainebleau, France | November 2023



# #NATURE FOR ALL is a global movement

- Inspiring and empowering people
- Supporting and showcasing partner efforts and successes
- Providing toolkits, communication and education tools
- Compiling evidence and knowledge
- Hundreds of tools in **Discovery Zone** in multiple languages
- Creating new partnerships





**The Power of Photography on Conservation**  
Join us as we explore the impact of photography on conserving and protecting the environment.

Thursday, February 16, 2023  
from 5 pm to 6:30 pm GMT

**Alais Nevert**  
#NatureForAll Communications Officer, Parks Canada

**Firas Abd-Alhadi**  
CEC Regional Vice-Chair for West Asia, Jordan

**Anthony Ochieng**  
Founder of TonyWild Foundation, Kenya

**Tamara Blazquez Haik**  
Conservation photographer, Mexico



# The way forward for #NatureForAll



Inspire Action and Love for Nature

Foster Enabling Environment

Weave Communities

Ensure Financial Sustainability

Greening School Grounds and Outdoor Learning Coalition

10 Step Guide for Greening Schools and Communities

Activate Regional Networks

Nature-Based Leadership Course

Green Film Network Partnership

#NFA Love Fests

10 Step Guide to create a #NFA Love Fest

Regional Conservation Forums

Regional Conservation Forums

Ongoing Partner Support Now - Fall 2025

IUCN Member Consultation

World Conservation Congress 2025

Guides: Greening Schools and Communities & Love Fest

Resolution Green School Grounds and Outdoor Learning

OnLine Tool Kit & Capacity Exchange Platform

Nature-Based Leadership Training Course

#NatureForAll Love Fest

Green Film Network - #NatureForAll Awards & Film Festival







**CMS vatavaran**  
Environment & Wildlife International Film Festival and Forum

# Film Festivals

**Bhutan - India - Mexico**

**32 Festivals**

The CEC catalyzes and supports film festivals around the world that uplift the environmental challenges of our time, and shine light on the brightest biodiversity solutions. Most recently, the CEC supported film festivals in Bhutan (2022) and in Goa, India (2023), engaging a diverse range of audiences including local communities, experts, policymakers, activists, students and media.



# Nepal Film Festival



CEC Members are supporting an upcoming Film Festival in Kathmandu, Nepal, from December 15-18, 2023 in partnership with the Green Film Network and CMSVATAVARAN, Asia's largest Green Film Festival.

# NEPAL - CMS Vatavaran

Film Festival and Forum on Biodiversity  
Conservation and Climate Action 2023

16-18 DECEMBER 2023 | KATHMANDU, NEPAL



[www.cmsvatavaran.org](http://www.cmsvatavaran.org)





# Greening School Grounds and Outdoor Learning Advocacy Agenda

- Advocacy
- Inclusive Audiences and Participation
- Community Engagement & Resources
- Funding and Governance
- Policy





Photo Credit: Children and Nature Network, EcoHouse and Antwerp's green schoolyard program, photo by Frederik Beyens.

## Benefits



## The Way Forward



# Core Partners & New Financial Mechanism



#NATURE  
FOR ALL



Parks  
Canada

Parcs  
Canada



NCIA  
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# Youth & Intergenerational Partnerships

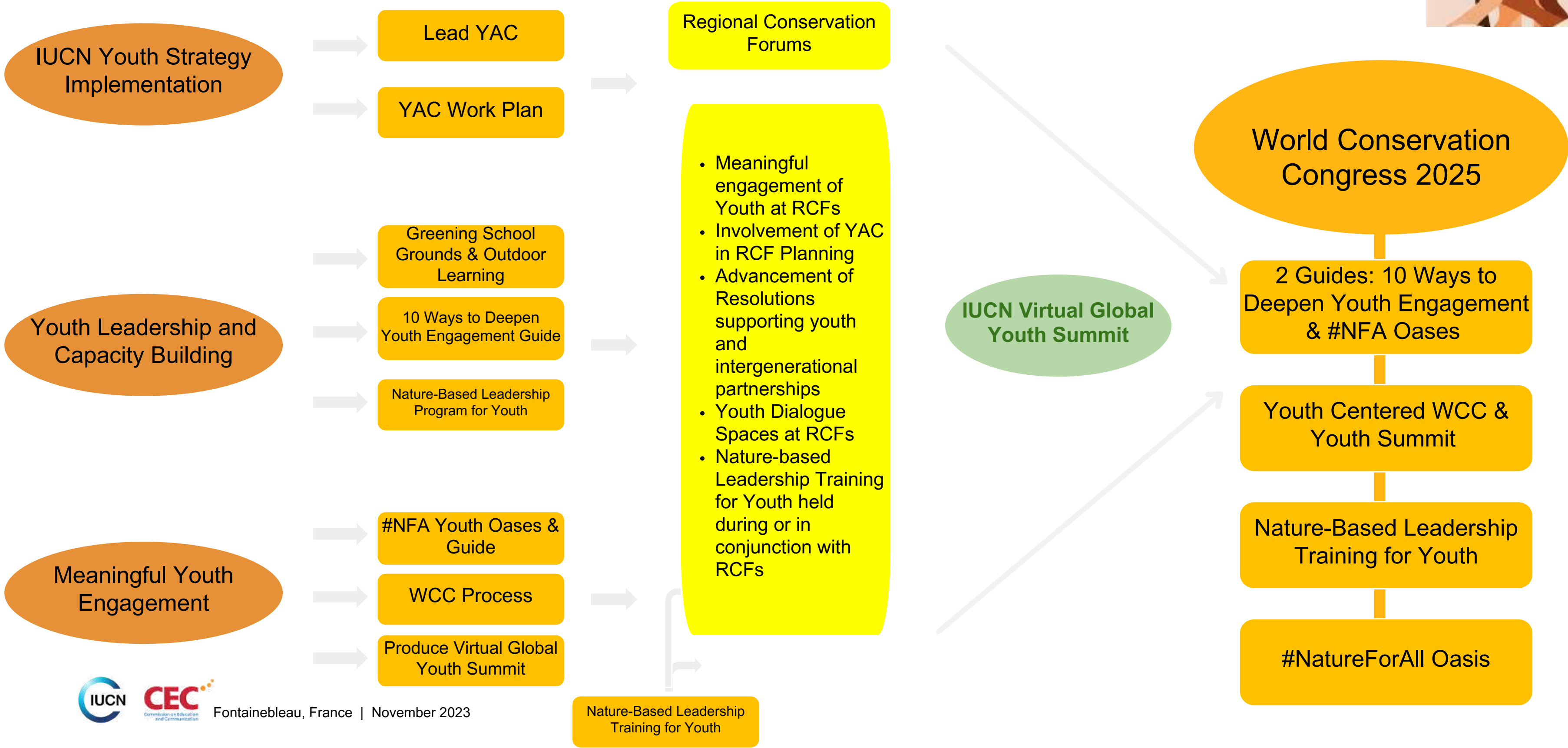


# Youth and Intergenerational Partnerships Specialist Group



**We support youth engagement through capacity building, leadership and empowerment for meaningful intergenerational cooperation.**

# The Way Forward for Youth and Intergenerational Partnerships







# 10-Step Guide to Creating a Youth Dialogue Space at Your Event



A 10-Step Guide  
To Creating a Youth Dialogue Space  
at Your Event  
...

Draft for Consultation  
October 10, 2023

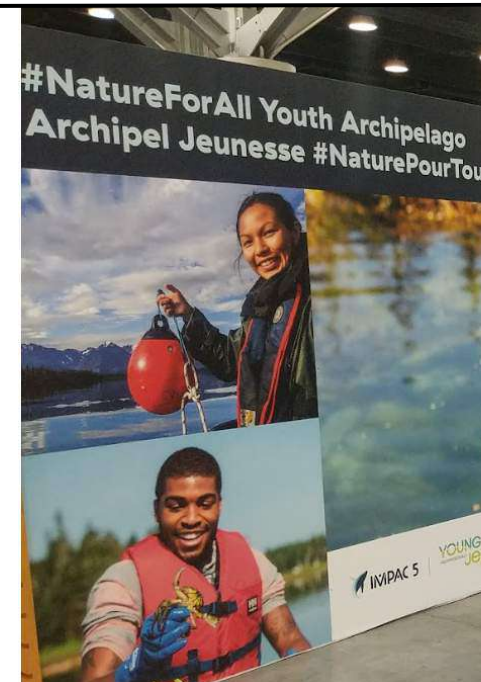


Read and Comment on the Draft  
through December 2023.  
Guide to be published in early  
2024.



The Commission on Education and Communication (CEC)'s Youth Engagement and Intergenerational Partnerships Specialist Group can work with organizations, directors, and leaders to bring Youth Oases to life.

Connect with CEC Experts  
at [cec@iucn.org](mailto:cec@iucn.org)



Conferences and congresses on climate change, biodiversity, and conservation straddle the present and the future. As such, including youth perspectives and expertise is vital.



# Youth Advisory Committee (YAC)

In the final phases of design, to be launched in early 2024

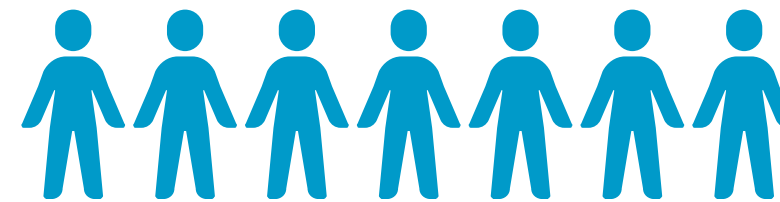


The CEC's Youth and Intergenerational Partnerships Specialist Group has been instrumental in the design and preparation of the IUCN Youth Advisory Committee (YAC).

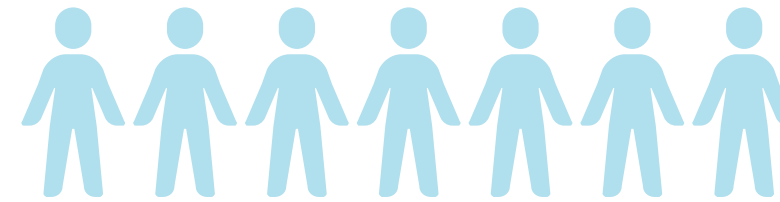


The purpose of the Youth Advisory Committee (YAC) is to support the implementation of the IUCN Youth Strategy across the Union including the following:

- Promote the IUCN Youth Strategy across all part of the Union to support and synergise existing efforts, and catalyse new ones to achieve the intended outcomes of the Strategy;
- Measure and communicate outcomes from the Youth Strategy, according to the 2030 Action Framework;
- Enhance resourcing and capacity across the Union to ensure delivery of the Youth strategy outcomes through effective advocacy.



7 youth members of IUCN Commissions are selected and finalized



3 Youth Members from IUCN Member Organizations, 2-3 IPO Youth Members, and 2 IUCN Secretariat Members still need to be selected as of November 2023

## Membership

The Youth Advisory Committee will include a diverse group of members, appointed under the mandate of the DG and Commission chairs, including:

- 3 youth members from IUCN's global membership
- 2-3 youth members proposed by IUCN's IPO members
- 7 youth members of the IUCN Commissions
- 2 youth members of IUCN staff
- 2 additional members to facilitate intergenerational dialogue



CEC's Youth and Intergenerational Partnerships Specialist Group collaborates with leaders across IUCN's Commissions to embed commitments to youth engagement into Commissions workplans.

# Embedding Youth Engagement across IUCN Commissions



**CEC**

- In partnership with the #NatureForAll team “The Greening School Grounds and Outdoor Learning” project: contribute to build capacities and **enhance leadership for children and youth** from the kindergarten to grade 12 target audience (K-12).
- **#NFA Youth Oasis.** Ensuring youth have access to, and engagement at, IUCN events as well as other important conferences as well as strong Youth integration in IUCN WCC process. Creating a new guide on “Building A Youth Oasis” (including how to build a dialogue space, how to involve partner, how to do design, how to create a youth delegation and how to build a program)
- **Guide:10 strategic Ways to Deepen Youth Engagement.** Based on the partnership between UNICEF India/IUCN/CEC). Objective: explore both Indian and global best-practices in youth engagement.

**CEESP**

- **Youth Day CEESP newsletter** in August 2023
- **Regular networking and youth engagement calls** : These scheduled virtual gatherings provide young individuals in CEESP
- **CEESP webinar series 2023-24:** The upcoming webinar series spanning 2023-24 underlines CEESP's commitment to education and awareness. Addressing pressing environmental, economic, and social challenges, these webinars feature experts, interactive discussions, and youth perspectives, enriching participants' understanding and catalysing positive change.

**WCPA**

- **Continuing to build out the new leadership structure for the IUCN WCPA Young Professionals Network** through our 12 appointing Young Professional Regional Focal Points (YP RFPs)
- Hosting regional **‘Youth and Young Professional Coffee Chats’** within the Commission to gather feedback from young WCPA members regarding their involvement and engagement with the Commission
- **Contributing to the “Building a Youth Oasis”** planning document for #NatureForAll Youth Oasis planning at key congresses, based on experiences from APC and APA
- Writing and refining and the **Terms of Reference for YP RFPs and IUCN WCAP YP Network strategy**

**CEM**

- **Nominate regional Young Professional** leads for the remaining regions using a more targeted approach (we currently have 3 regions represented).
- YP delivered or focused presentations through **webinar series** (CEM dialogues and other opportunities)

**WCEL**

- The IUCN World Commission on Environmental Law has an **Early-Career Specialist Group (ECSG)**, which provides a platform platform for young and early-career lawyers, policymakers, decision-makers, and researchers to engage in the work of the Commission and IUCN - 160 new members between 2022 and 2023
- Launch of **WCEL’s Mentorship Programme**, which has already received 70 mentees/mentor applications.
- **Five Global ECSG Events** throughout 2023, more planned 2024-2025

**SSC**

- Support and further develop the **SSC Young Professional Task Force**
- Set up website for the **SSC YP Task Force**
- Engaging with regional coordinators and regional vice chairs to **establish platforms and activities that involve young professionals.**

# Nature Education for Sustainability



# Nature Education for Sustainability Specialist Group



We aim to create the educational framework and tools for **nature to be a core component of education** for planetary health recognizing **nature as a teacher**, as knowledge, and as a learning environment.



# Current Activities of the Nature Education for Sustainability Specialist Group



Nature Education  
for Sustainability

**Presenting Nature-based Education at the GEF Assembly in Vancouver**

**Influencing and Leading at COP 28**

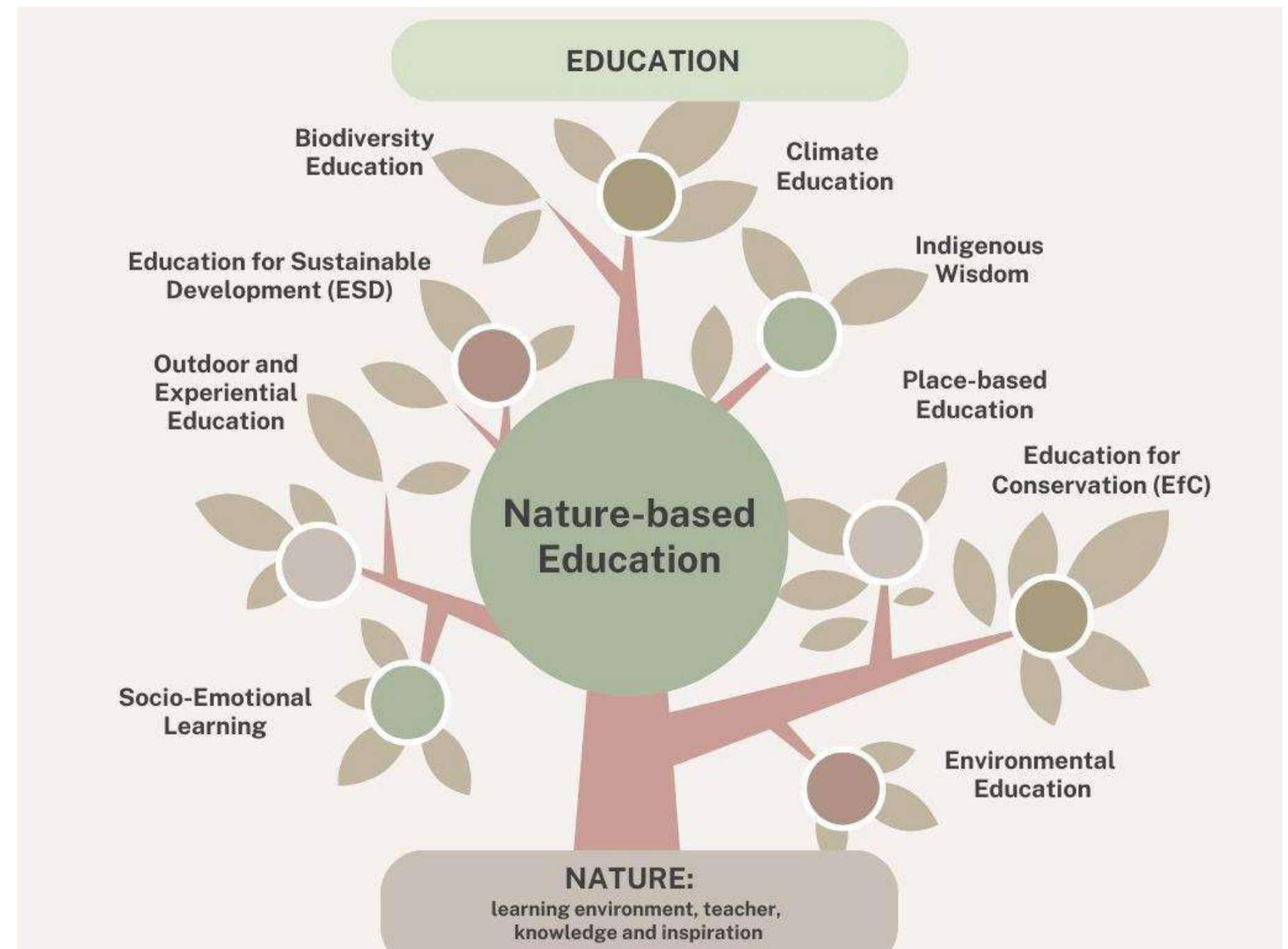
- Preparation of a Technical Brief on Nature-based Education for Planetary Health, to provide context and rationale for the importance of climate and nature education in addressing the interlinked climate and biodiversity crises.

**Preparation of a White Paper and Toolkit on Nature-based Education**

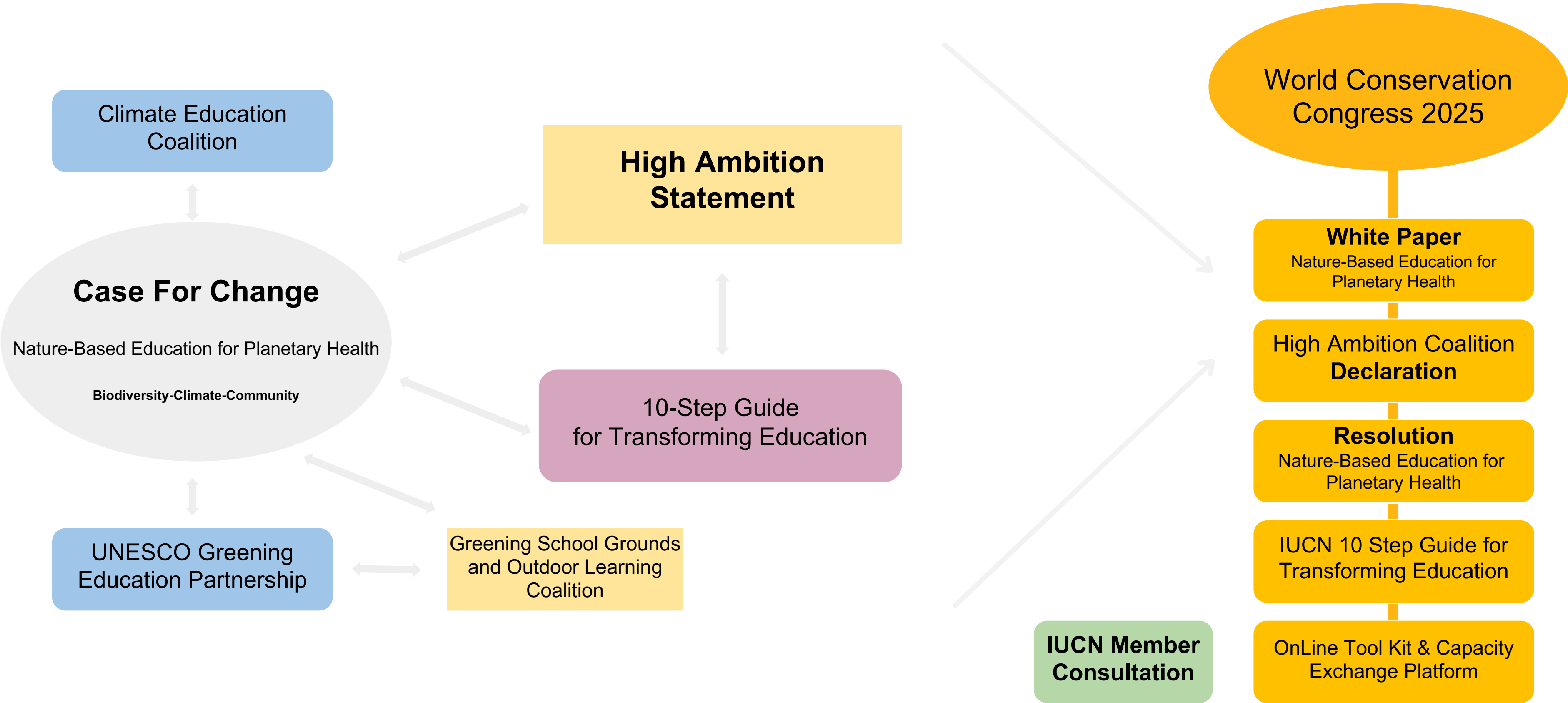
- The White Paper *We are Nature: Nature-based Education and System Thinking for Planetary Wellbeing* is in Review by the CEC Steering Committee and external partners.

# Nature-based Education (NbE)

Nature-based Education is an ecosystem of blended educational strategies encompassing environmental education (as first defined by the IUCN), indigenous ways of knowing, climate and biodiversity education, education for sustainable development, outdoor education and experiential education, mindfulness, and socio-emotional learning, among others. Nature-based education expands upon and encompasses this Commission's past work on Education for Conservation (EfC). More than a one-way-fits-all, NbE aims to serve as an educational ecosystem encompassing various complementary initiatives that bring nature to the core of learning.



# The Way Forward for Nature Education for Sustainability





A hummingbird is shown in profile, hovering near a cluster of small purple flowers. The background is a soft, out-of-focus green and purple. The text 'Reimagine Nature Communications' is overlaid in a large, white, sans-serif font, centered horizontally and spanning most of the width of the image.

**Reimagine  
Nature  
Communications**

# Reimagine Nature Communications Specialist Group




We will create the practical **communication tools** and **training platform** the Union needs to make a bigger difference in the world!

 Learn how to become an IUCN Commission member and help IUCN conserve nature.

 Share



Watch on  YouTube



## Video for Recruitment of Commission Members

**Goal:** Videos in min of 50 languages

### Videos Finalized

- English
- French
- Spanish
- Kiswahili
- Hungarian
- Arabic
- German
- Swedish
- Romanian
- Serbian
- Turkish
- Italian

# 10-Step Guide to Creating a Communications Campaign

## 10-Steps for Communicating Conservation

The upcoming guide, designed for environmental communication practitioners, will provide practical tools and present a new 10-Step framework for crafting effective communications:

### Assessment

- Step 1 Situational Analysis
- Step 2 Stakeholder and KAP Analysis
- Step 3 Communication Objectives

### Planning

- Step 4 Resources Planning: Budget, time, staff
- Step 5 Involvement of Partners
- Step 6 Media Selection & Mix

### Production

- Step 7 Message Design
- Step 8 Media Production & Pretesting

### Action & Reflection

- Step 9 Media Use in the Field
- Step 10 Monitoring and Evaluation (M&E) & Process Documentation

## Next Steps

For review by Commission Experts in December and January

Pilots in Early 2024

Publication in mid- to late-2024



## Access a suite of communication planning tools in the Guide's Toolbox

The Guide will include a rich toolbox of approaches, with practical applications for environmental communications. The Guide's toolbox includes:

- |                                   |                                 |
|-----------------------------------|---------------------------------|
| Situation Analysis                | Policy Field Analysis           |
| Stakeholder Mapping and Analysis  | Message Design and Pretesting   |
| Conservation Measures Partnership | Monitoring and Evaluation Tools |
| Force Field Analysis              |                                 |

## Connect with CEC Experts

The 10-Step Guide to Creating Effective Environmental Communication Strategies is a collaboration of IUCN's CEC, the #NatureForAll Initiative, and the CEC's Reimagine Nature Communications Specialist Group.

# 10-Step Guide to Creating a Communications Campaign

## Building on Previous Guides

- **2000:** 10-step Communication Strategy was developed by GIZ and an OECD-DAC working group that included IUCN-CEC, WB, WWF, GIZ, CIDA, SIDA, UNEP, etc. in 2000, and became the recommended guide for the 38 OECD member countries.
- **2000:** GIZ's Communicating the Environment. Environmental Communication for Sustainable Development incorporating a conceptual framework, case studies and lessons learned.
- **2006:** GIZ added 5 Sustainable Development branches to the 10 steps: Development and environmental communication, Social marketing, Non-formal and environmental education, Civil society mobilization, and Conflict management and negotiation.
- **2007:** CEPA guide developed by IUCN-CEC for the CBD, with similar 10 steps adding fact sheets, examples and checklists.
- **2012:** GIZ and CBD published the Strategic Communication for ABS Guide and Toolkit for Practitioners, which incorporated a practice-oriented approach, combining the 10 steps with the 8 ABS fields and a set of Job Aids and tools for each of the 10 steps.





Considering the **critical role of human behaviour** and decision making in driving the unprecedented rate of **species extinction** we are witnessing today, the IUCN through its Commission on the Survival of the Species (SSC) and Commission on Education and Communication (CEC) created the inter-commission **IUCN SSC CEC Behaviour Change Task Force**

It is chaired by **Dr. Diogo Veríssimo** (Oxford University), who has been a member for more than a decade in CEC and has been part of the leadership of other organisations in similar areas.

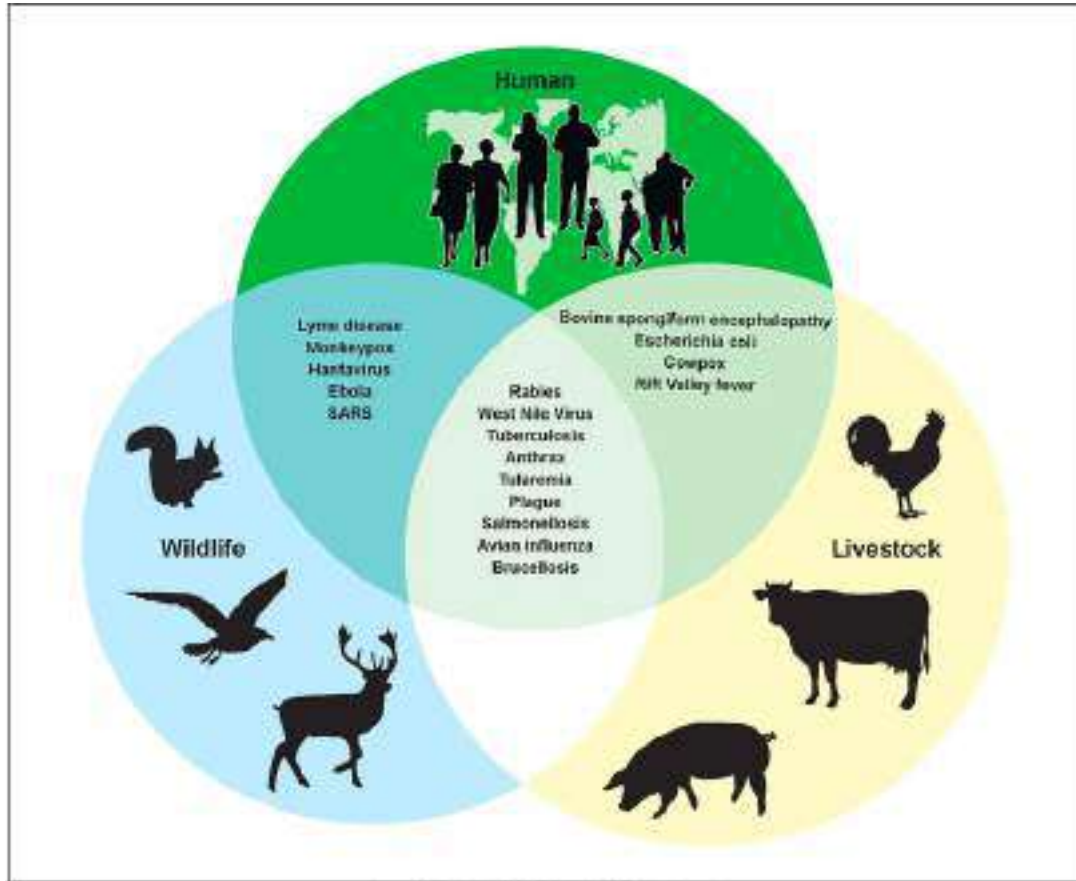
The main goal of the Task Force is to act as a knowledge broker between the behavioural sciences and those working to conserve biodiversity. In order to achieve that it will focus on:

- Maximise synergies between other institutional groups working in the field of **behavioural science and sustainability**;
- Conduct a consultation across SSC, CEC and others relevant stakeholders in order to **identify barriers to the use of behavioural change science in conservation science**;
- Produce and publish guidelines for high quality **behavioural interventions** in the context of biodiversity conservation;
- Develop **freely accessible training materials** and modules that can help build capacity across IUCN and more broadly in the biodiversity conservation field;
- Produce an **authoritative review** of the knowledge to be published Open Access.



# 10-Step Communication Campaign Partnerships





(Source: GAO analysis of USDA data (2016). An Epidemic Image)



# Special Addition on Preventing Zoonoses & Promoting Biophilia

- Commission members will be encouraged to propose papers.
- We anticipate the ability to sponsor publication costs for some accepted manuscripts.
- Preventing Zoonoses/Promoting Biophilia will explore how zoonoses prevention efforts can consciously and actively promote biophilia (wildlife affinity and conservation) rather than biophobia.
- We anticipate that Traditional Ecological Knowledge, narrative storytelling, social marketing, and other approaches to human behavior changes based on holistic approaches to human values/needs alignment can offer insights and strategies for addressing this pressing, complex problem at the interface of conservation and public health.





# CEC Contracts

#	Product	Responsible Person(s)	Timeline
1	10 Steps to Create a Successful Communication Campaign	Manfred Oepen	Draft in Review
2	10 Steps to Greening Your School Grounds and Communities	Children and Nature Network	Draft by Dec 1, 2023
3	Case for Change White Paper: Transformative Education Program for Planetary Health	OpEPA (with Luis Camargo)	Draft in Review
4	10 Steps to Creating a Transformative Education Program for Planetary Health	OpEPA (with Luis Camargo)	Draft by Dec 1, 2023
5	10 Ways to Deepen Youth Engagement for Conservation and Planetary Health	Vasanti Rao, Sean Southey and Youth Team	Draft by Jan 1, 2023
6	Guide to Create a Youth Oasis - Meaningful Youth Spaces at International Meetings	#NFA and Youth Teams	Draft in Review
7	Guide to Create a #NatureForAll Love Fest	Yose and #NFA team	Draft by Dec. 1. 2023
8	Nature-Based Leadership Guide and Course	Cheryl Charles	Launched and Piloted
9	CEC Online Toolkit and Capacity Exchange Program Strategy	Pilar Sordo (with Ana Mandri)	In Progress





# CEC Member Engagement in development of all knowledge products

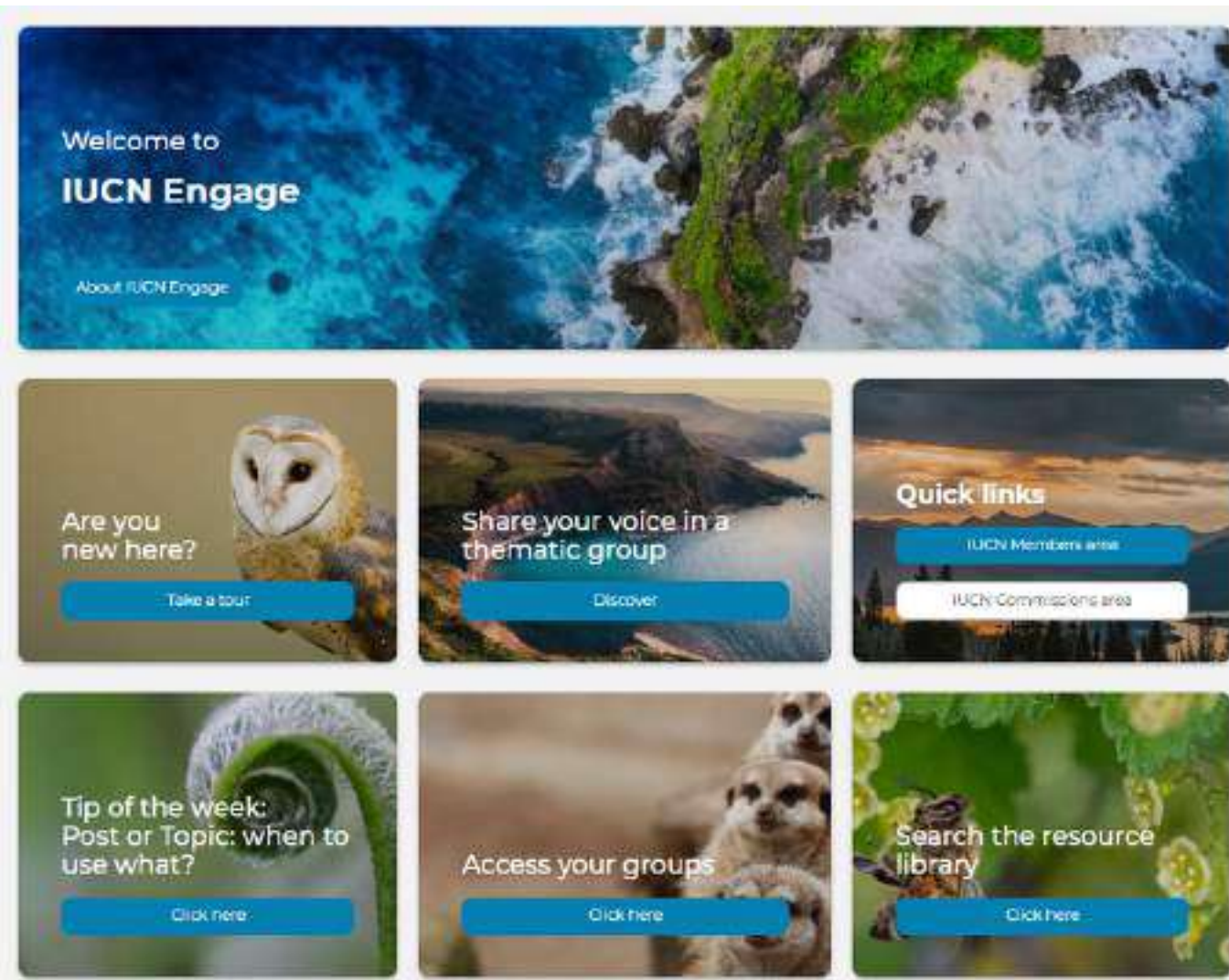
The development of these resources is an opportunity to engage the wealth of expertise across CEC's 1,440 global member network.

- Invited to give input on White Paper, Guides and all knowledge products
- CEC is planning to model the use of IUCN Engage in facilitating these review periods and soliciting



- Share their resources and materials in online tool kits
- Be part of Capacity Building and Mentoring program
- Be part of the Love Fests and Film Festivals
- Create and share content
- Be part of Resolution process
- Volunteer on translation

# CEC supports the design, uptake, and continued use of IUCN Engage, a critical tool for connection between the Secretariat, IUCN Members and Commission Members



Overall, we've seen a steady **increase** of the number of **events** being promoted or run through IUCN Engage. This also translates into a **growing number of enrolments and engagement** with these events.

## Global Engage Usage

Total number of active users: **4,778**

- Users from Member organisations: 853
- Users from Commissions: 3,986
- Users from IUCN Staff: 400

## Commission Users

- CCC - 52% | 13 users (this number is high as there is mainly the Steering Committee for now)
- CEC - 39% | 563 users
- CEM - 37% | 619 users
- CEESP - 32% | 440 users
- SSC - 18% | 1767 users
- WCEL - 32.5% | 398 users
- WCPA - 41% | 1167 users



# Contact Us

# Info Sheets on CEC Offerings



**CEC Chair  
Sean Southey**

sean.southey@iucn.org



**#NatureForAll**

Cheryl@childrenandnature.org



**Youth and  
Intergenerational  
Partnerships**

Diana\_Garlytska@hotmail.com



**Reimagining  
Nature  
Communications**

Ana@zamia.media



**Nature  
Education for  
Sustainability**

katalin.czippan@cec.iucn.org



Fontainebleau, France | November 2023



**Info Sheets on CEC Offerings**

# LISTENING TO CHILDREN AT COP 28

**The climate crisis is a child rights crisis.** In 30 years of the UNFCCC, no decision in this forum has focused on protecting children in the face of the climate crisis. Children are the most affected by a problem they did not create. The impacts of this crisis affect their physical and mental health, access to education, their culture and their livelihoods.

We will screen **7 films offering featuring children's voices and offering them a place in the decision rooms.** These will showcase children from various parts of the world presenting their concerns, ideas and solutions for real issues related to climate negotiations. It also calls the attention for the necessity of a first decision towards children's rights.



One **2 minutes** film for the open plenary  
**+ 6 shorter films** on Transparency, Children's Right, Food, Adaptation, Loss & Damage, and Climate Finance.

[Link to Video](#)



Merci  
salamat  
Gracias

شكراً

Arigato

Terima Kasih

謝謝

Thank you

# IUCN Climate Crisis Commission

Presentation to C110

November 2023

**Manuel Pulgar-Vidal**  
Commission Chair





## OUR 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**.

## OUR 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 international bodies and 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



The Climate Crisis Commission (CCC) is the Union's newest Commission, **established at the World Conservation Congress in Marseille 2022**



# IUCN CCC Steering Committee

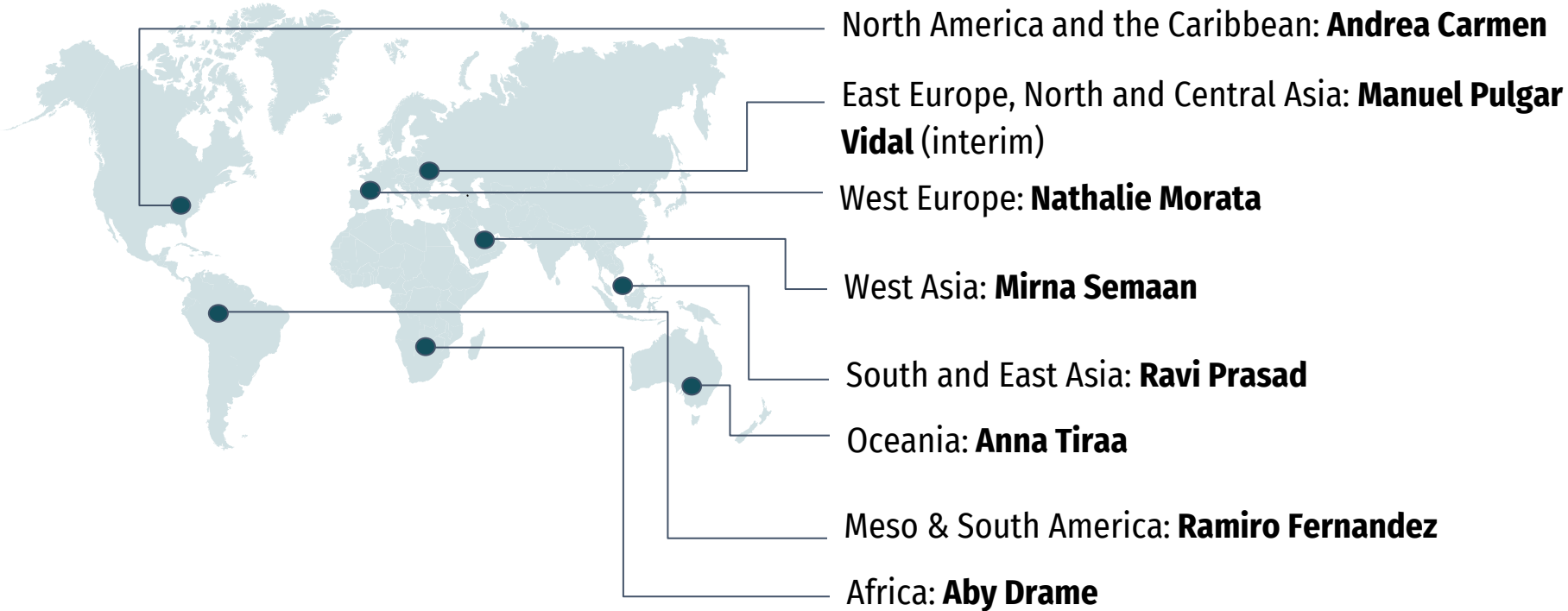
Who we are  
And where we are

Chair: Manuel Pulgar-Vidal  
Deputy Chair: Cathy Yitong Li

	Name	Nationality
1	Andrea Carmen	USA
2	Ana Tira	Cook Islands
3	Christopher Dunn	USA
4	Brendan McKey	Australia
5	Natalie Morata	France
6	Li (Aster) Zhang	China
7	Chiara Oberle	Swiss, Italian
8	Mina Esteghamat	Iran
9	Daniela Ortiz	Colombia
10	Daniel James Jiron	USA
11	Aby Drame	Senegal
12	Scott Fulton	USA
13	Cathy Yitong	UK
14	Myrna T. Semaan Haber	Lebanon
15	David King	ZA
16	Sunita Chaudhary	Nepal
17	Mark McGuffie	<b>Hawaii</b>
18	Michael Wilson	US
19	Ravi Prasad	India
20	Ramiro Fernandez	Argentina



# Regional Vice Chairs



# Thematic groups leads

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**Policy and climate  
justice**



**Daniel James**



**Solutions and  
innovative  
approaches**



**Cathy Li (interim)**



**Finance**



**Chiara Oberle**



**Climate and  
Nature**



**Brendan Mackey**

# Terms of reference and Work Plan



Adopted  
by Council  
decision  
C108/11



Annex 6 to Council decision C108/11



## IUCN Climate Crisis Commission (CCC)

Terms of Reference 2022- 2025

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

### 1. Background

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

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

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

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

[Here](#)



## IUCN Climate Crisis Commission Work Plan 2023-2024

(Approved by the IUCN Council, decision C/VII, 9 March 2023)

### 1- Introduction

The resolution (WCC-2020-Res-044-EN) defines that the 'The Climate Crisis Commission' *aim is to mobilize and coordinate the Union and engaging with Regional and National IUCN Committees and broader civil society efforts to reduce greenhouse gas emissions and adapt to climate change based on the best available science coming from the IPCC and taking into account the actions and initiatives that are developed in the UNFCCC through the Global Climate Action Agenda.* It mentions that "*transformative change for a system-wide reduction of greenhouse gas emissions is necessary.*

Based on this, the Climate Crisis Commission vision 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.*

For this, it must lead and support implementation of solutions proposed by all forms of science with a main focus on just decarbonization, synergies between climate and biodiversity, and addressing vulnerable nature and human sectors. To realize this vision, the Climate Crisis Commission must help consolidate IUCN's extensive climate-related policy as articulated through Congress resolutions, connect with existing efforts and synergies and build new ones, promote productive and constructive partnerships and leverage IUCN's convening power. Actions guided by principles including equity, social and climate justice, ecosystem integrity, environmental safeguards and a rights based approach, will be essential for rapid and sustainable transformations. It will also be important to engage all sectors in society, working with women and youth as key parts of the equation. It will also be important that new Commission's work recognizes the sustainable nature conservation practices of Indigenous Peoples, respects, protects and uphold their rights including to their lands, territories and resources, and ensures the application of Free Prior and Informed Consent.

In addition to assisting IUCN's engagement with the formal intergovernmental processes addressing the climate and biodiversity crises, the Climate Crisis Commission recognizes the necessarily ambitious transformational change that must now occur; percolate the economic, political, cultural and social dimensions across multiple fronts; and be implemented by different actors at many-levels.

[Here](#)



Membership recruitment is **now open!**

**163 applications** (in 13 days)



# IUCN CCC call for Membership and Guidelines



## 2023-2025 Climate Crisis Commission call for Membership Membership Guidelines August 2023

*As we confront the intricate climate and nature crises of our era, it is time to act with a sense of urgency and recognize the emergency. That is why IUCN convened to create the CCC that aims to reduce greenhouse gas emissions and adapt to climate change based on the best available science. The Commission is the body, the structure that could achieve its objectives if it is able to convene committed people willing to act and to address the planetary intertwined crisis. That is why we invite you to contribute to the CCC, as your expertise and vision are essential. It is only through rigorous analysis, innovative solutions, and collaborative efforts that we can aim to pave the way toward a transformative future where climate stability and environmental health are harmoniously preserved.*

*Working with you, as a CCC member, you become part of an international network of committed experts, qualified researchers and practitioners working on promoting appropriate, effective, just and nature positive solutions to the climate crisis emergency through synergistic solutions that are informed by all types of scientific evidence.*

**So, we are calling for the CCC membership considering the following guidelines:**

### Background of the Commission:

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

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

### Mission:

The IUCN Climate Crisis Commission [mission](#) is to advance solutions for limiting global warming to 1.5°C that are appropriate and effective in ways that promote justice and ecosystem integrity, based on the best available scientific evidence and learnings from all reputable

international bodies and from Indigenous knowledge systems. The IUCN CCC mobilizes and coordinates the Union's efforts by engaging with Regional and National IUCN Committees, Members, and Indigenous Peoples, and by building and promoting productive and constructive partnerships that reach for transformational systems change.

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

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

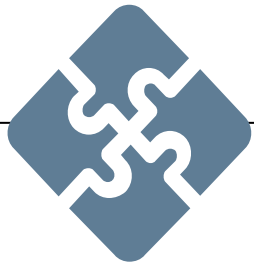
### General benefits of becoming a IUCN Commission member:

1. Collaborate with a diverse and accomplished network of conservation experts and professionals spanning across the seven IUCN Commissions.
2. Gain access to IUCN's expansive repository of knowledge products and harness its unparalleled convening power to amplify your impact.
3. Play an instrumental role in shaping novel ideas, fostering expertise, and propelling best practices in the realm of conservation.
4. Enjoy reduced registration fees for prominent IUCN events, including the renowned World Conservation Congress.
5. Engage in dynamic interactions through our monthly newsletters, facilitating the exchange of news, research, opportunities, and more.

### Climate Crisis Commission membership criteria and experience:

The IUCN Climate Crisis Commission actively seeks dedicated individuals whose expertise and experience form a robust foundation for catalyzing transformative change. Members will contribute constructively to the mission of IUCN and CCC, in a voluntary capacity are to:

1. **Demonstrated commitment to address climate change crises and biodiversity loss.**
2. **Champion of Sustainable, NetZero and Nature-Positive Solutions.** Innovative approaches to the climate emergency.



# Collaborative work

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# Collaboration between Commissions



& various  
other ideas  
in the  
planning!

**Nature based Solutions**  
collaboration- Getting  
the message right for  
climate and nature

**Joint *geoengineering*  
technical brief**  
associated with the  
COP28 position paper

**Joint technical note** for  
COP28: ***Connecting the dots:  
Achieving synergistic action  
for global biodiversity and  
climate goals*** utilising the  
*Kunming-Montreal Global  
Biodiversity Framework*



**All Commissions  
COP 28 Position paper**



**COP<sup>28</sup>**  
**UAE**

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# **CCC Planning & Visibility & COP28**

# Actions in multiple rings



	Formal negotiation process*	Presidency priorities	Marrakesh partnership/NSA	Pavilions	Bilateral initiatives**
Nature-based solutions					
Climate & Nature Nexus					
Net Zero & Credibility					
Adaptation / loss & damage					

\*Cover decision, negotiation text, mitigation Working programme & GST  
 \*\* and or coalitions as e.g. ENACT

# Actions in multiple rings - comms

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- Expectation and advise
- Credibility
- NSA agenda
- Nature & climate convergence
- The future of carbon markets

- An economic process
- Geopolitical difficulties
- Lack of credibility
- Crisis of multilateralism
- Convergence

## **Spotlighting Youth Leadership in IUCN - An Interactive Dialogue**

**Sunday 3rd**

IUCN Pavilion

13:15 to 14:15 pm

Lead: Cathy Yitong Li

## **Addressing the double challenges of climate crisis and biodiversity loss; integrating high integrity NbS in NAPs and NDCs.**

**Monday 11th**

IUCN Pavilion

14:30-15:45 pm

Lead: Aby Drame

## **Potential event with WCPA**

IUCN Pavilion

- IUCN CCC Website - [Join](#)
- Two pager to present the Commission
- Social media account - CCC (to be created by COP28)
- Newsletter (post COP28)







## IUCN Council 2021-25

### Governance and Constituency Committee 10<sup>th</sup> Meeting (GCC10) 22 September 2023 (virtual)

#### GCC10 OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Committee approved the <a href="#">agenda</a> .
2	<b>Applications for IUCN membership</b>	<p>GCC discussed fifteen new membership applications: Eleven (11) applied by 30 June 2023 and four (4) had been deferred by the GCC to discuss in September. All applications had received no objections from IUCN Members and had been assessed against the requirements of the IUCN Statutes and Regulations.</p> <ul style="list-style-type: none"> <li>- <a href="#">Consideration of 15 membership applications</a></li> <li>- <a href="#">Membership applications to be considered by GCC in Sept 2023</a></li> </ul> <p>GCC decides to: Recommend that the IUCN Council:</p> <ul style="list-style-type: none"> <li>• <u>approves</u> twelve (12) new membership applications (as per annex) that fulfil the requirements of the IUCN Statutes and Regulations and have received no objections from IUCN's membership;</li> <li>• <u>rejects</u> the admissions of Nouvelle Elite, as its track record on conservation activities is currently not sufficient, and National Alliance Against Hunger and Malnutrition, as it does not have a track record of conservation activities.</li> <li>• <u>Defers</u> the admission of Mount Kenya Wildlife Conservancy to the next GCC meeting and asks Secretariat to further inquire about the independence of the organisation's governing body (<a href="#">Annex 5</a>).</li> </ul>
3	<b>Applications for change of membership category and names of IUCN Members</b>	<p>The GCC recommends the IUCN Council</p> <ol style="list-style-type: none"> <li>1. <u>Approves</u> the request from one IUCN Member to change their membership category (as per table in <a href="#">Annex 6</a>).</li> <li>2. <u>Notes</u> again with 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</li> <li>3. <u>Further notes</u> that this must be consistent with the 20 years strategy and that a comprehensive analysis of membership models for IUCN and their associated member benefits and dues structures should be in place for the GCC to consider and asks Secretariat to allocate budget for the Membership Unit to conduct such an analysis.</li> <li>4. <u>Takes note</u> of the name changes of one current IUCN Member (as per table in <a href="#">Annex 6</a>).</li> </ol>
4	<b>Advisory Group WCC-2020-Dec-148 (WCC Congress attendance)</b>	<p>The Governance and Constituency Committee of the IUCN Council, <i>Having considered</i> the Advisory Group's recommendations on the amendments tabled by IUCN Members during the online discussion of the Council Proposal to amend the Statutes, Rules of Procedure and Regulations following Decision 148 taken at the 2021 IUCN World Conservation Congress in Marseille - <i>Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress</i>, <u>Recommends</u> the IUCN Council to:</p> <ol style="list-style-type: none"> <li>a. put Council's <u>Proposal to amend the Statutes, Rules of Procedure and Regulations following Decision 148 taken at the 2021 IUCN World Conservation Congress in Marseille - Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress en bloc</u> to an electronic vote between 29 November and 13 December 2023 after incorporating in its Proposal the amendments to Article 19<i>bis</i> and 19<i>ter</i> of the Statutes and Article 23 of the Rules of Procedure (highlighted under the relevant provisions in <a href="#">Annex 1</a>) tabled by Members during the online discussion, and to</li> <li>b. put separately to the vote the amendments to Articles 56 (c) and (f) and 66 (e) of the Rules of Procedure (<a href="#">Annex 2</a>).</li> </ol>
5	<b>Working Group on the membership dues</b>	<p>The online consultation with Members on the membership dues closed on 20 September. Secretariat presented the <a href="#">outcomes of the online member consultation on proposed amendments to the membership dues guide for venue-based organisations</a>. FAC discussed the financial implications of a threshold on conservation expenditure.</p>

		<p>The Governance and Constituency Committee,</p> <p><i>Having reviewed</i> the amendments to the Council proposal for a revised Dues Guide tabled by Members during the online consultation,</p> <p><u>Recommends</u> the IUCN Council to submit the Proposal for the <u>revision of the Membership Dues Guide for venue-based organisations</u> (Annex 3), together with the proposed amendments (Annex 4), to an electronic vote by IUCN Members between 22 November and 6 December 2023, and</p> <p><i>Recognizing</i> that the proposed revisions constitute a partial solution to the set of issues posed by the Membership dues and the value of IUCN membership affecting other IUCN Members beyond venue-based organisations, as highlighted by the online consultation,</p> <p><u>Resolves</u> to continue its work and propose a holistic Membership strategy and, as appropriate, a revised Membership Dues Guide for adoption at the next Congress.</p>
6	<b>Amendments to Regulation 94</b>	<p>The Governance and Constituency Committee,</p> <p>Thanked the Secretariat for the <a href="#">proposed draft of the amendments to Regulation 94</a> in order to shorten the time required for electronic ballots of the IUCN membership and agreed to decide on their recommendation to Council at the next GCC meeting.</p>
7	<b>Progress report of the Task Forces and Working Groups</b>	This item has been deferred to the next GCC meeting due to lack of time.
8	<b>A.O.B.</b>	<p><b>a) Update from Secretariat on the Membership Application Platform</b> Secretariat informed GCC that potential IUCN Members can apply online for IUCN membership as of September and the review process will also be online from January 2024. The Membership unit will guide GCC members on how to use it.</p> <p><b>b) Next GCC meeting:</b> Virtual meeting in the week of 30<sup>th</sup> October (<a href="#">poll</a>) and in-person meeting on 13 November before the next Council meeting</p>
	<p><b>Council Members:</b></p> <ul style="list-style-type: none"> <li>– Vivek Menon, Chair</li> <li>– Imèn Meliane</li> <li>– John Smaranda</li> <li>– Carl Amirgulashvili</li> <li>– Gloria Ujor</li> <li>– Ramón Perez Gil</li> </ul> <p><b>Apologies:</b></p> <ul style="list-style-type: none"> <li>– Ana Di Pangracio (proxy to Imèn Meliane)</li> <li>– Christina Voigt (proxy to Imèn Meliane)</li> <li>– Ma Keping</li> <li>– Maud Lelièvre (proxy to Vivek Menon)</li> <li>– Ramiro Batzin Chojoj</li> <li>– Shaikha Salem Al Dhaheri (proxy to Gloria Ujor)</li> <li>– Sixto Incháusteguí</li> </ul>	<p><b>Secretariat:</b></p> <ul style="list-style-type: none"> <li>– Iain Stewart, Head Membership and Commission Support</li> <li>– SungAh, Deputy Director General, Corporate Services</li> <li>– Sandrine Friedli Cela, Legal Adviser</li> <li>– Luc De Wever, Senior Governance Manager</li> <li>– Sabrina Nick, Initiatives and Governance Officer</li> <li>– Sarah Over, Senior Membership Engagement Manager</li> <li>– Sarah Caillet, Membership Manager (on Membership applications)</li> </ul>

Text proposed by Council	Revised text incorporating the following amendments tabled by Members during the online discussion	Text as it will read if adopted by Members
<p><u>Addition of a new provision in the Statutes as follows:</u></p> <p>19<b>bis</b>. The World Congress meeting in ordinary or extraordinary session shall have a hybrid format. It shall be held at a physical location (the “venue”) whereby all duly accredited delegates of IUCN Members shall have the right to:</p> <p>a) participate in the Members’ Assembly and exercise their right to speak and vote by attending either on site or remotely by using electronic means;</p> <p>b) participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means.</p> <p>19<b>ter</b></p> <p>(a) In exceptional circumstances, an ordinary or extraordinary session of the World Congress may be held in a fully virtual format, whereby all duly accredited delegates of IUCN Members participate in the Members’ Assembly and exercise their rights to speak and vote exclusively by electronic means. The principles of non-discrimination and freedom of expression set forth in Articles 21, as</p>	<p>19<b>bis</b>. The World Congress meeting in ordinary or extraordinary session shall have a hybrid format. It shall be held at a physical location (the “venue”) whereby all duly accredited delegates of IUCN Members shall have the right to:</p> <p>c) participate in the Members’ Assembly and exercise their rights <del>s to speak and vote</del> by attending either on site or remotely by using electronic means;</p> <p>d) participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means.</p> <p>19<b>ter</b></p> <p>(a) In exceptional circumstances, an ordinary or extraordinary session of the World Congress may be held in a fully virtual format, whereby all duly accredited delegates of IUCN Members participate in the Members’ Assembly and exercise their rights <del>to speak and vote</del> exclusively by electronic means. The principles of non-discrimination and freedom of expression set forth in Articles 21, as</p>	<p>19<b>bis</b>. The World Congress meeting in ordinary or extraordinary session shall have a hybrid format. It shall be held at a physical location (the “venue”) whereby all duly accredited delegates of IUCN Members shall have the right to:</p> <p>a) participate in the Members’ Assembly and exercise their rights by attending either on site or remotely by using electronic means;</p> <p>b) participate in the World Conservation Forum events either on site or, to the extent this option is available, remotely by using electronic means.</p> <p>19<b>ter</b></p> <p>(a) In exceptional circumstances, an ordinary or extraordinary session of the World Congress may be held in a fully virtual format, whereby all duly accredited delegates of IUCN Members participate in the Members’ Assembly and exercise their rights exclusively by electronic means. The principles of non-discrimination and freedom of expression set forth in Articles 21, as well as Article 23 shall</p>

<p>well as Article 23 shall apply <i>mutatis mutandis</i>. The Council shall decide whether it is possible to organize World Conservation Forum events entirely remotely.</p> <p>(b) A fully virtual session of the World Congress meeting in ordinary session shall be held in conformity with the Rules of Procedure applied <i>mutatis mutandis</i>, either</p> <p>(i) if requested by at least one-fifth of the Members of either Category A or Categories B and C combined, or</p> <p>(ii) if the Council considers it necessary by a two-thirds majority of votes cast.</p>	<p>well as Article 23 shall apply <i>mutatis mutandis</i>. The Council shall decide whether it is possible to organize World Conservation Forum events entirely remotely.</p> <p>(b) A fully virtual session of the World Congress meeting in ordinary session shall be held in conformity with the Rules of Procedure applied <i>mutatis mutandis</i>, either</p> <p>(i) if requested by at least one-fifth of the Members of either Category A or Categories B and C combined, or</p> <p>(ii) if the Council considers it necessary by a two-thirds majority of votes cast.</p>	<p>apply <i>mutatis mutandis</i>. The Council shall decide whether it is possible to organize World Conservation Forum events entirely remotely.</p> <p>(b) A fully virtual session of the World Congress meeting in ordinary session shall be held in conformity with the Rules of Procedure applied <i>mutatis mutandis</i>, either</p> <p>(i) if requested by at least one-fifth of the Members of either Category A or Categories B and C combined, or</p> <p>(ii) if the Council considers it necessary by a two-thirds majority of votes cast.</p>
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<u>Amend the Rules of Procedure of the World Conservation Congress as follows:</u>		
<p>23. The Secretariat shall provide the World Congress with such secretarial and other assistance as it requires. It shall be responsible for preparing, receiving, translating and circulating the official documents of the meetings by electronic means and for arranging interpretation.</p>	<p>23. The Secretariat shall provide the World Congress with such secretarial and other assistance as it requires, <u>including the electronic platform and related services to enable Members attending onsite and remotely to exercise their rights as defined in the Statutes</u>. It shall be responsible for preparing, receiving, translating and circulating the official documents of the meetings by electronic means and for arranging interpretation.</p>	<p>23. The Secretariat shall provide the World Congress with such secretarial and other assistance as it requires, including the electronic platform and related services to enable Members attending onsite and remotely to exercise their rights as defined in the Statutes. It shall be responsible for preparing, receiving, translating and circulating the official documents of the meetings by electronic means and for arranging interpretation.</p>

Text proposed by Council revised to incorporate option 2 as a way to put the option to the vote (highlighted in yellow colour)	Text proposed as amendment to Council's proposal as revised in order to put option 1 to the vote (highlighted in yellow colour)	Text as it will read if adopted by Members (highlighted in yellow colour)
<p><u>Rules of Procedure of the World Conservation Congress</u></p> <p>56. (a) The Resolutions Committee may refer a motion to a committee or <i>ad hoc</i> contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress.</p> <p>(b) The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.</p> <p><u>(c) When meeting during the World Congress, contact groups may have a fully virtual or hybrid format as defined in Article 19bis of the Statutes.</u></p> <p><u>(d) With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of opportunity during the Congress, the</u></p>	<p>56. (a) The Resolutions Committee may refer a motion to a committee or <i>ad hoc</i> contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next <u>session of the</u> World Congress.</p> <p>(b) The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.</p> <p><u>(c) When meeting during the World Congress, contact groups <del>may shall</del> have a fully virtual <del>or hybrid format as defined in Article 19bis of the Statutes.</del></u></p> <p><u>(d) With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of</u></p>	<p>56. (a) The Resolutions Committee may refer a motion to a committee or <i>ad hoc</i> contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next session of the World Congress.</p> <p>(b) The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group.</p> <p><u>(c) When meeting during the World Congress, contact groups shall have a fully virtual format.</u></p> <p>(d) With the purpose of increasing the time available for discussion and to reduce the number of contact groups held in parallel due to the limited window of opportunity during the Congress, the</p>

<p><u>Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the Opening of the Congress.</u></p> <p><del>(e)</del>(e) Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d).</p> <p><del>(f)</del>(f) For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. <u>Drafting group meetings may also be convened in a fully virtual or hybrid format.</u></p> <p><del>(g)</del>(g) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>	<p><u>opportunity during the Congress, the Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the Opening of the Congress.</u></p> <p><del>(e)</del>(e) Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d).</p> <p><del>(f)</del>(f) For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. <u>Drafting group meetings shall may also be convened in a fully virtual or hybrid format.</u></p> <p><del>(g)</del>(g) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the</p>	<p>Motions Working Group may decide that contact group meetings be convened exclusively by electronic means for a first reading of motions in the three weeks prior to the Opening of the Congress.</p> <p>(e) Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d).</p> <p>(f) For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments. <u>Drafting group meetings shall also be convened in a fully virtual format.</u></p> <p>(g) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>
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	World Congress shall take place on the text resulting from this process.	
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Text proposed by Council	Amendment proposed by Members during the online discussion (highlighted in yellow colour)	Text as it will read if adopted by Members (highlighted in yellow colour)
<p><u>Amend the Rules of Procedure of the World Conservation Congress as follows:</u></p> <p>66. (a) Only the Head of Delegation or her/his replacement as defined in Rule 6 may vote and speak on behalf of that Member.</p> <p>(b) No delegate may <del>use the voting card, electronic voting card or recognition card for the right to speak or vote for</del> another delegation without the <del>express prior written</del> valid proxy of the delegation in question <del>as described in rule 66 f).</del></p> <p>(c) <del>For the purposes relevant to this Rule, 'delegate' shall also refer to an accredited representative of a recognized National/Regional Committee of the country/region of the Member delegation giving the proxy.</del></p> <p>(d) A Member eligible to vote <del>who is unable to attend the World Congress or a delegation unable to attend a particular sitting of the Members' Assembly,</del> may give a proxy to a delegation of a <u>another</u> Member eligible to vote or to an accredited representative of a recognized National/Regional Committee of the country/region of the</p>	<p>66. (a) Only the Head of Delegation or her/his replacement as defined in Rule 6 may vote and speak on behalf of that Member.</p> <p>(b) No delegate may <del>use the voting card, electronic voting card or recognition card for the right to speak or vote for</del> another delegation without the <del>express prior written</del> valid proxy of the delegation in question <del>as described in rule 66 f).</del></p> <p>(c) <del>For the purposes relevant to this Rule, 'delegate' shall also refer to an accredited representative of a recognized National/Regional Committee of the country/region of the Member delegation giving the proxy.</del></p> <p>(d) A Member eligible to vote <del>who is unable to attend the World Congress or a delegation unable to attend a particular sitting of the Members' Assembly,</del> may give a proxy to a delegation of a <u>another</u> Member eligible to vote or to an accredited representative of a recognized National/Regional Committee of the country/region of the</p>	<p>66. (a) Only the Head of Delegation or her/his replacement as defined in Rule 6 may vote and speak on behalf of that Member.</p> <p>(b) No delegate may speak or vote for another delegation without the valid proxy of the delegation in question as described in rule 66 f).</p> <p>(d) A Member eligible to vote may give a proxy to a delegation of another Member eligible to vote or to an accredited representative of a recognized National/Regional Committee of the country/region of the Member delegation giving the proxy. In order for the proxy to be validly recorded in the electronic voting system, it shall be provided at</p>

<p>Member delegation giving the proxy. <u>In order for the proxy to be validly recorded in the electronic voting system, it shall be provided at minimum one day before the Opening of the World Congress in order for it to apply for the duration of the World Congress and on the day before the specific sitting or before the specific day it is meant to apply.</u></p> <p>(e) A Member shall not transfer proxy of <del>its</del><sup>his</sup> own vote while holding other proxies and shall not transfer another Member's proxy without prior authorization of the proxy giver. <u>A Member shall not accept more than five proxies.</u></p> <p>(f) In order to be valid, all proxies shall be <del>made recorded in writing and transmitted to the Congress Secretariat in the electronic voting system within the deadline set in Rule 66 (d).</del></p> <p>(g) <u>Proxies shall not be allowed for elections under Rule 77bis or when all Members vote exclusively online.</u></p>	<p>Member delegation giving the proxy. <u>In order for the proxy to be validly recorded in the electronic voting system, it shall be provided at minimum one day before the Opening of the World Congress in order for it to apply for the duration of the World Congress and on the day before the specific sitting or before the specific day it is meant to apply.</u></p> <p>(e) A Member shall not transfer proxy of <del>its</del><sup>his</sup> own vote while holding other proxies and shall not transfer another Member's proxy without prior authorization of the proxy giver. <u>A Member shall not accept more than five ten proxies.</u></p> <p>(f) In order to be valid, all proxies shall be <del>made recorded in writing and transmitted to the Congress Secretariat in the electronic voting system within the deadline set in Rule 66 (d).</del></p> <p>(g) <u>Proxies shall not be allowed for elections under Rule 77bis or when all Members vote exclusively online.</u></p>	<p>minimum one day before the Opening of the World Congress in order for it to apply for the duration of the World Congress and on the day before the specific sitting or before the specific day it is meant to apply.</p> <p>(e) A Member shall not transfer proxy of its own vote while holding other proxies and shall not transfer another Member's proxy without prior authorization of the proxy giver. A Member shall not accept more than <b>ten</b> proxies.</p> <p>(f) In order to be valid, all proxies shall be recorded in the electronic voting system within the deadline set in Rule 66 (d).</p> <p>(g) Proxies shall not be allowed for elections under Rule 77bis or when all Members vote exclusively online.</p>
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# Annex 1: (Proposed Amendments) IUCN Membership Dues Guide



The presentation of material in this publication and the geographical designations employed do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitations of its frontiers or boundaries.

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Available from: IUCN (International Union  
for Conservation of Nature)  
Membership and Commission Support Unit  
Rue Mauverney 28  
1196 Gland  
Switzerland  
Tel +41 22 999 0000  
Fax +41 22 999 0002  
membership@iucn.org  
<https://www.iucn.org/about/union/members/how-become-member-iucn>

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# Introduction

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IUCN is a unique organisation – a democratic membership Union – composed of over 1,500 Members, some 18,000 scientific experts in our thematic Commissions and some 900 staff, who work together in more than 160 countries. By joining IUCN, Members benefit from IUCN's scientific credibility, its unsurpassed knowledge base and convening power, extensive networking opportunities and access to high-level political, economic and social decision making. More information on the benefits of IUCN membership is available [here](#).

The prompt payment of annual membership dues is essential to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

**Membership dues are payable in advance and payment shall be received by the 1st of January.** Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year.

This Dues Guide provides information on the calculation and structure of dues for IUCN Members.

**This Membership Dues Guide was approved by electronic vote of Members on 10 February 2021 (WCC 2020 Dec 152)<sup>1</sup> and formally updated as a consequence of the inclusion of subnational governments in IUCN membership at the World Conservation Congress (WCC 2020 Dec 152). The Membership Dues Guide was subsequently revised with a new methodology for the Membership dues of venue-based organisations in Category B and C (subject to Member vote in November 2023). No other changes have been made to the content of this Guide, which was initially approved by IUCN Council at its 98<sup>th</sup> meeting in February 2020 and published with official Congress documents.**

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<sup>1</sup> Council, at its 100th meeting in September 2020, had approved this revised version of the Guide. They clarified that following the postponement of the 2020 Congress to 2021, the Guide would apply for membership dues as from 2022, and that the 2017-2020 Membership Dues guide would remain applicable for the 2021 membership dues, to enable the Secretariat to timely invoice IUCN Members before 1 January 2021

# Applicability of the Guide

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This Membership Dues Guide is applicable for membership dues as from 2022 and will remain in force until a revised Guide is adopted by the next World Conservation Congress.

[The amendment related to the calculation of the membership dues for venue-based organisations is effective from 6 December 2023 \(to be confirmed\) which is the close of the electronic vote at which the amendment was adopted.](#)

## Categories of membership

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Membership of IUCN is divided into four categories, as defined in Articles 4 and 5 of the [IUCN Statutes](#).

Category A: States, government agencies and Subnational governments;  
Political and/or economic integration organisations;

Category B: National non-governmental organisations;  
International non-governmental organisations;

Category C: Indigenous peoples' organisations; and

Category D: Affiliates.

For each category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes).

More information on the calculation and structure of IUCN membership dues can be found in the sections below.

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17<sup>th</sup> Session of the General Assembly (San José, 1988).

In Bangkok, in 2004, the Members' Assembly approved Council's proposal to use the [Swiss Consumer Price Index](#)<sup>2</sup> (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustments to the dues are made when the index is negative.

## Membership dues

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### Category A: States, government agencies, subnational governments, and political and/or economic integration organisations

As per Regulation 22<sup>3</sup> of the IUCN Statutes, the "Scale of assessments for the apportionment of the expenses of the United Nations" is used as a basis to establish the membership dues groups for States, government agencies, subnational governments and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision.

The latest "[UN scale of assessments for the period 2019-2021](#)"<sup>4</sup> was published on 4 January 2019. Consequently, the IUCN Dues Guide has been updated to reflect the 2019–2021 UN Scale of assessments and it is valid from 2022.

<sup>2</sup><https://www.bfs.admin.ch/bfs/en/home/statistics/prices/consumer-price-index.html>

<sup>3</sup> Regulation 22 of the IUCN Statutes: "Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...".

<sup>4</sup> <https://undocs.org/en/A/RES/73/271>

In the calculation of membership dues for States, government agencies, subnational governments and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget. Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10, is shown in Table 1.

**Table 1: IUCN sliding scale of State, government agency, subnational government and political and/or economic integration organisation Members and corresponding UN assessment percentages**

IUCN CATEGORY A MEMBERS IN DUES GROUPS:		UN ASSESSMENT PERCENTAGES:			
				Less than	
0	CORRESPOND TO STATES WITH A UN ASSESSMENT PERCENTAGE OF:				0.01%
1		From	0.01%	up to & including	0.05%
2		More than	0.05%	up to & including	0.07%
3		More than	0.07%	up to & including	0.11%
4		More than	0.11%	up to & including	0.19%
5		More than	0.19%	up to & including	0.35%
6		More than	0.35%	up to & including	0.67%
7		More than	0.67%	up to & including	1.31%
8		More than	1.31%	up to & including	2.59%
9		More than	2.59%	up to & including	5.15%
10		More than	5.15%		

The membership dues scales for States (Table 2), Government agencies (Tables 3 & 4) and Subnational governments (Table 3), comprise 11 groups. For the composition of the 11 dues groups, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

## Category A: States

**Table 2: States**

Group	0	1	2	3	4	5	6	7	8	9	10
	7,790	15,570	31,150	51,520	78,980	118,400	181,280	247,670	295,290	396,260	495,330

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>5</sup>.

## Category A: Government agencies and subnational governments

For a government agency and a subnational government, the dues group is the same as that of its State.

Government agencies are divided into two groups, A and B:

Group A: government agencies of a State where the State IS a Member of IUCN

Group B: government agencies of a State where the State IS NOT a Member of IUCN.

Dues for government agencies in Groups A and B are shown in Tables 3 and/or 4 respectively. Subnational governments dues are shown in Table 3.

### Government agencies and subnational governments – Group A:

**Table 3: Government agencies where the State is a Member of IUCN and subnational governments – Group A**

Group	0	1	2	3	4	5	6	7	8	9	10
	2,370	2,370	2,370	2,370	2,370	3,560	5,440	7,430	8,860	11,890	14,860

<sup>5</sup> Decision from the Members' Assembly in 2004 (refer to page 2 for more information)



Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>6</sup>.

Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups "0" to 3 who pay the rate based on Group 4<sup>7</sup>. For the appropriate dues group of your agency please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

The membership dues for subnational governments are governed by the scale for "Government agencies where the State is a Member of IUCN", irrespective of whether the State is a Member or not.

### Government agencies – Group B:

**Table 4: Government agencies where the State is not a Member of IUCN – Group B**

Group	0	1	2	3	4	5	6	7	8	9	10
	3,890	3,890	7,790	12,880	19,750	29,620	45,320	61,920	73,820	99,070	123,830

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>5</sup>.

In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group "0" for which the rate of dues is the same as in Group 1<sup>6</sup>. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

### Category A: Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

### Category B: National and international non-governmental organisations, and Category C: Indigenous peoples' organisations

Dues for national and international non-governmental organisations and indigenous peoples' organisations, shown in Table 5, were established according to Regulation 23<sup>8</sup>.

The dues scale for national and international non-governmental organisations and indigenous peoples' organisations comprise ten different dues groups.

- A lower group was set for lower indigenous peoples' organisations and smaller civil societies.
- Membership dues for national and international non-governmental organisations and indigenous peoples' organisations are calculated on the basis of the organisation's total expenditure (in US Dollars). **This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation's audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation's board or trustees<sup>9</sup>.**

<sup>6</sup> Decision from the Members' Assembly in 2004 (refer to page 2 for more information)

<sup>7</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica

<sup>8</sup> Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council"

<sup>9</sup> This sentence was amended in October 2022 to clarify the definition of "total expenditure" for Members and applicants

- Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>10</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:
- a. what the Member reports as conservation expenditure in their audited accounts, or
  - b. in the case of universities, the total expenditure of the faculty that carries out conservation-related research, or
  - c. if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:
    - i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);
    - ii. Conservation research both inside and outside the institution;
    - iii. Field conservation education (awareness-building, education, training, capacity building);
    - iv. Conservation advocacy; and
    - v. Conservation fundraising and direct grants.
    - vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is "the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature," the minimum for self-reported conservation expenditure is 25% of total expenditure.

Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.

#### **Re-assessment of membership dues**

Every four years, after the IUCN World Conservation Congress, the Secretariat undertakes a re-assessment of the dues groups for Members in Category B and C. In 2021, after the approval of the Dues Guide at the Congress, each Member will be required to submit to the Secretariat, a declaration of total expenditure for the last three years, together with their annual audited financial statements for those three years. This information will be used by the Secretariat to calculate the average total expenditure for that period and to determine their dues group for the next quadrennial or until a new Dues Guide is approved by Members. This exercise will be completed on time for the 2022 invoicing in November 2021.

If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

**Table 5: National and international non-governmental organisations and Indigenous peoples' organisations**

Group	Total Expenditure bands (USD) or total conservation expenditure for venue-based organisations (USD)		Membership dues scale (CHF)
	FROM (≥)	TO (<)	
1	-	100,000	300

<sup>10</sup> Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:

- A university,
- An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes),
- A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education),
- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization.

<b>2</b>	<b>100,000</b>	<b>500,000</b>	<b>480</b>
<b>3</b>	<b>500,000</b>	<b>900,000</b>	<b>770</b>
<b>4</b>	<b>900,000</b>	<b>1,620,000</b>	<b>1,230</b>
<b>5</b>	<b>1,620,000</b>	<b>2,916,000</b>	<b>1,970</b>
<b>6</b>	<b>2,916,000</b>	<b>5,248,800</b>	<b>3,150</b>
<b>7</b>	<b>5,248,800</b>	<b>9,447,840</b>	<b>5,030</b>
<b>8</b>	<b>9,447,840</b>	<b>17,006,112</b>	<b>8,050</b>
<b>9</b>	<b>17,006,112</b>	<b>30,611,002</b>	<b>12,885</b>
<b>10</b>	<b>30,611,002</b>		<b>20,620</b>

*Membership dues are expressed in Swiss Francs (CHF)*

*FROM: equal to or above the amount indicated; TO: below the amount indicated*

## Category D: Affiliates<sup>11</sup>

Dues for Affiliate Members, shown in Table 6, were established according to Regulation 23<sup>12-13</sup>.

All Affiliate Members pay the same rate as indicated below. Affiliate Members do not have the right to vote, nominate candidates or submit Motions to the World Conservation Congress (Article 12 (b) of the IUCN Statutes).

**Table 6: Affiliates**

Affiliates
3,150

*Membership dues are expressed in Swiss Francs (CHF)*

## Payment of dues

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### When do dues become payable?

**Membership dues are payable in advance and payment shall be received by the 1st of January.** Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year, i.e. dues for 2022 should be received no later than 1 January 2022; dues for 2023 should be received no later than 1 January 2023, etc.

IUCN membership does not expire unless the IUCN Member is withdrawn or expelled from IUCN as detailed in Article 13 of the [IUCN Statutes](#), or unless the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership. Members withdrawing from the Union must ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

With regards to withdrawal from the Union in relation to non-payment of membership dues, according to Article 13 (a) of the IUCN Statutes, *“The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears.*

*If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress<sup>14</sup> which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine”;*

and 13 (b) *“If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN”.*

### How can dues be paid?

#### Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes<sup>15</sup>.

<sup>11</sup> Government agencies, subnational governments, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.

<sup>12</sup> Regulation 23: *“Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”.*

<sup>13</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica.

<sup>14</sup> Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.

<sup>15</sup> Regulation 25 of IUCN Statutes: *“Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question”.*

For payments which are not made in CHF, Members are requested to use the same daily exchange rates as IUCN: <http://www.oanda.com/currency/live-exchange-rates/>, which will help to avoid major exchange rate differences when the payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in the Member's next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset arrears before being allocated to the current year's dues. If amounts paid are higher than what is due, the extra amount will be credited to the next year's dues.

For payments by bank transfer, Members will bear all bank charges. Invoice number, Member ID and relevant contact details must be quoted when making payments. Secretariat/Membership Focal Points should be informed if the payment is made to the Regional Office directly or through a third party to help with the follow-up of payments.

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card\* via the Member profile page on the [Union Portal](#)<sup>16</sup>. Only Visa and MasterCard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts can be downloaded from the individual Member organisational pages on the [Union Portal](#) (within a few weeks of receipt of funds by IUCN Headquarters).

### **Applicant Member organisations**

A deposit equivalent to the entire current year of membership is payable at the time of submitting a membership application. However, once the new Member has been admitted, the membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following admission. If the balance is then positive, it will be credited to the following year. If an application for IUCN membership is rejected, the deposit will be reimbursed less any administrative costs that may apply.

### **Adhesion of States**

In accordance to Article 6 of the IUCN Statutes "*States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues.*", the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion and payment of dues.

### **Payments details**

Membership dues or deposit payments may be made to the following bank account:

Account name: **IUCN, International Union for Conservation of Nature and Natural Resources**

Bank Address: UBS Switzerland AG  
Place St. François 16  
CH-1002 Lausanne  
Switzerland

IBAN/Bank account IBAN CH23 0024 3243 3350 3501 W  
Swift Code: UBSWCHZH80A  
Currency: Swiss Francs

**For any information regarding your payment, please contact your [Membership Focal Point](#).**

May we kindly remind you to inform us of any important changes in your organisation that may affect your organisation's membership of IUCN, such as the category of membership or the dues group.

If your Statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your [Membership Focal Point](#) with your organisation's most recent Statutes and/or financial report, including the details of your organisation's total expenditure.

<sup>16</sup> please refer to section 4.15 of the [Union Portal Guide](#)

# IUCN dues groups for IUCN Members in Category A

(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2019–2021)

<b>GROUP "0"</b>	North Macedonia	Libya	Romania
Afghanistan	Palau	Malta	South Africa
Albania	*Palestine	Mauritius	Thailand
Andorra	Republic of Moldova	Monaco	<b>GROUP 6</b>
Antigua and Barbuda	Rwanda	Myanmar	Chile
Armenia	Saint Kitts and Nevis	Panama	Denmark
Barbados	Saint Lucia	Papua New Guinea	Finland
Belize	Saint Vincent and the Grenadines	Paraguay	Greece
Benin	Samoa	Serbia	Indonesia
Bhutan	San Marino	Sri Lanka	Iran (Islamic Republic of)
Burkina Faso	Sao Tome and Principe	Sudan	Ireland
Burundi	Senegal	Syrian Arab Republic	Israel
Cambodia	Seychelles	Trinidad and Tobago	Singapore
Cape Verde	Sierra Leone	Tunisia	United Arab Emirates
Central African Republic	Solomon Islands	Turkmenistan	
Chad	Somalia	United Republic of Tanzania	<b>GROUP 7</b>
Comoros	South Sudan	Uzbekistan	Austria
Congo	Suriname	Yemen	Argentina
*Cook Islands	Tajikistan	<b>GROUP 2</b>	Belgium
Democratic People's Republic of Korea	Timor-Leste	Costa Rica	India
Djibouti	Togo	Dominican Republic	Mexico
Dominica	Tonga	Luxembourg	Norway
Eritrea	Tuvalu	Morocco	Poland
Eswatini	Uganda	Ukraine	Saudi Arabia
Fiji	Vanuatu	<b>GROUP 3</b>	Sweden
Gambia	Zambia	Croatia	Venezuela (Bolivarian Republic of)
Georgia	Zimbabwe	Cuba	<b>GROUP 8</b>
Grenada	<b>GROUP 1</b>	Ecuador	Australia
Guinea	Angola	Lithuania	Netherlands
Guinea-Bissau	Azerbaijan	Slovenia	Republic of Korea
Guyana	Bahamas	Uruguay	Russian Federation
Haiti	Bahrain	Viet Nam	Spain
Honduras	Bangladesh	<b>GROUP 4</b>	Türkiye
Jamaica	Belarus	Algeria	<b>GROUP 9</b>
Kiribati	Bolivia (Plurinational State of)	Egypt	Brazil
*Kosovo	Bosnia and Herzegovina	Iraq	Canada
Kyrgyzstan	Botswana	Kazakhstan	France
Lao People's Democratic Republic	Brunei Darussalam	Oman	Italy
Lesotho	Bulgaria	Pakistan	United Kingdom of Great Britain and Northern Ireland
Liberia	Cameroon	Peru	<b>GROUP 10</b>
Madagascar	Côte d'Ivoire	Slovakia	China
Malawi	Cyprus	<b>GROUP 5</b>	Germany
Maldives	Democratic Republic of the Congo	Colombia	Japan
Mali	El Salvador	Czech Republic	Switzerland
Marshall Islands	Equatorial Guinea	Hungary	United States of America
Mauritania	Estonia	Kuwait	
Micronesia (Federated States of)	Ethiopia	Malaysia	
Mongolia	Gabon	New Zealand	
Montenegro	Ghana	Nigeria	
Mozambique	Guatemala	Philippines	
Namibia	Iceland	Portugal	
Nauru	Jordan	Qatar	
Nepal	Kenya		
Nicaragua	Latvia		
Niger	Lebanon		
*Niue	Liechtenstein		

\* is not or is not located in, a member of the United Nations. Refer to Regulation 22.



**INTERNATIONAL UNION  
FOR CONSERVATION OF NATURE**

WORLD HEADQUARTERS  
Membership and Commission Support Unit  
Rue Mauverney 28  
1196 Gland, Switzerland  
[membership@iucn.org](mailto:membership@iucn.org)  
Tel: +41 22 999 0000  
Fax: +41 22 999 0002

<https://www.iucn.org/our-union/members>





**Electronic vote by the IUCN Members  
on a revised version of the Membership Dues Guide.**

**Proposal for the revision of the Membership Dues Guide for venue-based organisations**

**Action Requested:**

IUCN Members are invited to CONSIDER and ADOPT the proposed amendments to the IUCN Membership Dues Guide submitted by the IUCN Council to an electronic ballot under Article 94 of IUCN Statutes and Regulation 94 pursuant to IUCN Members Decision WCC 2020 Dec 125. (Annex 1)

**DRAFT MOTION**

The IUCN Members,

*Voting by electronic means at the invitation of the IUCN Council pursuant to IUCN Members Decision WCC 2020 Dec 125, point 2 a),*

Adopt, with immediate effect, the amendments to the IUCN Membership Dues Guide attached hereafter as Annex 1, according to Article 20(f) of IUCN Statutes.

**EXPLANATORY MEMORANDUM**

**Members' mandate**

In 2022, IUCN introduced a new methodology for calculating the Membership dues of national and international non-governmental organisations (see current Membership Dues Guide). Their dues are now calculated on the basis of the organisation's total expenditure as approved by IUCN Members by electronic vote of Members on 10 February 2021( [WCC 2020 Dec 152](#)). The WCC decision also mandated the 2021-2025 Council to continue its work on dues for venue-based organisations and submit a proposal for IUCN Members to vote on before the 2025 Congress.

Please also note that the WCC decision also requested Council to work on and present for a vote before the Congress: "the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues." Council is working on this matter and in the meantime any Members facing financial difficulties is encouraged to contact their [Regional Member Focal Point or the Membership Unit at IUCN Headquarters](#) to explore payment plans and paying in instalments. Council also recognizes that Membership dues and the value of IUCN membership pose a broader set of issues affecting other IUCN Members beyond venue-based organisations. The



Governance and Constituency Committee of Council will continue its work to propose a holistic Membership strategy and a revised Membership Dues Guide for adoption at the next Congress in 2025 (see Council decision C109/14 from [the May 2023 Council meeting](#)).

### **What are venue-based organisations?**

Venue-based organisations<sup>1</sup> are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organisation must be one of the following:

- A university<sup>2</sup>,
- An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes),
- A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education),
- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization<sup>3</sup>.

### **Rationale for the proposed revisions**

Venue-based organisations with a major physical infrastructure have a high level of expenditure related to non-conservation activities and therefore their membership dues are disproportionately higher than those of Members whose expenditure predominantly relates to conservation activities.

Following concerns raised by some IUCN Members that the new dues methodology and dues reassessment had resulted in significant increases of dues for venue-based organisations, the IUCN Council established the Council Working Group on Membership dues (the “Working Group”) and tasked them with finding a solution for venue-based organisations.

Based on the work of the former and current Dues Task Forces, the Working Group proposed two options for consideration:

1. Dues based on expenditure on conservation activities only, or
2. A cap on dues.

The background paper discussed during the 9<sup>th</sup> Governance and Constituency Committee meeting, and the 109<sup>th</sup> Council meeting, providing considerations on the issue of the dues for venue-based organisations, is available [here](#).

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<sup>1</sup> Translation: French: les organisations qui entretiennent de grandes infrastructures; Spanish: organizaciones que mantienen gran infraestructura.

<sup>2</sup> IUCN Regulation 5b contains a detailed definition of universities as: Any duly accredited university, similar institution of higher learning, specialized centre or research institute, organized within a State, seeking admission to this Category shall: (i) be a notfor-profit entity which conforms with the law of the State where its seat is located; (ii) have been in existence for at least three years; (iii) be an academic or professional entity of high standing; and (iv) be autonomous in administration and governance.

<sup>3</sup> To qualify as a venue-based organisation, the Member must have both a major physical infrastructure and one of the primary purposes listed in the bullet points. For example, while the purpose of a ramblers’ association is the sport of hiking, if it does not have a major physical infrastructure it does not qualify as a venue-based organisation.

### **Council recommendation**

At its [109<sup>th</sup> meeting](#) in May 2023, following recommendation from its Governance and Constituency Committee, the IUCN Council approved the proposal for “Dues based on conservation activities only” for venue-based organizations as defined in Council Decision C109/14<sup>4</sup>.

The proposed membership dues are included and explained in the proposed amendments to the Membership Dues Guide attached herewith as [Annex 1](#).

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<sup>4</sup> The text of the Council decision at its 109<sup>th</sup> meeting in May 2023:

Decision C109/14  
The IUCN Council,

*On the recommendation* of the Governance and Constituency Committee (GCC) which had considered the proposal for membership dues of venue-based organisations presented by Council’s Working Group on Membership Dues (Dues WG),

*Taking into account* the mandate given to the 2021–2024 Council by IUCN Members in paragraph 2.a of the decision adopted by electronic vote in February 2021:

1. Recognizes that the proposal to modify the Membership dues for venue-based organisations by taking into account the venue-based organisation’s expenditure on conservation activities and not their total expenditure is the best option to pursue and that the question of the government agencies needs further work;
2. Requests the GCC in coordination with Finance and Audit Committee and the Secretariat, to prepare and submit to Council for approval by email correspondence, draft amendments of the Membership Dues Guide approved by IUCN Members in February 2021 related to venue-based organisations and the timeline for submission to the electronic ballot of IUCN Members in accordance with Regulation 94;
3. *recognizing* that Membership dues and the value of IUCN membership pose a broader set of issues affecting other IUCN Members beyond venue-based organisations, requests the GCC to continue its work and propose a holistic Membership strategy and a revised Membership Dues Guide for adoption at the next Congress.

Timeline for the electronic vote on the amendments to the 2022-24 Dues Guide

- Electronic discussion opens for Members to submit comments: 9 August 2023 and closes on 19 September 2023
- First formal notice of the electronic ballot issued: 27 September 2023
- Second formal notice of the electronic ballot issued: 18 October 2023
- Opening of Member e-vote: 22 November 2023
- Closing of Member vote: 6 December 2023
- Publication of vote results on Union Portal: 20 December 2023

<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>1</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil societies. Membership dues for</p>	<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>2</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil societies. Membership dues for</p>	<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>2</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil societies. Membership dues for</p>
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<p>national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation’s board or trustees<sup>2</sup>.</b></p>	<p>national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation’s board or trustees<sup>3</sup>.</b></p>	<p>national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation’s board or trustees<sup>3</sup>.</b></p>
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<sup>1</sup> Regulation 23: “Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”

<sup>2</sup> This sentence was amended in October 2022 to clarify the definition of “total expenditure” for Members and applicants

<p><u>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>3</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</u></p> <p><u>a. what the Member reports as conservation expenditure in their audited accounts, or</u></p>	<p><u>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>4</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</u></p> <p><u>a. what the Member reports as conservation expenditure in their audited accounts, or</u></p>	<p>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>4</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</p> <p>a. what the Member reports as conservation expenditure in their audited accounts, or</p>
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<sup>3</sup> Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:

- : A university.
- : An aquarium or zoo (for the purpose of keeping land or sea animals within enclosures for public viewing and conservation purposes).
- : A botanical garden (for the purpose of having a documented collection of living plants for research, conservation, display and/or education).
- : A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- : A sport organization.

b. in the case of universities, the total expenditure of the faculty that carries out conservation related research, or  
c. if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:

i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);  
ii. Conservation research both inside and outside the institution;  
iii. Field conservation education (awareness-building, education, training, capacity building);

b. if the Member’s conservation expenditure is not included in, or reflect their audited accounts, the Member must self-report its expenditure, such as on the following activities: in the case of universities, the total expenditure of the faculty that carries out conservation related research, or  
c. if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:

i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);

b. if the Member’s conservation expenditure is not included in, or reflect their audited accounts, the Member must self-report its expenditure, such as on the following activities:

i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);  
ii. Conservation research both inside and outside the institution;  
iii. Field conservation education (awareness-building, education, training, capacity building);  
iv. Conservation advocacy; and  
v. Conservation fundraising and direct grants.

<p><u>iv. Conservation advocacy; and</u></p> <p><u>v. Conservation fundraising and direct grants.</u></p> <p><u>vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is “the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature,” the minimum for selfreported conservation expenditure is 25% of total expenditure.</u></p> <p>Applicant and Member organisations are requested to provide appropriate financial information including <u>their latest annual audited financial statements together with a</u></p>	<p><u>ii. Conservation research both inside and outside the institution;</u></p> <p><u>iii. Field conservation education (awareness-building, education, training, capacity building);</u></p> <p><u>iv. Conservation advocacy; and</u></p> <p><u>v. Conservation fundraising and direct grants.</u></p> <p><u>vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is “the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature,” the minimum for selfreported conservation expenditure is 25% of total expenditure.</u></p>	<p><u>vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is “the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature,” the minimum for self-reported conservation expenditure is 25% of total expenditure.</u></p> <p>Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations. This will enable the IUCN Secretariat to determine the dues group an</p>
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<p><u>declaration of total expenditure or conservation expenditure for venue-based organisations</u>. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>	<p>Applicant and Member organisations are requested to provide appropriate financial information including <u>their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations</u>. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>	<p>organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>
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<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>1</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil</p>	<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>1</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil</p>	<p><b>Category B: National and international non-governmental organisations, and Category C: Indigenous peoples’ organisations</b></p> <p>Dues for national and international non-governmental organisations and indigenous peoples’ organisations, shown in Table 5, were established according to Regulation 23<sup>1</sup>.</p> <p>The dues scale for national and international non-governmental organisations and indigenous peoples’ organisations comprise ten different dues groups.</p> <p>A lower group was set for lower indigenous peoples’ organisations and smaller civil</p>
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<p>societies. Membership dues for national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements</b></p>	<p>societies. Membership dues for national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation’s board or trustees<sup>2</sup>.</b></p>	<p>societies. Membership dues for national and international non-governmental organisations and indigenous peoples’ organisations are calculated on the basis of the organisation’s total expenditure (in US Dollars). <b>This is defined as all expenditure of the organisation during the year. Total expenditure includes expenditure funded by project restricted income and any other funding source. It also includes grants to third parties, interests and taxes. Total expenditure should agree with the organisation’s audited financial statements, or, in the absence of a formal audit, the financial statements approved by the organisation’s board or trustees<sup>2</sup>.</b></p>
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<sup>1</sup> Regulation 23: “Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”

<p><b>approved by the organisation’s board or trustees<sup>2</sup>.</b></p> <p><u>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>3</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</u></p>	<p><u>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>4</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</u></p>	<p>Membership dues for national and international non-governmental organisations which can be considered as venue-based organisations<sup>4</sup> are calculated on the basis of the organization's conservation activities expenditure (instead of the total expenditure of the organisation). Specifically, expenditure on conservation activities is defined as:</p>
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<sup>2</sup> This sentence was amended in October 2022 to clarify the definition of “total expenditure” for Members and applicants

<sup>3</sup> Venue-based organizations are defined as those organisations which are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors. The venue-based organization must be one of the following:

- A university.
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- A museum (for the purpose of displaying a collection of artifacts of artistic, cultural, historical, or scientific importance), or
- A sport organization.

<p>a. <u>what the Member reports as conservation expenditure in their audited accounts, or</u></p> <p>b. <u>in the case of universities, the total expenditure of the faculty that carries out conservation related research, or</u></p> <p>c. <u>if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:</u></p> <p>i. <u>Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);</u></p> <p>ii. <u>Conservation research both inside and outside the institution;</u></p>	<p>a. <u>what the Member reports as conservation expenditure in their audited accounts, or</u></p> <p>b. <u>in the case of universities, the total expenditure of the faculty that carries out conservation related research, or</u></p> <p>c. <u>if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:</u></p> <p>i. <u>Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);</u></p> <p>ii. <u>Conservation research both inside and outside the institution;</u></p>	<p>a. what the Member reports as conservation expenditure in their audited accounts, or</p> <p>b. in the case of universities, the total expenditure of the faculty that carries out conservation related research, or</p> <p>c. if the Member is neither a university or its conservation expenditure is not included in their audited accounts, the Member must self-report its expenditure, which IUCN reserves the right to verify, on the following activities:</p> <p>i. Direct Conservation Action (field work, species recovery, veterinary care, conservation assurance populations);</p>
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<p><u>iii. Field conservation education (awareness-building, education, training, capacity building);</u></p> <p><u>iv. Conservation advocacy; and</u></p> <p><u>v. Conservation fundraising and direct grants.</u></p> <p><u>vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is “the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature,” the minimum for self-reported conservation expenditure is 25% of total expenditure.</u></p>	<p><u>iii. Field conservation education (awareness-building, education, training, capacity building);</u></p> <p><u>iv. Conservation advocacy; and</u></p> <p><u>v. Conservation fundraising and direct grants.</u></p> <p><del>vi. In addition, and recognizing that a fundamental IUCN Admission criteria for new Members is “the objectives and track record of the applicant embody to a substantial extent the conservation of the integrity and diversity of nature,” the minimum for self-reported conservation expenditure is 25% of total expenditure.</del></p>	<p><u>ii. Conservation research both inside and outside the institution;</u></p> <p><u>iii. Field conservation education (awareness-building, education, training, capacity building);</u></p> <p><u>iv. Conservation advocacy; and</u></p> <p><u>v. Conservation fundraising and direct grants.</u></p> <p>Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations. This will enable the IUCN Secretariat to determine the dues group an</p>
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<p>Applicant and Member organisations are requested to provide appropriate financial information including <u>their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations</u>. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>	<p>Applicant and Member organisations are requested to provide appropriate financial information including <u>their latest annual audited financial statements together with a declaration of total expenditure or conservation expenditure for venue-based organisations</u>. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>	<p>organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.</p>
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## IUCN 110th Meeting of the IUCN Council Part I, online, 17/18 October 2023

### Agenda item 3

10<sup>th</sup> Meeting of the Governance and Constituency Committee, 22 September 2023

#### Agenda Item GCC10/3

### **Consideration of 15 membership applications**

Origin: Director General

#### REQUIRED ACTION:

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to the IUCN Council on the 15 following membership applications:

Eleven (11) new membership applications, which have been filed by 30 June 2023, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations.

Four (4) new membership applications, which have been filed by 31 March 2023, 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 15 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. Fifteen (15) 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 15 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.*

- 11 applications were submitted by the deadline of 30 June 2023 and circulated to IUCN Members on 14 August 2023. Members had until 11 September 2023 to submit an objection (Regulation 15). No objections were received.



- 4 applications were submitted by the deadline of 31 March 2023 and circulated to IUCN Members on 15 May 2023. Members had until 12 June 2023 to submit an objection (Regulation 15). No objections were received.

*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**.*

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	DDP - Councillors (Due Diligence Process)	DDP - Committees (NRICs) (Due Diligence Process)	Additional documents	Detailed application	Comments from Secretariat
Africa	1	Edama for Nature Conservation	ENC	State of Libya	<a href="#">Edama for nature conservation / إدارة لصون الطبيعة   Facebook</a>	National NGO	1) NG/25736 Association Tunisienne de Taxonomie (Tunisian Taxonomy Association), Tunisia 2) NG/26054 Libyan Wildlife Trust, State of Libya		Brahim Haddane, Chair Morocco NC		<a href="#">ENC</a>	
Meso and South America	2	Asociación Coordinadora Indígena y Campesina de Agroforestería Comunitaria de Centroamérica/ (Indigenous and Rural Coordinating Association for Community Agroforestry of Central America)	ACICAFOC	Costa Rica	<a href="http://www.acicafo.org">http://www.acicafo.org</a>	National NGO	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica 2) IP/25836 Asociación de Desarrollo Productivo y de Servicios Tikonel (Tikonel Association for Productive Development and Services), Guatemala		Luis Diego Marin Schumacher, Chair Costa Rica NC		<a href="#">ACICAFOC</a>	
North America and the Caribbean	3	Ducks Unlimited Canada	DUC	Canada	<a href="https://www.ducks.ca/">https://www.ducks.ca/</a>	National NGO	1) ST/311 Parks Canada Agency-Agence Parcs Canada, Canada 2) NG/595 Canadian Wildlife Federation, CWF, Canada	Rick Bates	Robin Lawson, Vice-Chair Canada NC		<a href="#">DUC</a>	
South and East Asia	4	North-East Affected Area Development Society	NEADS	India	<a href="http://neadsassam.org/">http://neadsassam.org/</a>	Indigenous peoples organisations	1) NG/25156 All India Disaster Mitigation Institute, India 2) NG/25584 Thai Society for the Prevention of Cruelty to Animals, Thailand	Hasna Moudud			<a href="#">NEADS</a>	
	5	National Institute of Ecology	NIE	Republic of Korea	<a href="https://www.nie.re.kr/nieEng/main/main.do?section=1&amp;inSection=0">https://www.nie.re.kr/nieEng/main/main.do?section=1&amp;inSection=0</a>	Government Agency	n/a				<a href="#">NIE</a>	
	6	Mandai Nature Fund Ltd	Mandai Nature	Singapore	<a href="https://www.mandainature.org/en/home.html">https://www.mandainature.org/en/home.html</a>	National NGO	1) ING/216 World Association of Zoos and Aquariums 2) NG/25746 Synchronicity Earth	Hasna Moudud; Kazuaki Hoshino		OLA statement confirming board independence	<a href="#">Mandai Nature</a>	
Oceania	7	Blue Cradle Foundation	BC	New Zealand	<a href="https://bluecradle.org/">https://bluecradle.org/</a>	National NGO	1) NG/25638 Sylvia Earle Alliance (dba Mission Blue), USA 2) NG/656 Environment and Conservation Organisations of New Zealand, New Zealand 3) Catherine Iorns, IUCN Councillor for Oceania		Support letters from IUCN Ocean staff: L. Sorrentino; J. Oliver	<a href="#">BC</a>		
West Europe	8	Regions4 Sustainable Development	Regions4	Belgium	<a href="https://www.regions4.org">https://www.regions4.org</a>	National NGO	1) SN/614 Gouvernement du Québec (Government of Québec), Canada 2) SN/975 Departament d'Acció Climàtica, Alimentació i Agenda Rural, Generalitat de Catalunya (Department of Climate Action, Food and Rural Agenda, Government of Catalonia), Spain				<a href="#">Regions4</a>	
	9	Département des Bouches-du-Rhône (Department of Bouches-du-Rhône)	Department13.fr	France	<a href="https://www.departement13.fr/">https://www.departement13.fr/</a>	Subnational Government	n/a				<a href="#">Department13.fr</a>	
	10	Planete Urgence (Planete Urgence)	PU	France	<a href="https://planete-urgence.org/">https://planete-urgence.org/</a>	Internationale NGO	1) NG/25867 Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests), France 2) NG/24938 Noé, France				<a href="#">PU</a>	
	11	Red Cambera	ARC	Spain	<a href="https://www.redcambera.org">https://www.redcambera.org</a>	National NGO	1) NG/1455, Fundación Naturaleza y Hombre (Foundation for Man and Nature), Spain 2) NG/24932, SEO/BirdLife Sociedad Española de Ornitología (Spanish Ornithological Society /Birdlife), Spain	Hilde Eggermont	Jesús Bellido, Coordinator Spain NC		<a href="#">ARC</a>	

4 APPLICATIONS SUBMITTED BY 30/03/2023 AND DEFERRED FROM GCC REVIEW IN JULY

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	DDP - Councillors (Due Diligence Process)	DDP - Committees (NRICs) (Due Diligence Process)	Additional documents	Detailed application	Comments from Secretariat
Africa	3	Mount Kenya Wildlife Conservancy	MKWC	Kenya	<a href="https://mountkenyawildlifeconservancy.org/">https://mountkenyawildlifeconservancy.org/</a>	National NGO	1) NG/26045 Conservation Alliance of Kenya 2) Ali A. KAKA, IUCN Councillor for Africa			Note from Office of the Legal Adviser (OLA)  <a href="#">New documents since July review:</a> 1/ Support letter from A. Aine Omucinguzi, Chair IUCN Eastern and Southern Africa Committee 2/ Clarification letter from Applicant	<a href="#">MKWC</a>	<b>Note from the Office of the Legal Adviser (OLA)</b>  Based on OLA's review of the articles of the Trust Deed and analysis of other documents in connection with the applicant, it appears that the corporation Mount Kenya Game Ranch Limited (the Sponsor) has a substantial influence over the Trust, e.g. through the appointment of the majority of the Trustees (pursuant to article 5.4 of the Trust Deed). Thus, the Mount Kenya Wildlife Conservancy Trust does not seem to meet the requirements on the autonomy of the board set forth in IUCN's Regulation 5. a) iii), even though Trustees, once appointed, are generally required to act exclusively for the benefit of the beneficiary/ies of the Trust.  In addition, operations of the Trust are substantially dependant on the Sponsor, particularly through the concession of estate to the Trust's activities and also some trademarks. This implies a substantial level of accountability from the Trust and Trustees towards the Sponsor and the Sponsor's interests.  In OLA's appreciation, this applicant does not completely meet the eligibility criteria set forth in Regulation 5 a).
	4	Nouvelle Elite (New Elite)	NE	Togo	<a href="https://hi-in.facebook.com/104842031545448/posts/161023052594012/">https://hi-in.facebook.com/104842031545448/posts/161023052594012/</a>	National NGO	1) NG/24743 Nature Tropicale (Tropical Nature), Benin 2) NG/24856 Cameroon Environmental Watch, Cameroon	Gloria Ujor		Activity report  <a href="#">New documents since July review:</a> 1/ Activity report 2022	<a href="#">NE</a>	
	6	Union des ONG du Togo (Union of NGOs of Togo)	UONGTO	Togo	<a href="https://uoneto.com/public/">https://uoneto.com/public/</a>	National NGO	NG/25207 Association Naforé pour la Protection de l'Environnement (Association Nafore for Environment), Mauritania NG/25951 Organisation pour la Nature, l'Environnement et le Développement du Cameroun (Organization for the Nature, Environment and Development of Cameroon), Cameroon	Gloria Ujor		Activity report  <a href="#">New documents since July review:</a> N/A	<a href="#">UONGTO</a>	
West Asia	10	National Alliance Against Hunger and Malnutrition	NAJMAH	Jordan	<a href="https://www.najmah.org.jo/">https://www.najmah.org.jo/</a>	National NGO	1) NG/25604 Future Pioneers for Empowering Communities' Members in the Environmental and Educational Fields, Jordan 2) NG/25474 Hashemite Fund for Development of Jordan Badia, Jordan		Shaika Al Dhaheri, Chair United Arab Emirates NC	<a href="#">New documents since July review:</a> 1/ Description of activities 2 /DDP from S. Damhoureyeh, Councillor 3/ Clarification email from applicant	<a href="#">NAJMAH</a>	Considered as not relevant to IUCN Art 7. by Councillor



## 110th Meeting of the IUCN Council Part I, online, 17/18 October 2023

### Agenda item 3

10<sup>th</sup> Meeting of the Governance and Constituency Committee, 22 September 2023

#### Agenda Item GCC10/3

### **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.
2. Take note of the change of name of one current Member organisation and inform the IUCN Council of this name change.

#### 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).
2. TAKES NOTE of the name changes of one current IUCN Member (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 needs to be considered:

Member ID	Name	Country	Current category	Requested new category
a. NG/23882	Both Ends - Environment and Development Service for NGOs	Netherlands	National NGO	Affiliate

The **Both Ends - Environment and Development Service for NGOs, Netherlands**, admitted in 2001, 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.

**2. Change of name of one current IUCN Member organisation**

<b>Member ID</b>	<b>Previous name</b>	<b>New name</b>	<b>Country</b>
NG/25668	Association of Nature Conservation Organizations of Tajikistan (ANCOT)	Tajikistan Nature Foundation (TNF)	Tajikistan



IUCN Council 2021-25

**Governance and Constituency Committee (GCC)**

(11<sup>th</sup> Meeting)

Virtual meeting, Tuesday 31 October 2023 from 14:30 to 16:00 CET

**GCC OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	Approval of the Agenda	The Committee <b>approved</b> the agenda without modification or addition.
2	Membership Value Proposition	In preparation for the strategic discussions on this Council priority and objective (scheduled for 30 minutes during the 110 <sup>th</sup> Council meeting part II), GCC <u>decided</u> to: <ol style="list-style-type: none"> <li>Organise the Council discussions with the objective to provide input into the holistic analysis of potential IUCN Membership models, which the Secretariat is preparing. The ToR's for this mandate will be ready for the GCC12 meeting and subsequently the 110<sup>th</sup> Council meeting. The report is due at the 111<sup>th</sup> Council meeting;</li> <li>Gloria Ujor, member of the TF on Membership Value Proposition (Commissions, one programme approach) was appointed as focal point to prepare the strategic discussion in collaboration with Secretariat.</li> </ol>
3	Governance Reforms	In preparation for the strategic discussions on this Council priority and objective (scheduled for 30 minutes during the 110 <sup>th</sup> Council meeting part II), GCC <u>decided</u> to: <ol style="list-style-type: none"> <li>Build on the TF on the External Governance review's work;</li> <li>Work with the Secretariat focal point to ensure alignment with the 20-years strategy session taking place during the Council meeting (Secretariat to indicate the focal point).</li> <li>Coordinate with other Standing Committees that are dealing with governance reforms to contribute to the session;</li> <li>Ramon, chair of TF on the External Governance review was appointed as focal point to prepare the strategic discussion in collaboration with Secretariat.</li> </ol>
4	ToRs of bodies required for the 2025 Congress	Secretariat shared a note to explain the context ( <a href="#">link</a> ), ToRs in Annex 1-3)  GCC: <ol style="list-style-type: none"> <li><u>Asked</u> Secretariat to consistently add in the ToR that at every last meeting of all the bodies required for the 2025 Congress an agenda item on evaluation and recommendation will be added with the aim that the minutes of the meeting provide the recommendation for the next Congress;</li> <li><u>Noted</u> the potential impact of the current e-vote of IUCN Members on hybrid Congress (Res. 148) on the Election Officer's ToR and <u>requested</u> an amendment of the ToR to reflect that the Election Officer was in charge of monitoring the electronic voting system for e-votes on motions and elections prior and during the Congress. The Legal Adviser remains in charge of the monitoring of the electronic voting system for e-votes in between Congress (this modification will be reflected in the revision of Reg. 94 discussed in agenda item 7).</li> <li><u>Asked</u> Secretariat to add a clause on conflict of interest to the ToRs of the Nominations Committee.</li> <li><u>Decided</u> to review the draft ToR again at its 12<sup>th</sup> meeting on 13 November 2023 in view of making a recommendation to Council.</li> </ol>
5	Workplan	The DG explained that according to the Council Handbook, Annex 2, the annual workplan and budget were to be reviewed by PPC and FAC before being discussed in the Council meeting. During the 108 <sup>th</sup> Council meeting, the Chair of GCC asked if GCC could also be provided with an opportunity to provide comments to the Membership section in the workplan. Therefore, the DG reiterated the invitation to GCC members to provide comments in advance of the Council meeting.  GCC members commented about balancing investment between headquarters and regional. Secretariat informed that this topic was a focus in the next day's FAC meeting.  The Chair of GCC will compile any additional GCC comments and share them with Secretariat.
6	Membership application	The applicant Mount Kenya Wildlife Conservancy requested for more time to respond to the questions from GCC.

		GCC <u>agreed</u> to deal with this Membership application during the GCC meeting on 13 November.
7	<b>Amendments to Regulation 94</b>	<p>Secretariat prepared an explanatory note on this agenda item (<a href="#">link</a>). In response to a comment, the Secretariat explained that a new clause had been proposed for inclusion in Art. 94 of the Statutes and in Regulation 94 as part of the amendments that have been put to the Members' e-vote in pursuit of 2021 Congress decision 148. According to this new clause, it will be possible to shorten the deadlines even further in case of specific circumstances.</p> <p>GCC recommended to Council:</p> <p>The IUCN Council,  <i>On the recommendation</i> of its Governance and Constituency Committee (GCC),  <u>Approves</u> in first reading the proposed amendments to Regulation 94 to shorten the length of the process for electronic voting by IUCN Members between sessions of the Congress (Annex 4),  <u>Decides</u> to table the proposed amendments on the agenda of the next meeting of the IUCN Council (May 2024) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes.</p>
8	<b>Progress report of the Task Forces and Working Groups</b>	<p>a) <b>Task Force on the External Governance review</b> Update under agenda item 3</p> <p>b) <b>Task Force on the WCC Resolutions and Decisions implementation (Decision 145)</b> The TF have developed and recently tested a questionnaire to better understand the functioning and governance of the National and Regional Committees. Feedback from the trial will be used to enhance the questionnaire.</p> <p>c) <b>Task Force on Membership Value Proposition</b> Links to agenda item 2, update to be provided at GCC12</p> <p>d) <b>Task Force on the review of the Regulations concerning the appointment of the Legal Adviser</b> The TF plans a meeting with the Legal Advisor to get her input.</p> <p>e) <b>Task Force on the draft amendments to the Statutes, Regulations to improve the motions process</b> Update to be provided at GCC12</p> <p>f) <b>Advisory Group WCC-2020-Dec-148 (WCC Congress attendance)</b> Update provided at GCC10</p> <p>g) <b>Working Group on the membership dues</b> Update provided at GCC10</p> <p>GCC <u>decided</u> to establish a TF on required Statutory Reforms with the aim to compile all ongoing reforms. Vivek and Ramon are members of the TF.</p> <p>The Chair of GCC reminded that the Chair of the TFs can reach out to Secretariat for support, if needed.</p>
9	<b>Risk Appetite Statement</b>	<p>The Risk Appetite Statement was presented to Council by FAC. Council agreed to bring it to PPC and GCC for comments. The comments from GCC were to be presented to FAC ahead of C110 II. The GCC concerns were on the utility of a single standing high-level document and the classifications of the risks.</p> <p>Secretariat explained that the Risk Appetite Statement is operationalised via a more detailed risk register, based on which the risks are classified from high to low. This is duly and regularly consulted with FAC.</p>
9	<b>A.O.B.</b>	
<b>Council participants:</b> <ul style="list-style-type: none"> <li>- Vivek Menon, Chair</li> <li>- Maud Lelièvre, Vice-Chair</li> <li>- Ana Di Pangracio</li> <li>- Carl Amirgulashvili</li> <li>- Christina Voigt</li> <li>- Gloria Ujor</li> <li>- John Smaranda</li> <li>- Keping Ma</li> <li>- Ramiro Batzin Chojoj</li> <li>- Ramon PerezGil</li> </ul>		<b>Regrets &amp; Proxies</b> <ul style="list-style-type: none"> <li>- Imen Meliane – proxy Ramon PerezGil)</li> <li>- Sixto Incháusteguí</li> <li>- Shaikha Salem Al Dhaheer</li> </ul> <b>Secretariat:</b> <ul style="list-style-type: none"> <li>- SungAh Lee, Deputy Director General Corporate Services</li> <li>- Iain Stewart, Membership and Commission Support</li> <li>- Sandrine Friedli Cela, Legal Advisor</li> <li>- Sabrina Nick, Governance and Initiative Officer</li> <li>- Louise Imbsen, Governance Assistant</li> <li>- Grethel Aguilar, Director General (item 5)</li> <li>- Luc De Wever (item 4 and 7)</li> </ul>



## Nominations Committee of Council

### Terms of Reference

*Approved by Council decision C97/11, October 2019 [and proposed to Council with revisions by GCC11 meeting on 31 October 2023](#)*

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in [June/October 2020~~5~~](#). The duties of the Nominations Committee will be as follows:

- a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of [11 December 2019](#)~~[date]~~.
- b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.
- c) Collect biographical information and reference material on candidates.
- d)
  1. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:
    - i. a rating system using a criteria based on the profiles for elective positions;
    - ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
    - iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;
  2. Receive a report detailing which applications were rejected and the reasons why.
- e) Make short lists for each position.
- f) Formulate recommendations for submission to Council at its [98~~113~~](#)<sup>th</sup> meeting, [7-9](#) ~~in~~ [February](#)~~May~~ 2020~~5~~.
- g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.
- h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations. [Members of the committee shall declare to the committee any situation or relationship that can create an appearance of impropriety that may affect the confidence in the ability of the member to act with independence and objectivity or that may undermine the credibility of the nominations process.](#)
- i) [Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council for improving the committee's role and functioning.](#)



## Process for the appointment of the members of the Nominations Committee

*Extract from Council decision C97/11 (October 2019)*

[...]

2. Invites members of Council to come forward with expressions of interest to become a member of the Nominations Committee which need to reach the President by ~~29 October 2019~~[\[date\]](#),

3. Requests the Vice Presidents acting as Nominating Committee under Regulation 48 (c) to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee taking into account the expressions of interest received from Council members, gender and regional balance as well as a balance between first and second term Vice-Presidents/Council members,

[...]

### FOR INFORMATION

Council decision C98/6, February 2020

The IUCN Council,

*On the recommendation* of its Nominations Committee,

Recommends that, during the next inter-sessional period, Council gives consideration to:

1. Improve the Nominations Committee approval process by appointing members of the committee early enough so as to give sufficient time for them to carry out a proper exercise.
2. Improve the Terms of References for the Election Officer and the Nominations Committee by providing clear guidelines on how to deal with any complaints by candidates or Members regarding the Elections process.
3. Personal face-to-face interviews of Presidential Candidates, if more than one, should be made mandatory to substantiate the recommendations made by the Nominations Committee.
4. Rules of Procedure need to clearly state that a proposed individual becomes a candidate once nominated by Council and formal notice communicated. Until then, any campaign activities may lead to disqualification.
5. Amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions Ad Hoc committee's selection process.

# CONGRESS PREPARATORY COMMITTEE

## TERMS OF REFERENCE

*Approved by the Bureau (B/75/1), endorsed by the IUCN Council ([C/95/2](#) Annex 2) in October 2018*

The Congress Preparatory Committee is established by Council<sup>1</sup> to ensure the necessary preparations are made for the IUCN World Conservation Congress. The role of the Committee is to oversee the preparations for the Congress while the Director General is responsible for organizing the Congress. The Preparatory Committee will ensure consistency with and adherence to IUCN's Statutes, Regulations and the Rules of Procedure of the World Conservation Congress. And, as called for in the Rules of Procedure of the World Conservation Congress<sup>2</sup>, it will assume the role of the Steering Committee during the Congress.

In fulfilment of these responsibilities the Congress Preparatory Committee shall:

- Ensure that the Congress is well aligned with the mission and vision of IUCN and that the rights and interests of IUCN's Members and components are fully incorporated in the design, planning and execution of the Congress;
- Coordinate closely with the Motions Working Group and the Election Officer in order to ensure that motions and nomination / election processes, including the deadlines for submission of motions and nominations, are streamlined and recommend approval of such deadlines to Council;
- Monitor the Congress preparations by the Secretariat and the implementation of the Hosting Agreement by the host country based on status reports provided by the IUCN Secretariat and the Host Country at each CPC meeting ;
- Consider the draft agenda for the Congress and recommend its approval to Council;
- Oversee the process for identifying members for the different Congress Committees;
- Support the fundraising efforts by opening doors to potential donors and sponsors;
- Act as appeals body for motions referred to the electronic debate and vote to be held prior to Congress. When acting as appeals body, CPC's membership will be extended with individuals representing the interests of Members as provided in the Rules/[Regulations](#).<sup>3</sup>
- Keep Council informed, as the case may be with recommendations, on the fulfilment of its responsibilities.
- [Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council](#) for improving the committee's role and functioning.

### Regarding the membership of the [20205](#) Congress Preparatory Committee (CPC)

*Approved by Council decision C95/21 (October 2018)*

The IUCN Council,  
Decides that the membership of the CPC shall comprise:

- The Vice-Presidents
- The Treasurer
- Four other Council members<sup>4</sup>;

<sup>1</sup> Article 46 (q) of the Statutes

<sup>2</sup> Rules 15-18

<sup>3</sup> Rule 62<sup>quarto</sup>

<sup>4</sup> [This was changed to "six other Council members" by Council decision C/VI on 25 March 2019](#)

Notes that in accordance with past practice the Host Country will appoint a representative to the CPC;

Invites Council members to transmit expressions of interest to be part of the CPC to the Vice-Presidents by ~~10<sup>th</sup> October 2018~~[\[date\]](#);

Requests the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents.

### **Process for appointing additional individuals to the CPC acting as appeals body**

*Approved by the Bureau of the IUCN Council, [decision B/XIV](#) on 5 June 2019*

- a. The Bureau makes the appointment before ~~1 August 2019~~[\[date\]](#) taking into account the following criteria:
  - i. Good knowledge of IUCN and previous Congress(es);
  - ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government, I/NGO and IPO Members and/or Commissions;
  - iii. At least one State/Government Member and one I/NGO/IPO Member from different regions.
  - iv. No personal involvement in the motions process.
  - v. Overall gender balance in the CPC

The members of the CPC will be consulted before the Bureau takes a decision.

- b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before ~~15 May 2019~~[\[date\]](#), inviting nominations/expressions of interest by ~~30 June 2019~~[\[date\]](#) at the latest. The call will mention that, in order to take into account gender balance when making appointments, the IUCN Council is looking forward to receiving nominations of / expressions of interest from women in particular.

Meetings of the CPC acting as appeals body will be held remotely and might be convened at short notice.



# ELECTION OFFICER AND DEPUTY ELECTION OFFICER OF THE 2020<sup>5</sup> WORLD CONSERVATION CONGRESS

## TERMS OF REFERENCE

*Approved by the Bureau (B/75/1), endorsed by the IUCN Council (C/95/2) in October 2018 and revised by the Bureau (B90/2) in January 2021 (quoted hereafter)*

### Election Officer

1. The Election Officer is appointed by the IUCN Council to supervise the elections at the World Congress and the counting of the votes in accordance with Rule 74 of the Rules of Procedure of the World Conservation Congress.

### Terms of Reference of the Election Officer

2. The Terms of Reference of the Election Officer shall be as follows:

*In advance of the World Conservation Congress:*

- a) review the procedures for balloting and vote counting at the Members' Assembly and recommend improvements to the Secretariat on the basis of experience. If an electronic voting system is available for elections, adjust the procedures as required and verify the accuracy of the system prior to Members' Assembly;
- b) receive from the Secretariat, the completed dossiers for all election candidates, approve for publication in the Union Portal the nominations for election as Regional Councillors that meet the requirements established in the Statutes and the Regulations, transmit to Council's Nominations Committee the nominations for President, Treasurer and Commission Chair that meet the requirements, and adjudicate on any issues which may arise during the nomination process;
- c) advise Council in advance of the closing of the nominations period if the nominations received are unlikely to fill the positions available for any of the statutory regions, or to meet the criteria established by Council, and necessitate an extension of the deadline;
- d) following the closing date for nominations, prepare the Report of the Election Officer to the World Conservation Congress including the names of candidates for [Regional Councillors elected from the Regions](#) and their biographical information, listed in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate as per Regulation 40;

*At the Congress:*

- e) Explain the voting procedures during a plenary session, as required;
- f) Report to the Congress Steering Committee on all matters related to elections;
- g) Participate ex-officio in the meetings of the Credentials Committee;
- h) Supervise the handing out of ballot forms at the Members' Assembly based on the report of the Credentials Committee. If elections are held electronically, verify the accuracy of the election process taking into account the report of the Credentials Committee;
- i) Report immediately to the Congress Steering Committee any activities that he/she might detect regarding elections and voting that might be contradictory to the Statutes, Rules or Regulations;

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- j) Oversee the arrangements for presenting candidates to the Members' Assembly and meet with candidates ahead of the elections to explain the procedures;
- k) Coordinate and be accountable to the Members' Assembly for the counting of votes, and oversee a team of vote counters from the Secretariat (if voting is done electronically verify the accuracy of the electronic system), and ensure that election results are not known in advance by anyone other than him/herself;
- l) Announce the election results and prepare the report of the Election Officer;
- m) Responsible for supervising the electronic voting system used for voting on motions prior to Congress, which includes verifying the accuracy of the electronic voting system, if the same electronic system is used as for the Congress.
- n) Responsible for supervising the electronic voting system used for voting on motions in the Members' Assembly which includes verifying the accuracy of the electronic voting system (Regulation 40bis) and that, in case of a secret ballot, the system can guarantee the anonymity of all votes (RoP 70);
- o) Transmit to the President before the close of the Congress her/his own evaluation taking into account Council's guidance for self-evaluation with any recommendations to the next Council for improving the role and functioning of the Election Officer/Deputy Election Officer. Make recommendations to the next Council for improving the role and functioning of the Election Officer based on her/his own evaluation taking into account Council's guidance for self-evaluation.

**Commented [FCS1]:** The parts in blue will no longer be relevant if the amendments to the statutes, rules and regulations re hybrid Congress are adopted by IUCN Members.

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**Commented [FCS2]:** This rule will no longer exist if the changes currently submitted to e-vote are approved by IUCN members.

We will also have a new rule 63 (still to be voted upon by IUCN Members) Voting on motions and elections shall be conducted with the use of an electronic voting system, the accuracy of which shall be monitored by the Election Officer.

**Deputy Election Officer**

- 3. The Deputy Election Officer is appointed by the IUCN Council to act in the place of the Election Officer whenever the latter is unable to act as Election Officer, in case of a conflict of interest, or if the Election Officer has the same nationality as any of the presidential candidates, and to provide support to the Election officer to ensure the integrity of the elections.
- 4. When acting in the place of the Election Officer, the Deputy Election Officer will have the same obligations and responsibilities of the Election Officer specified in the Terms of Reference of the Election Officer and will be accountable to the Congress or, prior to the session of the Congress, to the IUCN Council.
- 5. The Deputy Election Officer shall have full access to all information and documents pertaining to the election, be copied on all correspondence, and be invited to attend all meetings that the Election Officer is part of, so that such officer is able to start working immediately as Election Officer, in the event that the Election Officer is unable to act.

**Provisions applicable to the positions of both the Election Officer and Deputy Election Officer**

- 6. S/he should have a legal background, experience with governance, ability to maintain independence and, preferably, knowledge of International Organizations with a global membership, in particular their election and other relevant procedures.
- 7. S/he must not be a member of the Secretariat nor a candidate for election as per Regulation 28 (b). S/he must neither have any family ties nor working relationships with any of the nominated candidates and should disclose any potential conflict of interest in that regard once s/he has received the nominations. In the event that s/he has the same nationality as any of the presidential candidates, s/he shall recuse himself/herself from the presidential election process.

**Process for the appointment of the Election Officer and Deputy Election Officer**

- 8. The Steering Committee of the IUCN World Commission on Environmental Law (WCEL) will nominate to the Bureau of the IUCN Council four (4) candidates for the purpose of the Bureau nominating one of them to the IUCN Council as candidate Election Officer and another one as candidate Deputy Election Officer. Members of the IUCN Council may make suggestions of candidates for Election Officer and Deputy Election Officer to the Chair of WCEL in order to be taken into consideration by WCEL's steering committee. Members of WCEL's

steering committee who are close relatives of, or have any working relationships (employer/employee) or engage in any business transaction with any of the proposed candidates, shall recuse themselves from the steering committee's decision.

9. When appointing the Election Officer and the Deputy Election Officer, the IUCN Council shall seek to reflect gender, geographical and other diversity of IUCN. The incumbents shall have neither the same nationality nor that of any already known presidential candidate.

DECISION B90/2

The Bureau of the IUCN Council,

*Noting* that Prof. Denise Antolini, Election Officer, wrote to the IUCN President on 6 December 2020 to resign from her position as Election Officer,

Commends and thanks Prof. Antolini for the impeccable work and the accomplishments as the 2020 Congress Election Officer since her appointment by the IUCN Council in March 2019,

Recommends Council always to appoint a Deputy Election Officer ready to act in the place of the Election Officer whenever the latter is unable to act as Election Officer,

Amends the Terms of Reference (ToR) of the Election Officer (approved by the Bureau (B/75/1) and endorsed by the IUCN Council (C/95/2) in October 2018) by adding ToR of a Deputy Election Officer, as well as additional criteria and a process for the appointment for both positions, and recommends the Council to approve them, **(Annex 2)**

Invites the Steering Committee of the IUCN World Commission on Environmental Law (WCEL) to nominate four candidates to the Bureau within two weeks from the Council's approval of the ToR as amended, for the purpose of the Bureau selecting one candidate for each position and recommending them to Council for appointment.

Proposed amendments to Regulation 94 with the purpose of shortening the duration of the electronic ballot, as requested by Council decision C109/6, paragraph 3.a (May 2023)

[Wit revisions made following GCC, Secretariat draft 3124](#) October 2023

### **Part X - Electronic Ballot**

94. Where ~~an electronic mail~~ ballot is required under the Statutes<sup>1</sup>, an electronic ballot shall be carried out in accordance with the following procedure:
- a. The Director General shall transmit a first formal notice of the electronic ballot together with the proposal(s) on which to vote and the background documentation, to the Members of IUCN, inviting comments or amendments either by electronic communication or through an online discussion forum. The length of the online discussion shall not be less than four weeks.
  - b. The Council may decide to convene one or more meetings of a contact group, exclusively by electronic means and open to all IUCN Members, subject to the application of Article 13 (a) of the Statutes, with the purpose of producing a consensus text that can be put to the vote. These fully virtual contact groups should be held during the online discussion and the outcomes of such contact group meetings must be posted online, visible to all Members, before the end of the online discussion.
  - c. Following the close of the online discussion, the Council will:
    - i. submit each proposal, as amended during the online discussion or together with proposed amendments, as appropriate, to the electronic vote of the IUCN Members eligible to vote and, if appropriate, ask the Members if they want to refer the matter to the next session of the World Congress; or
    - ii. refer to the World Congress for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by electronic vote, with the exception of electronic votes that have been requested by IUCN Members pursuant to Article 94 of the Statutes.

**Commented [DWL1]:** This modification should only be made after approval by Members through the e-vote in December 2023 of the amendments to Statutes, Rules and Regulations pursuant to 2021 Congress decision 148.

<sup>1</sup> See Article 94 of the IUCN Statutes

Proposed amendments to Regulation 94 with the purpose of shortening the duration of the electronic ballot, as requested by Council decision C109/6, paragraph 3.a (May 2023)

[With revisions made following GCC, Secretariat draft 3124](#) October 2023

- d. A second formal notice of the electronic ballot, together with the proposal(s) as amended during the online discussion or together with the proposed amendments, as appropriate, ~~and together with the link to the electronic system to cast their vote,~~ shall be circulated by the Director General of IUCN via electronic communication to the Members of IUCN who are eligible to vote, two weeks in advance of the date/time of the opening of the electronic ballot. The notification shall [include the link to the electronic system to cast the vote and](#) specify the closing date/time of the electronic vote which will not be sooner than two weeks as of the date/time of the opening of the vote.
- e. The voting options shall be: 'yes', 'no', 'abstain', or where appropriate 'refer to the next session of the World Congress'. Any Member who is unable to log in and cast its vote may contact the Secretariat for assistance via electronic communication and the Secretariat will send via electronic communication to the Member a ballot form which the Member may use to cast its vote and must return via electronic communication prior to the date and time of the closing of the particular ballot.
- f. The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process, [except for the vote on motions prior to Congress pursuant to Rule 62quinto \(a\) which shall be monitored by the Election Officer when the electronic system used is the same as during the Congress.](#)
- g. Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.
- h. In accordance with Article 94 of the Statutes, if urgent circumstances so require, the Council may, by a two-thirds majority of votes cast, apply shorter deadlines than those established in the previous paragraphs.



Proposed amendments to Regulation 94 with the purpose of shortening the duration of the electronic ballot, as requested by Council decision C109/6, paragraph 3.a (May 2023)

[With revisions made following GCC, Secretariat draft 3124](#) October 2023

95. Where an electronic ballot is conducted by other components of IUCN, the same format as specified in Regulation 94 ~~ed~~ shall be used mutatis mutandis.



## IUCN Council 2021-25

### 12th Meeting of the Governance and Constituency Committee (GCC)

Fontainebleau, France, 13 November 2023 from 08:30 to 15:30 CEST

### Outcomes and Recommendations

1	Approval of the Agenda	
2	Comments from Members on the Council agenda	<p>Letter received from the US National Committee requesting that Council review the 2022 dues of the Smithsonian Institute and the Environmental Defense Fund and recognize them as Affiliates effective 2022.</p> <p><a href="#">Letter from IUCN USCN Executive Committee on Membership Dues</a></p> <p>Legal Adviser reminded GCC of the facts of the two cases, key dates and recommendations and decisions in GCC and Council about no retroactivity for changes of category and on the proposed amendments to the Membership Dues Guide for venue-based organisations.</p> <p>Furthermore, this issue was not raised by any Members during the online discussion on the proposed amendments to the Membership Dues Guide.</p> <p>GCC recommends to Council:</p> <ol style="list-style-type: none"><li>1. not to reopen the discussion on retroactivity; and</li><li>2. <u>requests</u> the Secretariat to formulate a letter of response from Council to explain their decision.</li></ol>
3	Membership application	<p>GCC discussed the application from Mount Kenya Wildlife Conservancy deferred from GCC 10 to allow further enquiry into the independence of the organisation's governing body (<a href="#">Response letter Mount Kenya Wildlife Conservancy</a>). They took into account the endorsement letter provided by the Councillor for the Region (<a href="#">Endorse e-mail Regional Councillor</a>).</p> <p>GCC <u>recommends</u> that the IUCN Council:</p> <ol style="list-style-type: none"><li>1. Approves the new membership application of Mount Kenya Wildlife Conservancy.</li></ol>
4	Applications for change of membership category of IUCN Members	<p>GCC discussed the <a href="#">request by IIED (UK)</a> to change categories to Affiliate.</p> <p>The GCC recommends the IUCN Council</p> <p><u>Approves</u> the request from one IUCN Member to change their membership category.</p>
5	TORs of bodies required for the 2025 Congress	<p>Following its request, during GCC 10, to Secretariat to make some edits to the draft TORs, GCC considered the updated draft TORs and requests the following to be included in the TORs of the Congress Preparatory Committee and the Nomination Committee:</p> <p>Following comments raised by Members on past overreaching of the Congress Steering Committee, the GCC requested the Legal Adviser to add two bullet points the CPC TORs regarding:</p> <ol style="list-style-type: none"><li>1. the responsibility to assess and advise on any potential conflict of interest that may impact the Committee's activities; and</li><li>2. The provision of a summary of the work undertaken by the Committee which should be posted transparently.</li></ol> <p>On this basis, GCC approved the TORs of the Congress Preparatory Committee and the Nominations Committee.</p> <p>The TORs of the Election/Deputy Election Officer will be considered once the electronic vote on changes to the Statutes regarding the hybrid Congress has concluded as the outcome may have an impact on the role of the Election Officer.</p> <p>GCC <u>recommends</u> the IUCN Council to</p> <ol style="list-style-type: none"><li>1. <u>Approve</u> the Terms of Reference of:<ol style="list-style-type: none"><li>a. The <a href="#">Congress Preparatory Committee</a>; and</li><li>b. <a href="#">Congress Nominations Committee</a>.</li></ol></li><li>2. <u>Request</u> the Secretariat to compile the timeline of the process of establishing the two committees.</li><li>3. <u>Defer</u> the approval of the Terms of Reference of the Election Officer /Deputy Election Officer of the 2025 Congress until after the close of the vote on proposed changes to the Statutes pursuant to WCC2020-Res148;</li><li>4. <u>Request the Governance and Constituency Committee</u>, at the appropriate time, to oversee the review and development, of the Terms of Reference of the following Council and Congress committees and officers, as these pertain to the overall governance of the Union. The Governance and Constituency Committee will recommend these Terms of Reference to the Council for approval:<ol style="list-style-type: none"><li>a. Congress Steering Committee</li><li>b. Congress Finance and Audit Committee</li><li>c. Congress Governance Committee</li><li>d. Congress Programme Committee</li><li>e. Congress Resolutions Committee</li><li>f. Congress Procedural Adviser</li><li>g. Congress Credentials Committee</li></ol></li></ol>
6	Membership Value Proposition	<p>Council C110 Part 1 requested the Secretariat to develop TORs on Membership Model Review and Analysis, and an estimated budget to carry out a holistic analysis of potential IUCN Membership models for IUCN.</p> <p>GCC discussed the proposal (<a href="#">Membership Model Review and Analysis</a>). Secretariat confirmed that the proposed costs are covered by the approved 2024 budget.</p> <p>GCC <u>recommends</u> the IUCN Council to:</p> <ol style="list-style-type: none"><li>1. <u>Approve</u> the Terms of Reference for the membership review and analysis; and</li><li>2. <u>Request</u> the Secretariat to implement the Terms of Reference on Membership Model Review and Analysis.</li></ol>

7	<b>Governance Reforms</b>	<p>The TF Chair presented the report (<a href="#">Governance Reforms</a>) on:</p> <ol style="list-style-type: none"> <li>where the Council stands currently on implementation of the last External Governance Review; and</li> <li>Such matters of governance reform not covered by the External Review but which are currently being implemented</li> </ol> <p>The GCC complemented the Secretariat on following up on most of the Review recommendations and making progress on most of these.</p> <p>The GCC also noted that several elements presented by the TF are currently being addressed by the Steering Committee for the 20-year Strategy. In light of this, there was discussion by GCC members about which remaining areas of governance reform the TF is supposed to focus on moving forward.</p> <p>In order to clarify what is required in terms of preparation for a strategic discussion, the Governance and Constituency Committee:</p> <p><u>Requests</u> guidance from the Council on areas or aspects on which GCC should focus, based on the broad status analysis done by the Task Force on the External Governance review.</p> <p>GCC Chair reminded that a Taks Force on required statutory reforms has been established in the GCC to ensure coordination between all three Committees. GCC <u>requests</u> both PPC and FAC to nominate one member to this TF by the end November and to update the TF on any emerging proposed changes.</p> <p>The Legal Advisor also reminded that any reforms that amend Statutes will have to be tabled in a timely fashion before Congress and that it would be useful to enable Members to get the opportunity to provide inputs on potential governance reforms as part of the RCF discussions in 2024, or if the text of the governance motion is ready by February/March 2025 to include the proposed governance motions as part of the online discussions on all motions for a first round of comments before they are tabled at Congress for further discussions.</p>
8	<b>Progress report of the Task Forces and Working Groups</b>	<p><b>Task Force on the External Governance review</b> See Agenda item 7.</p> <p><b>Task Force on the draft amendments to the Statutes, Regulations to improve the motions process.</b> TF Chair updated GCC on the TF's work completed to date. The MWG is still missing the minimum number of Councillors needed and once that is addressed, the TF will work with the MWG to finalise their work for the next GCC meeting ahead of the Council 111.</p> <p><b>Task Force on the WCC Resolutions and Decisions implementation (Decision 145)</b> . The TF presented its update. A Questionnaire was developed, and used as a pilot with 2 Member Committees. Based on the outcomes, it was revised updated and will be shared for feedback from the regions. Once the feedback has been collated, the final version of the questionnaire will be shared globally with all National, Regional and Interregional.</p> <p><b>Task Force on Membership Value Proposition (Commissions, one programme approach)</b> . Following a request by the current Chair of the Task Force, Sixto Inchaustegui to stop down due to health reasons, it was agreed that Gloria Ujor would take over as Chair with immediate effect. She confirmed that in addition to the work that will be ongoing in relation to item 6, the TF will continue to work closely with the TF on Membership Dues.</p> <p>Following a request by the Commission Chairs, the GCC also noted the issue of commissions being dissolved at the end of each quadrennial and losing all their membership, and members having difficulty in re-registering. The TF should discuss this and report back with suggested amendments, including proposed changes to the Statutes if appropriate.</p> <p><b>Task Force on the review of the Regulations concerning the appointment of the Legal Adviser</b> The TF has not had the opportunity to meet yet but proposed to work during this Council meeting.</p> <p><b>Advisory Group WCC-2020-Dec-148 (WCC Congress attendance)</b> The vote will open on 29 November and will close on 13 December. The GCC commended the Task Force and its Chair on the work undertaken and recommended that the Task Force be dissolved at this point.</p> <p><b>Working Group on the membership dues.</b> The vote on the Dues Guide will open on 29 November and will close on 13 December. The GCC recommended this WG to continue given that only one section of the membership dues issues has been addressed so far. The Committee encouraged the WG to propose changes that need to be taken to the next Congress for a more holistic solution and as advised by the Membership Value Proposition.</p>
9	<b>Aob</b>	<p><b>Renewal of mandate of Chair and Vice-Chair of the GCC and the Chairs of the GCC Task Forces.</b> GCC Chair raised the renewal of mandate at mid-term of all Chairs of GCC TF and working groups as well as his own and that of the Deputy Chair.</p> <p>GCC unanimously agreed and recommends to Council that;</p> <ul style="list-style-type: none"> <li>Vivek Menon continues as Chair of the GCC;</li> <li>Maud Lelièvre continues as deputy chair of GCC; and</li> <li>Current Task Force and Working Group Chairs also continue for the duration of this quadrennial, including Gloria Ujor as the new Chair of the Membership Value Proposition Task Force.</li> </ul> <p><b>Senior management / leadership team.</b> There was a brief discussion on who is "senior management" or "leadership team". GCC requested that be clearly defined and the respective persons/positions informed.</p>

<p><b>Council participants</b> Vivek Menon, Chair Maud Lelièvre, Vice-Chair Carl Amirgulashvili Ramon PerezGil John Smaranda Gloria Ujor Christina Voigt</p>	<p><b>Regrets &amp; Proxies</b> Ana Di Pangraco Keping Ma Ramiro Batzin Chojj Shaikha Salem Al Dhaheri Sixto Inchaustegui</p>	<p><b>Secretariat:</b> SungAh Lee, Deputy Director General Corporate Services Sandrine Friedli Cela, Legal Advisor Iain Stewart, Membership and Commission Support Sarah Over, Senior Membership Engagement Manager Luther Anukur, RD ESARO Tracy Farrell, RD North America Boris Erg, RD West Europe Hany El Shaer, RD West Asia Gabriel Quijandria, RD SUR Liette Vasseur, Deputy Chair, CEM</p>
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## Nominations Committee of Council

### Terms of Reference

*Approved by Council decision C97/11, October 2019 and proposed to Council with revisions by GCC11 meeting on 31 October 2023*

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in ~~June~~October 20205. The duties of the Nominations Committee will be as follows:

- a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of member nominations of 7 March 2025 ~~11 December 2019~~[date].
- b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.
- c) Collect biographical information and reference material on candidates.
- d)
  1. Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:
    - i. a rating system using a criteria based on the profiles for elective positions;
    - ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
    - iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;
  2. Receive a report detailing which applications were rejected and the reasons why.
- e) Make short lists for each position.
- f) Formulate recommendations for submission to Council at its ~~98~~113<sup>th</sup> meeting, ~~7-9 in February~~May 20205.
- g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.
- h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations. Members of the committee shall declare to the committee any situation or relationship that can create an appearance of impropriety that may affect the confidence in the ability of the member to act with independence and objectivity or that may undermine the credibility of the nominations process.
- i) Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council for improving the committee's role and functioning.

## Process for the appointment of the members of the Nominations Committee

*Extract from Council decision C97/11 (October 2019)*

[...]

2. Invites members of Council to come forward with expressions of interest to become a member of the Nominations Committee which need to reach the President by [15 January 2024](#) ~~29 October 2019~~<sup>[date]</sup>,

3. Requests the Vice Presidents acting as Nominating Committee under Regulation 48 (c) to make a recommendation to the Bureau [by 15 March 2024](#) for the appointment of the members of the Nominations Committee taking into account the expressions of interest received from Council members, gender and regional balance as well as a balance between first and second term Vice-Presidents/Council members,

[...]

### FOR INFORMATION

Council decision C98/6, February 2020

The IUCN Council,

*On the recommendation* of its Nominations Committee,

Recommends that, during the next inter-sessional period, Council gives consideration to:

1. Improve the Nominations Committee approval process by appointing members of the committee early enough so as to give sufficient time for them to carry out a proper exercise.
2. Improve the Terms of References for the Election Officer and the Nominations Committee by providing clear guidelines on how to deal with any complaints by candidates or Members regarding the Elections process.
3. Personal face-to-face interviews of Presidential Candidates, if more than one, should be made mandatory to substantiate the recommendations made by the Nominations Committee.
4. Rules of Procedure need to clearly state that a proposed individual becomes a candidate once nominated by Council and formal notice communicated. Until then, any campaign activities may lead to disqualification.
5. Amend Regulation 30 by abolishing the possibility established for Commission members to nominate candidates thereby bypassing the Commissions Ad Hoc committee's selection process.

# CONGRESS PREPARATORY COMMITTEE

## TERMS OF REFERENCE

*Approved by the Bureau (B/75/1), endorsed by the IUCN Council ([C/95/2](#) Annex 2) in October 2018 and revised by the IUCN Council in [C 110](#)*

The Congress Preparatory Committee is established by Council<sup>1</sup> to ensure the necessary preparations are made for the IUCN World Conservation Congress. The role of the Committee is to oversee the preparations for the Congress while the Director General is responsible for organizing the Congress. The Preparatory Committee will ensure consistency with and adherence to IUCN's Statutes, Regulations and the Rules of Procedure of the World Conservation Congress. And, as called for in the Rules of Procedure of the World Conservation Congress<sup>2</sup>, it will assume the role of the Steering Committee during the Congress.

In fulfilment of these responsibilities the Congress Preparatory Committee shall:

- Ensure that the Congress is well aligned with the mission and vision of IUCN and that the rights and interests of IUCN's Members and components are fully incorporated in the design, planning and execution of the Congress;
- Coordinate closely with the Motions Working Group and the Election Officer in order to ensure that motions and nomination / election processes, including the deadlines for submission of motions and nominations, are streamlined and recommend approval of such deadlines to Council;
- Monitor the Congress preparations by the Secretariat and the implementation of the Hosting Agreement by the host country based on status reports provided by the IUCN Secretariat and the Host Country at each CPC meeting ;
- Consider the draft agenda for the Congress and recommend its approval to Council;
- Oversee the process for identifying members for the different Congress Committees;
- Support the fundraising efforts by opening doors to potential donors and sponsors;
- Act as appeals body for motions referred to the electronic debate and vote to be held prior to Congress. When acting as appeals body, CPC's membership will be extended with individuals representing the interests of Members as provided in the Rules/~~Regulations~~.<sup>3</sup>
- Keep Council informed, as the case may be with recommendations, on the fulfilment of its responsibilities;
- Assess and address any actual, potential or perceived conflict of interest situations and as appropriate, consult with the Ethics Committee of Council to get guidance in case of doubt on how to address them;
- Conduct its work with transparency, whereby any report/summary of the outcome of its activities provided to Council or Bureau will be made available in accordance with the IUCN Council's policy on transparency;
- Include in the minutes of its last meeting an evaluation with any recommendations for the next Congress and Council for improving the committee's role and functioning.

### Regarding the membership of the 2020~~5~~ Congress Preparatory Committee (CPC)

<sup>1</sup> Article 46 (q) of the Statutes

<sup>2</sup> Rules 15-18

<sup>3</sup> Rule 62~~quarto~~

Approved by Council decision C95/21 (October 2018) and revised by Council in C110

The IUCN Council,

Decides that the membership of the CPC shall comprise:

- The Vice-Presidents
- The Treasurer
- ~~Four~~ Maximum of Six other Council members<sup>4</sup>;

Notes that in accordance with past practice the Host Country will appoint a representative to the CPC;

Invites Council members to transmit expressions of interest to be part of the CPC to the Vice-Presidents by 15 January 2024 ~~10<sup>th</sup> October 2018~~ [date];

Requests the Bureau to appoint the members of the CPC on the proposal of the Vice-Presidents by 15 March 2024.

### Process for appointing additional individuals to the CPC acting as appeals body

Approved by the Bureau of the IUCN Council, decision B/XIV on 5 June 2019, revised by Council with decision C/VI on 25 March 2019 and by Council at its 110<sup>th</sup> meeting on 13 November 2023

- a. The Bureau makes the appointment of 3 members before 1 August 2024 ~~1 August 2019~~ [date] taking into account the following criteria:
  - i. Good knowledge of IUCN and previous Congress(es);
  - ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government, I/NGO and IPO Members and/or Commissions;
  - iii. At least one State/Government Member and one I/NGO/IPO Member from different regions;
  - iv. Declaration of real, potential and perceived conflict of interest;
  - ~~iv-v.~~ No personal involvement in the motions process.
  - ~~v-vi.~~ Overall gender balance in the CPC

The members of the CPC will be consulted before the Bureau takes a decision.

- b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before 15 May 2024 ~~15 May 2019~~ [date], inviting nominations/expressions of interest by 30 June 2024 ~~30 June 2019~~ [date] at the latest. The call will mention that, in order to take into account gender balance when making appointments, the IUCN Council is looking forward to receiving nominations of / expressions of interest from women in particular.

Meetings of the CPC acting as appeals body will be held remotely and might be convened at short notice.

<sup>4</sup> Previously four members (Decision B/XIV taken by Bureau on 5 June 2019) but amended by Council to have six. This was changed to "six other Council members" by Council decision C/VI on 25 March 2019.

## Membership Model Review and Analysis

**Background:** In the October 2023 Council meeting, Council “Requests the Secretariat to conduct a comprehensive analysis of the Membership models for IUCN, their associated member benefits and dues structure, keeping in mind the development of the 20-year strategic vision, and to provide an outline ToR and an estimated budget for the GCC to consider and to bring back to Council C110 Part II for decision.”

**GCC Members are therefore requested to review the ToR and provide feedback at its meeting on November 13<sup>th</sup> so that a revised ToR can be brought back to Council C110 Part II for decision.**

## Terms of Reference for the Consultant

### Background

IUCN is a democratic Union, bringing together more than 1400 Members, including national and subnational governments, international and national non-governmental organisations (NGOs) and Indigenous Peoples Organisations (IPOs) 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.”

IUCN’s membership model was created in 1948 and has evolved over time. For example, new categories of Membership were introduced in 2021 (Subnational governments) and in 2016 (Indigenous Peoples’ Organisations), while Membership dues are revised at every World Conservation Congress.

The purpose of the membership model review and analysis is to take an objective, critical and strategic look at IUCN’s membership model as well as compare it with other membership models currently used by organisations in the conservation and conservation-related sectors. The goal is to analyse what improvements could be made to the membership model to help both IUCN in delivering its mission and vision and to ensure IUCN membership delivers value and stays relevant to IUCN Members. The findings will inform the development of the 20-year strategic vision for IUCN and relevant documents on the 20-year strategic vision will feed into the membership model review.

**What do we mean by membership model?** A membership model is a business model where individuals or organisations pay a recurring fee to access the value an organization creates. Assessing a membership models requires examining the membership structure, membership value proposition, member benefits and member dues.



## Membership Model Review and Analysis

### 1. Review of Current IUCN Membership Model

- Membership analysis to develop a detailed profile of the current IUCN Membership.
- Review of current Member value proposition, Member benefits and offerings along with the approach and cost of delivering these benefits and services.
- Review of results of IUCN Member satisfaction survey 2023 and indicators of Member engagement to gain data-driven insights on what Members value about IUCN and what IUCN offerings they use. The review must include a recommendation for membership engagement indicators that are not currently collected but need to be captured in order to more comprehensively monitor the support that IUCN provides its Members.
- Review of Membership dues and the rationale behind them.
- Review of Membership income (past, present and projected) along with how the Membership income is invested.
- Review of IUCN Membership structure including National/Regional Committees based on IUCN Statutes, Regulations and relevant resolutions.
- Review of Membership Strategy that Council approved in 2020 (Council document: [Annex 26 to decision C98/24](#)) and Membership Roadmap 2022-25.
- Interviews with key Council members, representative samples of Members and National/Regional Committees, key members of the IUCN Secretariat Leadership Group<sup>1</sup> and other key internal stakeholders.

### 2. Review of Membership Models of Complementary Membership Based Organisations

- Research into membership models offered by complementary membership organisations and other membership organisations in the conservation and environment sectors.
- An analysis of how the IUCN Membership model compares with other existing models and what opportunities for improvement other models could provide.

### 3. Three Possible Future Membership Models

- Informed by the research (1 and 2), and working closely with the Membership and Commission Support Unit, develop up to three Membership models for consideration.
- Each Membership model must include:
  - a. The Member value proposition, the Member benefits, the Membership dues, and the Membership categories.
  - b. Financial modelling of best case/worst case scenarios for each model and forecasting of potential impact on membership numbers and revenue.
  - c. Recommendations for improving the delivery of Member benefits.
  - d. The implications that the Membership model may have for IUCN, in terms of vision and strategic change and the possible consequences of the model for the Union.
- Test the Membership models with a representative sample of IUCN Members via focus groups. Amend the models and include appropriate Member feedback next to each Membership model.

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<sup>1</sup> The IUCN Secretariat Leadership Group includes the Director General, the Deputy Director Generals, the Regional Directors, the Centre Directors and the Corporate Directors

**4. Presentation of potential membership models to the Executive Board, GCC and Council for feedback, followed by a revision of the proposed models based on advice given and the delivery of a final report.**

Please note, the consultancy contract finishes at this stage. If Council would like to explore one or more of the membership models in depth, the next steps, which are beyond the scope of this contract, would be to:

- Consult widely with IUCN Members on the models. (All Members will be informed that this membership model review and analysis is being undertaken).
- Develop an implementation plan to identify the key tasks, dependencies, risks, governance, resourcing and financial implications of implementing a new Membership model.

### Deliverables

The main deliverables of the consultancy assignment are:

- An inception meeting with Chair of the Governance and Constituency Committee, Deputy Director General (Corporate Services), representative of the Regional Directors, and Director of Membership and Commission Support Unit to agree on the workplan.
- An intermediary presentation of initial findings to the Governance and Constituency Committee and representatives of IUCN Secretariat Leadership Group.
- A draft final report presenting the analysis, findings and recommendations, presented to the Governance and Constituency Committee and representatives of IUCN Secretariat Leadership Group.
- A final report following integration of comments from IUCN.

The consultancy assignment must be completed by 31 May 2024. The following table provides an indicative timeline and work plan for the deliverables as well as allowing for time to identify and procure the services of a qualified consultant:

<b>Main deliverables</b>	<b>Timeline</b>
Work plan and inception	15 January 2024
Intermediary presentation	15 March 2024
Presentation of final draft	6 May 2024
Final report	31 May 2024

### Profile and experience required

- Expertise and experience in assessing and advising organisations in the not-for-profit sector on their membership models.
- Track record of high standards in drafting and producing analysis and recommendations for senior management and governing bodies in international organisations or international non-governmental organisations.
- Fluency in written and spoken English along with good working knowledge of French and Spanish preferred.

### Estimated budget

A standard IUCN procurement process will be undertaken to identify the best value consultant or consultancy for this contract. A budget of CHF 50,000 is estimated and would be allocated from the existing 2024 IUCN budget.



IUCN Council 2021-25

**Programme and Policy Committee (PPC)**

14th meeting (Virtual), 5 Sept 2023 from 12:00 to 14:00 UTC/GMT

**PPC OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Committee <b>approved</b> the agenda.
2	<b>(Standing item) Updates and Discussion on IUCN Programme development</b>	<p>The Director of the Institutional Performance, Monitoring and Evaluation Unit (IPME) presented the structural design, workflow and timelines for the development of the IUCN 2025-2029 Programme for PPC guidance and endorsement.</p> <p>PPC welcomes the proactive actions of the Secretariat and confirmed that the scope of the 2025-2029 Programme is Union-wide and that the thematic structuring should be consistent with that of the Nature 2030 (2020-2024) Programme. PPC discussed how the 2020-2024 <i>Health</i> addendum should be reflected in the new Programme and advised the Secretariat to address <i>Health</i> in broad terms (human health, animal health, ecosystem health, etc) and to consider representing it as a sixth programme priority area.</p> <p>PPC endorses the proposed framing and way forward, including that:</p> <ol style="list-style-type: none"> <li>1. The structure of the Programme will be retained the main Programme Priority Areas (People, Land, Water, Ocean, Climate) backed with 3 targets per area, with the consideration that: <ul style="list-style-type: none"> <li>o The Secretariat will explore the options on how to include the <i>Health</i> area properly into the Programme.</li> </ul> </li> <li>2. The Secretariat will take into account the 20-year strategy, the external review and the motion process in the Programme development.</li> <li>3. The proposed timeline and development process as following <ul style="list-style-type: none"> <li>o A zero draft (or <i>draft framework</i>) (an annotated outline with clear introductory narrative and structure) will be circulated to PPC for comments and feedback and then be tabled at C110 in Nov 2023</li> <li>o The Secretariat proposes an “interim” v1.01 draft prepared by 31<sup>st</sup> Jan 2024 for PPC review (which can then be used – with appropriate caveats – at early Regional Conservation Fora (MesoAmerica and West Asia)) and a full draft version (v1.02) for both online member consultation as well as discussion at the Regional Conservation Fora before going into the final round of edits and approval.</li> </ul> </li> </ol>
3	<b>Annual Workplan 2024</b>	<p>The Director of the Institutional Performance, Monitoring and Evaluation Unit (IPME) presented the suggested outline and proposed timeline for the 2024 Annual Workplan with a stronger narrative on the Programme delivery and targets.</p> <p>PPC endorses overall the proposed framework and structure for the 2024 Annual Workplan, requesting that the Secretariat strengthen appropriate sections, including “Membership and Commission</p>

No	Agenda Item	For information / discussion / decision
		Engagement” to better reflect high-level operational alignment between the Secretariat and Commissions.
4	<b>IUCN Academy Strategy and Business Plan</b>	<p>The Head of Knowledge Management, Learning and Library Service Team presented the progresses in response to the Council Decisions on the IUCN Academy, including the revised IUCN Academy Strategy and business plan, both developed under the supervision of the Academy Advisory Board.</p> <p>PPC welcomes the progress and development on the strategy and business plan and expressed satisfaction as to the content of both documents. PPC requested the Secretariat to include financial projections for the Academy (already submitted to Council last May) as an annex to the strategy and business plan document.</p> <p>PPC endorses the IUCN Academy Strategy and Business Plan and refers it to Bureau with its recommendation that it be approved and adopted by the Bureau.</p>
5	<b>(Standing item) Updates and Discussion on IUCN International Policy Engagements</b>	<p>The Global Policy Lead on Climate Change presented the draft IUCN Position Paper and Engagement Strategy for UNFCCC COP28, which was developed by the IUCN@COP28 Working Group. The 10 key messages of the paper were highlighted, and the detailed engagement plan was shared with PPC members. It was noted that there will be supplementary technical briefs to support the key messages, which will be prepared by the Commissions with the support of the Secretariat.</p> <p>PPC commended the preparation of the Position Paper and welcomed the strong messaging and proactiveness in it, which will allow the socialisation and promotion of the Paper with stakeholders within a sufficient time frame.</p> <p>PPC endorses the IUCN COP 28 Position Paper and requests the Secretariat to forward the paper to the ADG for approval. The PPC also endorses the 2023 Climate Policy Engagement Strategy and thanks the IUCN COP28 Working Group for their efforts. PPC further encourages the Secretariat to work with the Commissions to produce complementary technical briefing notes that reinforce and add substance to the key messages of the position paper.</p>
6	<b>Leaders Forum</b>	This item was deferred to the PCC meeting due to time constraints.
7	<b>Establishment and Launch of the joint WCPA-CEM Task Force on Ecological Integrity</b>	<p>The Chairs of WCPA and CEM presented the establishment of the joint Task Force, co-chaired by John Robinson from WCPA and Emily Nicholson from CEM and supported by the Secretariat focal point Marcos Valderrabano. The Task Force is linked to the IUCN Resolution 034 and will contribute to the Goal A of the KM-GBF.</p> <p>PPC welcomes the Task Force and encourages the TF to call for participations of the IUCN Members. It was also suggested to include the establishment of the TF into the IUCN Resolution and Recommendation Platform as the progress in implementing Res 034.</p>
8	<b>Approval of the ToR of Council Global Focal Person for Oceans</b>	This item was deferred to the PCC meeting due to time constraints. It was noted by the Chair this item will be prioritised for the next meeting.
9	<b>Updates on the IUCN World Heritage Strategy</b>	The Head of the Heritage and Culture Team presented the revised IUCN World Heritage Strategy to be released at the World Heritage Convention shortly for PPC’s endorsement in its oversight role.

No	Agenda Item	For information / discussion / decision
		<p>PPC thanks the Secretariat's efforts and endorses the IUCN World Heritage Strategy with two suggestions for minor revisions:</p> <ol style="list-style-type: none"> <li>To replace the "global natural sites" with "global sites" on Priority 1;</li> <li>To include 3 elements in the section entitled "The need for a new approach", being a) the positive ecosystem contribution of the world heritage sites, b) the necessity to enhance education on the importance of WH, and, c) the inclusion of relevant message in the national biodiversity strategy for each country.</li> </ol>
10	<b>(Standing Item): Updates on implementation of Congress Resolutions and from the Committee Task Forces</b>	This item was deferred to the PCC meeting due to time constraints.
11	<b>Updates and Recommendations by the Private Sector Task Force</b>	The recommendations on IUCN engagement with Holcim and all relevant background materials have been circulated to PPC members via e-mail for comments and concerns. PPC endorses the recommendations of the PSTF and asks the Secretariat to proceed with finalising a contract with Holcim on the basis of the documentation reviewed by PSTF.
12	<b>Any other business pending for the next PPC meetings</b>	<ol style="list-style-type: none"> <li>Dates and time for the next PPC meetings: 12-14 GMT, 9 Oct 2023</li> <li>Agenda items to be tabled for the next PPC meeting (see above) <ul style="list-style-type: none"> <li><b>Regional Conservation Fora.</b> PPC asked the Secretariat to provide an update on engagements and items to be discussed at the Regional Conservation Fora.</li> <li><b>Motions for Congress.</b> PPC will discuss this further, discuss in detail at its November 2023 meeting, and provide a list of such potential motions to Council 110.</li> <li><b>Approval of the responses to letters IUCN received (PPC15)</b></li> <li><b>Updates from the Conservation and Human Rights Task Force and on the Truth and Reconciliation Working Group and update on relevant Resolutions</b></li> <li><b>Finalization and Approval of the Policy Overseer Procedure (2010) (November)</b></li> </ul> </li> </ol>

DRAFT: 27 Sep

<p><b>PPC participants (10)</b></p> <ul style="list-style-type: none"> <li>- Bibiana Sucre (acting Chair)</li> <li>- Angela Andrade</li> <li>- Peter Michael Cochrane</li> <li>- Lolita Gibbons-Decherong</li> <li>- Kazuaki Hoshino</li> <li>- Vilmos Kiszal</li> <li>- Hasna Moudud</li> <li>- Manuel Pulgar-Vidal</li> <li>- Madhu Rao</li> <li>- Kristen Walker Painemilla</li> </ul>	<p><b>Secretariat (9):</b></p> <ul style="list-style-type: none"> <li>- Stewart Maginnis, DDG Programme</li> <li>- Sonia Peña Moreno, Director, International Policy Centre</li> <li>- Qiulin Liu, Junior Professional Officer, support Stewart</li> <li>- Louise Imbsen, Governance Unit</li> <li>- Antoine Ouellet-Drouin, Director of the Institutional Performance, Monitoring and Evaluation Unit (item 2/3)</li> <li>- Valérie D'hoedt Meyer, Head of Knowledge Management, Learning and Library Services Team (item 4)</li> </ul>
<p><b>Apologies:</b></p>	

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| <ul style="list-style-type: none"><li>- Sue Lieberman (proxy to Bibiana)</li><li>- Hilde Eggermont</li><li>- Brian Child</li><li>- Sean Southey (proxy to Kristen)</li></ul> | <ul style="list-style-type: none"><li>- Sandeep Sengupta, Global Policy Lead (item 5)</li><li>- Marcos Valderrabano, Programme Manager, Red List of Ecosystems (item 7)</li><li>- Tim Badman, Head of Heritage, Culture and Youth Team (item 9)</li></ul> |
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IUCN Council 2021-25

**Programme and Policy Committee (PPC)**

15th meeting (Virtual), 9 Oct 2023 from 12:00 to 14:00 UTC/GMT

**PPC OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	<p>The Committee <b>approved</b> the agenda with one additional item raised by the CEC Chair, Sean Southey, who serves as the interim Chair for the IUCN Academy Advisory Committee established by Council (<a href="#">C109</a>).</p> <p>Although the Academy Advisory Committee is functioning well, the interim Chair requests the PPC approval for a modification to the Committee's mandate that would allow an additional member to the currently defined membership, thereby broadening the Committee's skill-set and making it more fit-for-purpose. PPC discussed and approved this proposal.</p> <p>Document: <a href="#">Revised ToR for IUCN Academy Advisory Board</a></p>
2	<b>(Standing item) Updates from the Conservation and Human Rights Task Force and update on relevant Resolutions</b>	<p>The Chair of the Task Force shared two updates on the relevant Resolutions:</p> <ol style="list-style-type: none"><li>1) Several working meetings were convened for the Council Working Group on the Doctrine of Discovery, and the WG Chair (Kristen Walker-Painemilla) will further extend the invitation to the Council for more Councillors to join. The WG will develop the workplan and the fundraising proposal accordingly.</li><li>2) On <a href="#">Res 120 (Policy on Natural Capital)</a>, the Working Group is developing a process to implement this resolution and will undertake further discussions with Commission Chairs which will allow the Working Group's mandate to be updated and better alignment with the requirements of the resolution's operative text.</li></ol> <p>PPC requested that the Secretariat to provide more comprehensive updates on the implementations of the Resolutions in the <a href="#">IUCN Resolutions and Recommendations Platform</a>.</p>
3	<b>(Standing item) Updates on implementation of Congress Resolutions and from the Committee Task Forces</b>	<p>The Head of Ocean Team (Secretariat) presented the <a href="#">updates</a> for <a href="#">Res 107 (fishery)</a>, including the major developments at the key international policy events, the progress reports and latest achievements by different constituencies, the challenges and future actions. A dedicated Task Force will be established by the end of October, and a Situation Analysis report will further be developed by the Task Force. The Chair of WCPA emphasised the importance of clear nomination criteria as well as ensuring the selection process results in diversified memberships. PPC welcomes the updates and requests further updates be presented at the PPC meeting in November.</p> <p>On <a href="#">Res 123 (Synthetic Biology)</a>, Hilde Eggermont shared the updates on behalf of the Task Force Chair. The IUCN synthetic biology Citizens Assembly has been established and the consultation will start at the end of October or early November. A Policy Development Working Group is being established with the approval of the President and the first meeting will be convened at the end of October (<a href="#">Synthetic biology and nature conservation   IUCN</a>).</p>

No	Agenda Item	For information / discussion / decision
4	<b>Approval of the ToR of Council Global Focal Person for Oceans</b>	<p>In the absence of the appointed Council Global Focal Person for Ocean, Peter Cochrane shared the background and context for the mandate and ToR for this position and will work together with Lolita Gibbons-Decherong to revise the mandate based on IUCN Resolutions and Programme, and then bring this back to PPC for approval. The PPC Chair also reached out to Lolita on the issue after the meeting.</p> <p>Document: <a href="#">ToR of Council Global Focal Person for Oceans (2018)</a></p>
5	<b>Conservation Management Assurance White Paper</b>	<p>The Deputy Director General (Programme) and Head of Conservation Management Assurance Team presented the <a href="#">Conservation Management Assurance White Paper</a> which outlines a Secretariat proposal for a consistent approach for establishing a conservation assurance model. The purpose of such a model is to enable those IUCN assurance activities associated with its performance-based standards to be i) facilitative and progressive, ii) able to incorporate appropriate levels of assessment of progress, and iii) providing a coherent pathway for verification and validation of activities thereby ensuring consistent and credible claims from users of IUCN standards (and therefore reduce the risk of “greenwashing”). The proposed assurance model includes a two-step verification and validation framework to ensure high integrity assessments and listings.</p> <p>The White Paper had been circulated to all the Commissions for review and 5 information sessions were held to enable in-depth discussion with interested Commission members and assist in the collation of feedback. It was noted that the assurance model presented would be adapted as appropriate for application with different standards.</p> <p>PPC members made several observations, including: a) the necessity to have more technical discussions and consultations on the model, esp. as applied to the NbS Global Standards, b) to clarify the technical terms utilised, c) the importance to include elements on Indigenous Peoples and Traditional Knowledge in the model, d) the clarification on the roles and responsibilities of the Commissions in the model, as well as the development of knowledge products, and e) the piloting of the assurance model to as a means of enabling capacity building and practical implementation with practitioners.</p> <p>PPC welcomed the presentation and commended the proactive efforts on the development of the White Paper for consultation as a major step forward for the conservation actions. PPC also recognized that more work is needed on the paper before endorsement, and recommended to establish a working group with members from both the Commissions and Secretariat, and any other interested Council members, considering the above suggestions as well as the comments previously received from the Commissions. PPC agreed that an updated version of the assurance model should be tabled by the PPC meeting in December for discussion and approval and in the meanwhile the Secretariat proceed in testing and learning from pilot applications.</p>
6	<b>(Standing item) International Positioning (Council strategic priority)</b>	<p>The Director of International Policy Centre <a href="#">presented</a> an update on the international policy agenda and progress in advancing IUCN’s strategic policy priorities since May 2023. She presented key highlights of IUCN’s engagement in different policy processes and upcoming events and processes in the 2024 policy calendar. The importance of engaging proactively and strategically at the international level was emphasized to bring forward IUCN’s added value and truly contribute to policy impact.</p>



No	Agenda Item	For information / discussion / decision
		<p>PPC welcomed and commended the updates from the IPC and the work carried out so far. PPC welcomed the increased collaboration in the preparation for IUCN's engagement in policy priority processes including in the development of position papers and briefs for key events.</p>
7	<p><b>Finalization and Approval of the Policy Overseer Procedure (2010)</b></p>	<p>PPC agreed at PPC6 to assess and potentially revise and update the Policy Overseer Procedure (2010). PPC12 agreed to review the document again and report back, bring any amendments to Council 110. The draft Policy Overseer Procedure was shared by the Chair and PPC members contributed with their inputs and revisions. PPC approved the document by consensus.</p> <p>Document:</p> <ul style="list-style-type: none"> <li>• <a href="#">Policy Overseer Procedure-clean</a></li> <li>• <a href="#">Policy Overseer Procedure-Track Change</a></li> </ul>
8	<p><b>Motions for Congress</b></p>	<p>PPC12 initiated a process to identify policy gaps in IUCN's general policy and existing IUCN resolutions, in order to assess and decide on the themes of potential Council-sponsored motions for consideration at the next World Conservation Congress. The preliminary list of possible topics already identified included: Biodiversity Credits; Conservations' Human Rights Legacy; Measurement of conservation outcomes; biodiversity finance; water and climate change resilience; and geoengineering.</p> <p>New topics were raised including: Nature Positive, nature crime, IPLC and the Podong Initiative, IUCN's role in the GBF implementation, and One Health. It was noted the importance to maintain the balance between the potential motions (which become IUCN Resolutions) and IUCN's Programmatic work and impact targets (and that sometimes it is preferable to include something in the programme rather than in a Resolution). PPC will discuss this at the in-person meeting in November and provide a list of potential motions to Council 110.</p>
9	<p><b>Approval of the responses to letters IUCN received</b></p>	<p>PPC revisited the members' letters discussed at PPC13 meetings and encouraged the relevant PPC members to draft the responses and close the procedure shortly. There was only one response pending to the <a href="#">National Whistleblower Centre</a>. The PPC Chair will further coordinate with Director of International Policy Centre from to finalise the response in due course.</p>
10	<p><b>Regional Conservation Fora update</b></p>	<p>The Deputy DG-Programme from the Secretariat <a href="#">presented</a> the draft planning for the IUCN Regional Conservation Fora in 2024 and the IUCN regional offices are responsible for organising these RCFs. The Director of Membership and Commission Support Unit will be further coordinating with Councillors, Commissions and members for the RCFs.</p>
11	<p><b>Any other business pending for the next PPC meetings</b></p>	<ol style="list-style-type: none"> <li>1. Dates and time for the next PPC meetings <ul style="list-style-type: none"> <li>• PPC16 (virtual, 2 Nov)</li> <li>• PPC17 (in person, 13 Nov)</li> </ul> </li> <li>2. Agenda items to be tabled for the next PPC meeting <ul style="list-style-type: none"> <li>• Review of the 2024 Workplan</li> <li>• Review and discussion the draft zero of IUCN Program 2025-2029</li> <li>• In person discussion on private sector engagement</li> </ul> </li> </ol>

For information:

- [PPC's Terms of Reference](#) approved by DEC C107/6 (February 2022)
- [PPC's membership](#) approved by DEC 107/6 (February 2022)

**PPC participants (12)**

- Sue Lieberman (Chair)
- Angela Andrade
- Peter Michael Cochrane
- Brian Child
- Hilde Eggermont
- Kazuaki Hoshino
- Vilmos Kiszal
- Hasna Moudud
- Sean Southey (the 1<sup>st</sup> hour)
- Manuel Pulgar-Vidal
- Madhu Rao
- Kristen Walker Painemilla

**Apologies (3)**

- Bibiana Sucre (proxy to Angela)
- Sean Southey (proxy to Kristen for the 2<sup>nd</sup> hour)
- Lolita Gibbons-Decherong

**Secretariat (6)**

- Stewart Maginnis, DDG Programme
- Sonia Peña Moreno, Director, International Policy Centre
- Qiulin Liu, Junior Professional Officer, support Stewart
- Louise Imbsen, Governance Unit
- Minna Epps, Head of Ocean Team (item 3)
- Liza Murphy, Head of Conservation Management Assurance Team (item 5)

## Terms of Reference for the IUCN Academy Advisory Board

### 1. Background and purpose

In its decision C109/18, the IUCN Council established an Academy Advisory Board as outlined in the Academy draft strategy.

### 2. Role of the Advisory Board

The Advisory Board is an advisory body, which shall provide advice to the management of the IUCN Academy on strategic development and specific operation issues related to its activities. It shall act under the authority of the Director General and report to it.

### 3. Composition

3.1. The Advisory Board is composed of the following Members:

3.1.1. A Chairperson (the “Chair”), who should be a person with sufficient knowledge and understanding of IUCN, but who does not hold an official function within IUCN.

3.1.2. Up to nine members covering the following categories:

- (a) Two IUCN Commission Chairs nominated by the group of Commission Chairs;
- (b) Two representatives of the IUCN Academy academic partners nominated by the academic partners;
- (c) One Regional Director and one Centre Director, with ongoing and planned portfolio of activities with the Academy, nominated by the Academy Director;
- (d) Up to three external experts from different sectors appointed by the DG, upon recommendation from the Advisory Board.

3.2. To ensure alignment of the IUCN Academy's strategy with the IUCN's World Conservation Congress cycles, the Chair and the members of the Advisory Board will be appointed for an initial period running until the IUCN World Conservation Congress in 2025, and subsequently for periods of four years following the WCC agenda.

3.3. Quorum for the Advisory Board is five members if it is composed of seven Members, and six members, if it is composed of eight to nine members.

3.4. The Director General appoints all Members of the Advisory Board, including the Chair, whose role is to run the meetings and distribute the minutes including the Board's recommendations. The Chair will be assisted by the Secretary to the Advisory Board.

3.5. New members can be added upon proposal and consensus among the Advisory Board Members and validation by Director General. Members will be excluded if they miss two consecutive Advisory Board meetings without justification or upon consensus among the other Advisory Board Members.

~~3.5.3.6.~~ Should a member have a conflict of interest as defined in IUCN's Code of Conduct, or a conflict of loyalty due to responsibility with respect to a particular matter under consideration, they will recuse themselves from the respective discussion and recommendation.

#### **4. Responsibilities**

As part of its role, the Advisory Board shall provide advice to the management of the IUCN Academy on strategic matters regarding its development, which include:

- (a) Reviewing and providing input into the IUCN Academy's strategic plan for the upcoming year.
- (b) Supporting the identification of potential sources of knowledge and teaching expertise within and outside IUCN to participate in the development and/or delivery of the Academy portfolio of courses.
- (c) Sharing expertise and ideas to contribute to the successful development of the Academy.

#### **5. Frequency of Advisory Board meetings**

The Advisory Board will meet three times a year. As a rule, the meetings will be held by virtual means.

#### **6. Engagement with IUCN Commissions**

As stated in Council decision C109/18, the Advisory Board will proactively engage with IUCN Commissions through the following process:

- 6.1 The Secretariat will approach each Commission to request the contact of a Commission member who shall serve as a focal point to the Advisory Board. The focal points are not members of the Advisory Board, unless nominated as representatives pursuant to section 3.1.2(a). They are part of the interaction mechanism with the Commissions.
- 6.2 The Advisory Board will share its agenda in advance through the Commissions' focal points.
- 6.3 In advance of each Advisory Board meeting, Commissions will have the opportunity to share ideas and opinions with the Advisory Board by sending them to the Advisory Board Secretary, through their focal points.

#### **7. Engagement with the academic partners of the IUCN Academy**

The Advisory Board will share its agenda in advance with all the academic partners, who will have the opportunity to share their ideas and comments by sending those to the Advisory Board Secretary.



#### **8. Advisory Board recommendations**

The Advisory Board shall make every effort to adopt its recommendations by consensus. If this is not possible, recommendations shall be adopted by a simple majority of the parties present and voting. In case of a split vote, the Chair shall have a casting vote.



## **9. Communication and filing of recommendations**

Copies of the submitted documents and Advisory Board meeting minutes including any recommendations made by the Board are kept on file by the Secretary to the Advisory Board.

## Policy Overseer Procedure

*Adopted by C74/17 in 2010 with revisions prepared by PPC for Council approval*

### Background

There is an urgent need to clarify the role of the Programme and Policy Committee (PPC) and through it, the Council, in the formulation, interpretation, coordination, and communication of IUCN policy. This need reflects the growing external demand on IUCN for policy advice. The decision-making body for IUCN policy is the Congress resolution process; IUCN Members are the final decision-makers for IUCN Policy. The Council has an overarching responsibility to ensure policies mandated by Congress resolutions, recommendations and decisions are properly interpreted, articulated and given effect. The DG has the authority to produce policy statements and position papers consistent with Congress resolutions and Council decisions, in coordination with Council. Given the dynamic world in which we operate, there is a need for the interpretation and discussion of policies across a broad sweep of thematic areas which are critical to IUCN's core mission. Strong and relevant policies are key to enable IUCN Programmes being delivered by all elements of the Union, i.e., not just by the Secretariat but also by Members, the Commissions, and the Regional and National Committees. As we move towards this more network-based ('netcentric') approach to programme delivery, integrated, coordinated policy development and advocacy are key to the successful impact of IUCN on global biodiversity conservation. Such coordinated policy development would, in turn, allow for IUCN structures to operate in a more decentralized and nimble way.

### Policy Documents

IUCN has three classes of policy documents:

1. Policies as expressed in Congress resolutions, recommendations and decisions. These are known as general policies;
2. Council rulings, including policy guidelines, policy interpretations, public statements, and directions on policy to the DG;
3. Policy statements and policy position documents. The former are policies which are of a substantive, long-term nature (e.g. gender policy statement). The latter reflect more time-bound and tactical responses (e.g. climate change policy options for a UNFCCC COP)

It is also useful to note the different uses of these policy documents, including:

- Policy statements made in response to urgent, time-dependent public calls;
- Policies that are of a highly technical content;
- Policies addressing programmatic issues with a political dimension; and
- Interventions to influence decision makers that can be directed to governments, corporations, or the general public.

### PPC responsibilities

The PPC needs to take a proactive role in fulfilling its policy responsibilities as follows:

- (1) Providing clear interpretation and direction via Council to the DG and Secretariat on policies, especially for issues where there is not a clear IUCN general policy, or for policy advocacy strategies with specific intergovernmental fora;
- (2) Reviewing draft policy statements and position documents to ensure they are in accord with IUCN general policies, and are effective and appropriate given current circumstances. These reviews should be ongoing and where necessary include review and feedback during the development of policy statements and position documents and subsequently through assessment of results.

- (3) Provide systematic oversight to ensure IUCN policy's portfolio is coherent, comprehensive and promotes positive synergies, and is consistent with resolutions, recommendations and decisions of the Congress and the agreed priorities of Members; and
- (4) Provide recommendations to Council on the need for developing and adopting policies to fill gaps and to address new and emerging issues.

### **IUCN policy process**

Following previous Council decisions (Annex 1) and the revised "Secretariat Procedures for IUCN's Policy Work", the IUCN policy process involves the following steps and elements.

- (a) Members define the general policy of IUCN through World Conservation Congress resolutions, recommendations and decisions.
- (b) Within the general policy agreed and adopted by the World Conservation Congress, the Council is empowered to give rulings on policy and to determine complementary policy guidelines. Council can also adopt and publicise statements on important issues concerning the objectives and positions of IUCN. These can take the form of policy statements. In any case, Council's public statements must be in accordance with IUCN general policy. Council can also direct the DG to issue a policy statement.
- (c) The DG is authorised to issue policy statements and policy position documents without first seeking Council approval, but these must be in accordance with Congress resolutions and Council directives. Global thematic directors and regional directors are also authorised to issue policy position documents, working closely with relevant Commission Chairs and/or Council members as relevant to the topic of the policy statements. In both cases the procedures to issue such statements are defined within the "Secretariat Procedures for IUCN's Policy Work".
- (d) Commission Chairs may likewise develop policy position documents consistent with the "Secretariat Procedures for IUCN's Policy Work" and through working in close collaboration with the relevant Secretariat directors, Commission Members, and others (e.g. National and Regional Committees, Members, as needed). If Commission Chairs or subsidiary bodies of Commissions engage in policy advocacy on issues that have not been agreed by Congress or Council, they must clearly identify that these positions are on behalf of the Commission or subsidiary body (committee, Specialist Group, etc.) and not all of IUCN.
- (e) Consistent with the One Programme charter, and as documented in the "Secretariat Procedures for IUCN's Policy Work", policy statements and position documents, including those originating either from the DG, or the global thematic and regional directors, or the Commission Chairs, must be developed through a participatory process that includes: (a) consultation with relevant Members and components (Council, Secretariat, Commissions, Regional and National Committees); and (b) review by PPC when Council meets and inter-sessionally when necessary. It is particularly important that the Secretariat seek PPC interpretation and guidance (i) where policy is unclear, (ii) where there are competing policies, and (iii) where there are policy gaps; and that in response, PPC via Council gives clear rulings and guidelines to the DG.
- (f) As part of a pro-active approach, PPC will include consideration of policy needs in response to new and emerging issues as an item on its agenda for Council meetings

Note that PPC's input may be needed between Council meetings to help ensure that the formulation and use of policy statements and options proceed in a timely manner as IUCN is often under external pressure to produce policy options within short time frames, and increasingly in response to new and emerging issues.

It is also noted that:

- Commission Chairs and Secretariat can issue technical and discussion documents. But, these are 'non-policy papers' in that they cannot express a policy position on behalf of IUCN.



- National and Regional Committees and Regional Fora may issue statements relevant to the objectives of IUCN, provided that this is done solely on behalf of the Committee and does not commit IUCN to any financial, legal or policy obligations.

### **Policy Overseer Guidelines**

The PPC must exercise its judgement in interpreting policy, resolving tensions between competing policies, and providing guidance on new issues. While IUCN policies must be pragmatic, they must also serve to catalyse and enable transformational change in support of IUCN's mission and objectives. Therefore, in discharging its responsibilities under this Policy Overseer Procedure, PPC will give consideration to the following guidelines which draw upon, among other things, the IUCN Statutes and Earth Charter principles (which were mandated at WCC3 as a guide to IUCN policy).

#### *1. Respect both houses*

IUCN policies often involve a difficult integration of the tensions arising from the two 'houses' that form the membership (a general rule of thumb is that non-government Members often seek more progressive and prescriptive policies than do government Members). Furthermore, the position that IUCN occupies in the international arena requires that a principled and evidence-based approach is taken that is mindful of the need for diplomacy.

#### *2. Make a difference*

The planet is in the grip of a biodiversity extinction crisis. Minimalist and overly-cautious policy responses may do more harm than good or simply serve to delay the point in time when the biosphere is exhausted. Given that we have already exceeded Earth's ecological carrying capacity, we need policies that promote 'net positive outcomes' which fix the problem faster than we are causing it. Policies are needed that result in both the protection and restoration of species and ecosystems.

#### *3. Focus on 'first order' problems*

Policies, policy statement and policy option documents need to target the most crucial issues and not avoid the big, difficult problems. There is an understandable tendency to 'follow the path of less resistance' and address 'second order' and less urgent concerns. This issue is especially important when considering policies that address (a) the major threats to species, ecosystems and sustainable livelihoods (habitat loss, fragmentation and degradation; invasive species; over-use; and changed hydrological and fire regimes) and (b) the impacts from extractive, landscape- (and seascape-) transforming land use activities including the industrial production of bio-fuels and bio-materials, industrial-scale forestry, and mining.

#### *4. Expand the scope of EA*

IUCN policy should expand the scope of environmental impact assessment beyond 'minimalist compliance' with legislative requirements. IUCN should always maintain the right to critique the merit and validity of a project *per se* including (a) recommending the 'no go' and 'go elsewhere' options for large scale developments even if these are economically more expensive options for the developer, and (b) evaluating the indirect and long-term aggregate impacts on the conservation needs of species and ecosystems and the sustainable livelihoods of local communities.

#### *5. Be evidence-based with a priority focus on biodiversity*

The best available evidence should always be applied. However, using the best available evidence does not eliminate uncertainty. When facing uncertainty, IUCN policy should in the first instance prioritize biodiversity, by always embracing and fully implementing the Precautionary Principle.

#### *6. Articulate between scientific, economic and social factors*

Policies should articulate when recommendations are based on (a) what science is saying we should do to protect and restore species and ecosystems, and (b) the relevant social, economic and ethical factors that need to be taken into account to achieve practical and sustainable conservation outcomes over specified time periods.

## COUNCIL DECISION C/74/17

On the recommendation of the Programme and Policy Committee, Council ENDORSED the PPC Policy Overseer Procedure to be implemented for PPC's future work on policy.

*Adopted by C74/17 in 2010 with revisions prepared by PPC for Council approval)*

## Annex 5

### Policy Overseer Procedure

#### Background

There is an urgent need to clarify the role of the Programme and Policy Committee (PPC) and through it, the Council, in the formulation, interpretation, coordination, and communication of IUCN policy. This need reflects the growing external demand on IUCN for policy advice. The decision-making body/head of power for IUCN policy is the Congress resolution process; IUCN Members are the final decision-makers for IUCN Policy. The Council has an overarching responsibility to ensure policies as articulated/mandated by Congress resolutions, recommendations and decisions are properly interpreted, articulated and given effect. The DG has the authority to produce policy statements and position papers consistent with Congress resolutions and Council decisions, in coordination with Council. Given the dynamic world in which we operate, there is a need for the interpretation and discussion of policies across a broad sweep of thematic areas which are critical to our IUCN's core mission. Key policy arenas in need of Council attention include the private sector, bio-fuels, and climate change.

Strong and relevant policies are one of the keys to achieving the goal of having enable the One IUCN Programmes 'prospectus'-being delivered by all elements of the Union, i.e., not just by the Secretariat but also by Members, the Commissions, and the Regional and National Committees. As we move towards this more network-based ('netcentric') approach to programme delivery, policies function as the 'protocols' that enable the network to operate in more decentralized and responsive (rather than 'command and control') ways. Integrated, coordinated policy development and advocacy are key to the successful impact of IUCN on global biodiversity conservation. Such coordinated policy development would, in turn, allow for IUCN structures to operate in a more decentralized and nimble way.

#### Policy Documents

IUCN has three classes of policy documents:

1. Policies as expressed in Congress resolutions, recommendations and decisions and other Congress-approved documents (e.g. Caring for the Earth, The Earth Charter). These are known as general policies;
2. Council rulings, including policy guidelines, policy interpretations, public statements, and directions on policy to the DG;
3. Policy statements and policy position documents. The former are policies which are of a substantive, long-term nature (e.g. gender policy statement). The latter reflect more time-bound and tactical responses (e.g. climate change policy options) for a UNFCCC CQeP)

It is also useful to note the different uses of these policy documents, including:

- Policy statements made in response to an urgent, time-dependent public calls;
- Policies that are of a highly technical content;
- Policies addressing programmatic issues with a political dimension-; and
- Interventions to influence decision makers that can be directed to governments, corporations, or the general public.

#### PPC responsibilities

**Commented [SB1]:** The document doesn't address these two PPC overseer functions much.

**Commented [GU2]:** I don't know what "head of power" means...

**Commented [AA3]:** This sentence is not clear to me. The 3 areas mentioned represent different type of categories, and for example, for CC there are some important resolutions and advances in adaptation. The process is ongoing. I suggest deleting the sentence. Other topics may arise in the next future.

**Commented [GU4]:** those are not policy areas. And there are others; Congress has not made such a decision (I think wildlife trade, endangered species, etc., are also key policy areas for ex).

**Commented [SB5R4]:** Agree

**Commented [GU6]:** I don't agree on this "protocol control" phrase, or the "command and control" phrase.

**Commented [AA7]:** The network is more complex and dynamic, bottom up and topdown. I don't understand the reference here to command and control ways.

**Commented [GU8]:** this seems outdated. Policies from Congress resolutions also drive IUCN advocacy in intergovernmental fora, and that is missing here. I don't agree with these 3 "classes".

**Commented [GU9]:** is it clear how these are defined and who develops these?

**Commented [SB10]:** On this one, as in the previous two, it would be useful to add something brief that speaks of who can develop these policies, DG? Commissions? Committees?, with Council approval?

**Commented [GU11]:** do we mean something other than options here?

**Commented [GU12]:** again, what about policies directed to treaties, intergovernmental organizations, etc. For ex, the resolution of Congress on the BBNJ negotiations was pivotal, and enabled the Secretariat to advocate strongly for the treaty; that wouldn't even fit here.

The PPC needs to take a ~~more~~ proactive role in fulfilling its policy responsibilities as follows:

- (1) Providing clear interpretation and direction via Council to the DG ~~and Secretariat staff~~ on policies, especially for issues where ~~there is not a clear IUCN general policy~~ ~~is unclear, or for policy advocacy strategies with specific intergovernmental fora~~;
- (2) Reviewing ~~draft~~ policy statements and position documents to ensure they are in accord with ~~IUCN general policies, and with resolutions of the Congress~~, and are effective and appropriate given current circumstances. These reviews should be ongoing and where necessary ~~include review and feedback during the development of policy statements and position documents, and subsequently as we gain experience based on their application, through positive feedback assessment of results~~;
- (3) Provide systematic oversight to ensure IUCN policy's portfolio is coherent, comprehensive and promotes positive synergies, ~~and is consistent with rResolutions, recommendations and decisions of the Congress and the agreed priorities of Members~~; and
- (4) Provide recommendations to Council on the need for developing and adopting policies to fill gaps and to address new and emerging issues.

**Commented [SB13]:** Not sure what is meant with this. Of course reviews happen as policies are being developed.

**Commented [AA14]:** I suggest considering another item or adding a reference in item 4, regarding the advice to Council and WCC to develop new policies. I don't know if this is covered by item 4, but it is not only to council but the members assembly.

#### IUCN policy process

Following previous Council decisions (Annex 1) and the revised "Secretariat Procedures for IUCN's Policy Work", the IUCN policy process involves the following steps and elements.

- (a) Members define the general policy of IUCN through World ~~Conservation~~ Congress resolutions, ~~and recommendations and decisions~~.
- (b) Within the general policy ~~laid agreed and adopted down~~ by the World ~~Conservation~~ Congress, the Council is empowered to give rulings on policy and to determine complementary policy guidelines. Council can also adopt and publicise statements on important issues concerning the objectives ~~and positions~~ of the IUCN. These can take the form of policy statements. In any case, Council's public statements must be in accordance with IUCN general policy. Council can also direct the DG to issue a policy statement.
- (c) The DG is authorised to issue policy statements and policy position documents without first seeking Council approval, but these must be in accordance with Congress resolutions and Council directives. ~~Global thematic directors and regional directors are also authorised to issue policy position documents.~~ In both cases the procedures to issue such statements are defined within the "Secretariat Procedures for IUCN's Policy Work".
- (d) Commission Chairs may likewise develop policy position documents consistent with the "Secretariat Procedures for IUCN's Policy Work" and through working in close collaboration with the relevant Secretariat directors, ~~Commission Members, and others (e.g. National and Regional Committees, Members, as needed)~~. ~~If Commission Chairs or subsidiary bodies of Commissions engage in policy advocacy on issues that have not been agreed by Congress or Council, they must clearly identify that these positions are on behalf of the Commission or subsidiary body (committee, Specialist Group, etc.) and not all of IUCN.~~
- (e) Consistent with the One Programme ~~policy charter~~, and as documented in the "Secretariat Procedures for IUCN's Policy Work", policy statements and position documents, including those originating either from the DG, or the global thematic and regional directors, or the Commission Chairs, must be developed through a participatory process that includes: (a) consultation with relevant Members and components (Council, Secretariat, Commissions, Regional and National Committees); and (b) review by PPC when Council meets and inter-sessionally when necessary. It is particularly important that the Secretariat seek PPC interpretation and guidance (i) where policy is unclear, (ii) where there are competing policies, and (iii) where there are policy gaps; and that in response, PPC via Council gives clear rulings and guidelines to the DG.
- (f) As part of a pro-active approach, PPC will include consideration of policy needs in response to new and emerging issues as an item on its agenda for Council meetings

**Commented [GU15]:** if we are moving toward a more integrated netcentric approach- then is it useful to think about greater coordination with Council on policy statements developed by global thematic directors and regional directors?

**Commented [GU16]:** working closely with relevant Commission Chairs and/or Council members as relevant to the topic of the policy statements

**Commented [GU17]:** cite those guidelines

**Commented [AA18]:** or contradictory policies? Or may create unintended trade-offs?

Note that PPC's input may be needed ~~in~~ between Council meetings to help ensure that the formulation and use of policy statements and options proceed in a timely manner as IUCN is often under external pressure to produce policy options within short time frames, and increasingly in response to new and emerging issues.

It is also noted that:

- Commission Chairs and Secretariat ~~staff~~ can issue technical and discussion documents. But, ~~these are 'non-policy papers' in that they cannot express a policy position on behalf of IUCN.~~
- National and Regional Committees and Regional Fora may issue statements relevant to the objectives of IUCN, ~~provided that this is done solely on behalf of the Committee and does not commit IUCN to any financial, legal or policy obligations.~~

**Commented [SB19]:** This seems contradictory with several texts above, especially about the DG, thematic and regional directors faculties.

**Commented [SB20]:** This could be better organized in the text to reflect all the IUCN structures that can produce statements, position documents, etc. It is now separately mentioned above for Commissions and its internal structures.

### Policy Overseer Guidelines

The PPC must exercise its judgement in interpreting policy, resolving tensions between competing policies, and providing guidance on new issues. While ~~our~~ IUCN policies must be pragmatic, they must also serve to catalyse and enable transformational change in support of IUCN's mission and objectives. Therefore, in discharging its responsibilities under this Policy Overseer Procedure, PPC will give consideration to the following guidelines which draw upon, among other things, the IUCN Statutes and Earth Charter principles (which were mandated at WCC3 as a guide to IUCN policy).

#### 1. Respect both houses

IUCN policies often involve a difficult integration of the tensions arising from the two 'houses' that form the membership (a general rule of thumb is that non-government Members often seek more progressive and prescriptive policies than do government Members). Furthermore, the position that IUCN occupies in the international arena requires that a principled and evidence-based approach is taken that is mindful of the need for diplomacy.

#### 2. Make a difference

The planet is in the grip of a biodiversity extinction crisis. Minimalist and overly-cautious policy responses may do more harm than good or simply serve to delay the point in time when the biosphere is exhausted. Given that we have already exceeded Earth's ecological carrying capacity, we need policies that promote 'net positive outcomes' which fix the problem faster than we are causing it. Policies are needed that result in both the protection and restoration of species and ecosystems.

**Commented [AA21]:** better planetary boundaries?

#### 3. Focus on 'first order' problems

Policies, policy statement and policy option documents need to target the most crucial issues and not avoid the big, difficult problems. There is an understandable tendency to 'follow the path of less resistance' and address 'second order' and less urgent concerns. This issue is especially important when considering policies that address (a) the major threats to species, ecosystems and sustainable livelihoods (habitat loss, fragmentation and degradation; invasive species; over-use; and changed hydrological and fire regimes) and (b) the impacts from extractive, landscape- (and seascape-) transforming land use activities including the industrial production of bio-fuels and bio-materials, industrial-scale forestry, and mining.

**Commented [GU22]:** do we need this?

**Commented [SB23R22]:** It is strange. We should acknowledge that such 'first order' problems would definitely need IUCN Members to decide, not PPC as overseer to decide. This calls to having more regular and nimble Member decision-making opportunities than every 4 years

#### 4. Expand the scope of EA

IUCN policy should expand the scope of environmental impact assessment beyond 'minimalist compliance' with legislative requirements. IUCN should always maintain the right to critique the merit and validity of a project *per se* including (a) recommending the 'no go' and 'go elsewhere' options for large scale developments even if these are economically more expensive options for the developer, and (b) evaluating the indirect and long-term aggregate impacts on the conservation needs of species and ecosystems and the sustainable livelihoods of local communities.

**Commented [GU24]:** I'm not sure this belongs here

**Commented [SB25R24]:** Agree

5. ~~Give the benefit of the doubt to biodiversity~~ Be evidence-based with a priority focus on biodiversity  
The best available science evidence should always be applied. However, using the best available science evidence does not eliminate uncertainty. ~~Rather, it should make the uncertainty more explicit, ideally providing estimates of Type I (the likelihood of 'false positive') and Type II ('false negative') errors. When facing uncertainty, IUCN policy should in the first instance give the benefit of prioritize~~

**Commented [AA26]:** I suggest adding evidence based knowledge. This is more inclusive with TK.

**Commented [SB27R26]:** Agree

~~doubt to biodiversity, and reverse or at least increase the burden of proof falling on the developer. IUCN policies and advocacy must by always embracing and fully implementing the Precautionary Principle.~~

Commented [GU28]: too specific

6. *Distinguish/Articulate* between scientific, economic and social factors

Policies should ~~articulate when enable a clear distinction to be made between~~ recommendations are based on (a) what science is saying we should do to protect and restore species and ecosystems, and (b) the relevant social, economic and ethical factors that need to be taken into account to achieve practical and sustainable conservation outcomes over specified time periods.

Commented [AA29]: I suggest adding another item regarding cultural perspectives, inclusiveness, rights based approaches... This is essential nowadays at the international policy level.

**Concluding Comment**

~~This PPC Policy Overseer Procedure is necessary for two reasons. First, to help ensure Council fulfils its mandated responsibilities regarding policy which, inter alia, includes giving rulings on policy and to determine complementary policy guidelines, within the general policy of IUCN laid down by the World Congress. Second, this Policy Overseer Procedure will help ensure that IUCN policy is developed through an inclusive and broad consultative process that gives effect to the One Programme principle.~~



IUCN Council 2021-25

**Programme and Policy Committee (PPC)**

16th meeting (Virtual), 2 Nov 2023 from 12:00 to 14:00 UTC/GMT

**PPC OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Committee <b>approved</b> the agenda with no objections.
2	<b>Review of the 2024 Workplan</b>	<p>Secretariat presented the 2024 Workplan to PPC. DG explained that the 2024 Workplan contains the main highlights. PPC members received the draft work plan and budget in advance of the meeting, complimented the 2024 Workplan and had a good discussion. PPC was invited to submit comments via the Chair by 9 November with observations and comments shared during the PPC meeting being noted and incorporated to the shared online document (<a href="#">Sharepoint</a>)</p> <p>PPC <u>recommends</u> Council to approve the 2024 Workplan, subject to incorporation of the comments that PPC submitted via shared document.</p>
3	<b>Approval of the ToR of Council Global Focal Person for Oceans</b>	This item was deferred to the next PPC meeting.
4	<b>Risk Appetite Statement</b>	<p>The Risk Appetite Statement was presented to Council by FAC. Council agreed to bring it to PPC and GCC for comments. Comments from PPC were noted and will be presented to FAC for their consideration prior to C110 II. The PPC concerns were on consistency in in phrasing of a small ranks of focused risks and the categorisations.</p> <p>Secretariat explained that the Risk Appetite Statement is operationalised via a more detailed risk register, based on which the risks are classified from high to low. This is duly and regularly consulted with FAC.</p>
5	<b>Reporting back from SBSTTA25</b>	<p>Secretariat had shared the IUCN delegation report in advance of the meeting which provides a detailed account of IUCN's participation at CBD SBSTTA25. During the PPC meeting, the Secretariat presented (<a href="#">slides</a>) a high-level overview of the main items in which IUCN engaged and made interventions from the floor on-site; these were based on the key messages and recommendations included in the position paper prepared for the meeting. The Secretariat and the Chair of the CEM highlighted the “challenging discussions” around NbS and offered some reflections on the way forward (including in relation to IUCN's participation at UNEA6 and the organisation of a side event on the IUCN Global Standard on NbS-next item).</p> <p>It was highlighted that IUCN has a lot to contribute to the GBF monitoring framework (indicators). IUCN should capitalize on IUCN's data and tools, building on what is already included in the indicator suite (e.g. RLI), and helping to ensure that IUCN contributes to addressing gaps in other indicators and targets. A prioritization should be done, however.</p> <p>In this context, Secretariat noted that it will present to PPC a proposal on biodiversity metrics measuring Nature-positive.</p>

No	Agenda Item	For information / discussion / decision
6	<b>Updates on the IUCN preparation for UNEA6</b>	<p>Secretariat presented an <a href="#">update</a> on the Intergovernmental Consultations on Nature-based Solutions and shared a list of proposed action points in preparation for UNEA6.</p> <p>The Chair of PPC suggested an in-person informal meeting during the Council meeting to help strategize on how to support NbS uptake and the positioning of the IUCN Standard, and other issues in the run up to UNEA 6. (The proposed focus is to develop a policy advocacy strategy for Nature-based Solutions that is responsive of the concerns raised and builds on IUCN's value-added.) All Council members interested would be invited to join. PPC will also consider the UNEA 6 preparations in one of its first meetings scheduled in 2024 (for UNEA6, 26 February-1 March 2024) including the submission of an IUCN side event focusing on the NbS Standard).</p>
7	<b>Update on Resolution 107 (fishery impacts)</b>	<p>Secretariat provided an update on Resolution 107. The Secretariat focal point requested guidance on how to receive the additional nominations from Commissions and Regions not yet represented among the nominees for the Task Force related to 107. PPC suggested to reach out to the Commission Chairs for clear indication if a Commission member will be a member and reach out to Regional Councilors as well as to National and Regional Committees Chairs for expert nominations from under-represented regions. PPC asked Secretariat to establish a small PPC working group (Sue, Madhu, Peter and other interested PPC members) to get the necessary guidance to set up the processes of selection of TF members and of selection of a chair at the first meeting of the TF as well as on the development of a workplan and timeline to allow to move the implementation of 107 forward. The group will meet during Council 110-II.</p>
8	<b>(Standing item) Updates from the Conservation and Human Rights Task Force and update on relevant Resolutions</b>	<p>The Chair of the CHRTF will further update PPC at PPC17.</p>
9	<b>(Standing item) Updates on implementation of Congress Resolutions and from the Committee Task Forces</b>	<p>Currently no updates, updates will be provided at PPC17</p>
11	<b>Any other business pending for the next PPC meetings</b>	<ol style="list-style-type: none"> <li>1. Dates and time for the next PPC meetings <ul style="list-style-type: none"> <li>• PPC17 (in person, 13 Nov)</li> </ul> </li> <li>2. Agenda items to be tabled for the next PPC meeting <ul style="list-style-type: none"> <li>• Review and discuss the draft zero of IUCN Programme 2025-2029</li> <li>• Discussion on private sector engagement</li> <li>• Comments from Members on 110<sup>th</sup> Council agenda</li> <li>• Update on PPC Resolutions (in particular 107 (fishery impacts) and 123 (Synthetic Biology))</li> <li>• Update on Task Forces of the PPC: Antarctica, Private Sector Engagement</li> <li>• Potential Council-sponsored motions for Congress</li> <li>• Council priority - Implementation of Resolutions (presentation of the annual report of implementation of the Marseille Resolutions)</li> <li>• Updates on the IUCN engagement in the Nature-Positive Initiative and</li> </ul> </li> </ol>



No	Agenda Item	For information / discussion / decision
		on Biodiversity Metrics • Reflections on the Leader Forum in Geneva and planning for the 2024 Leaders Forum

For information:

- [PPC's Terms of Reference](#) approved by DEC C107/6 (February 2022)
- [PPC's membership](#) approved by DEC 107/6 (February 2022)

<b>PPC participants (12)</b> <ul style="list-style-type: none"><li>- Sue Lieberman (Chair)</li><li>- Angela Andrade</li><li>- Peter Michael Cochrane</li><li>- Sean Southey</li><li>- Hilde Eggermont</li><li>- Kazuaki Hoshino</li><li>- Sean Southey</li><li>- Madhu Rao</li><li>- Kristen Walker Painemilla</li><li>- Vilmos Kiszal</li><li>- Hasna Moudud (joined after 1h)</li></ul>	<b>Secretariat (6)</b> <ul style="list-style-type: none"><li>- Stewart Maginnis, DDG Programme</li><li>- Sonia Peña Moreno, Director, International Policy Centre</li><li>- Qiulin Liu, Junior Professional Officer, support Stewart</li><li>- Sabrina Nick, Initiative and Governance Officer</li><li>- Louise Imbsen, Governance Unit</li><li>- Antoine Ouellet-Drouin (item 2)</li><li>- Iain Stewart (item 2)</li><li>- SungAh Lee (item 5)</li><li>- Dorsa Sheikholeslami (item 7)</li><li>- Aurelie Spadone (item 8)</li></ul>
<b>Apologies (4)</b> <ul style="list-style-type: none"><li>- Bibiana Sucre (proxy to Angela)</li><li>- Brian Child</li><li>- Lolita Gibbons</li><li>- Manuel Pulgar-Vidal</li></ul>	





IUCN Council 2021-25

**Programme and Policy Committee (PPC)**

17th meeting (In person), 13 November 2023 from 08:30 to 15:00 CET, Fontainebleau

**PPC OUTCOMES AND RECOMMENDATIONS TO COUNCIL**

No	Agenda Item	For information / discussion / decision
1	<b>Introduction and Approval of the Agenda da</b>	<p>The Chair welcomes the participation of the PPC members and invitees, including the Deputy Chair of CEC, Deputy Chair of CCC, and the Centre Directors and Regional Directors from the Secretariat, see details in the attendee list.</p> <p>The Chair of CEESP proposed to move the agenda item 9 on the Implementation Report of the Resolutions before the agenda item 7. The Committee <b>approved</b> the agenda by consensus.</p>
2	<b>Comments from Members on 110th Council agenda</b>  <b>Report to Council at item 13.3</b>	<p>PPC reviewed the two letters received from members with respect to the 110<sup>th</sup> Council Agenda that;</p> <ul style="list-style-type: none"> <li>i. requested IUCN to review engagement on combating corruption related to environmental crime and human rights in line with Resolutions.</li> <li>ii. Commended the work of the Antarctic and Southern Ocean Task Force.</li> </ul> <p><b>PPC Decision and recommendations to Council:</b>  PPC acknowledged the letters and will take into account the elements of environmental crime into the development for the future IUCN Programme and Policy work.</p> <p>PPC agreed to ensure that IUCN engagement with Antarctica and the Southern Ocean will be reflected in the 2026-2029 IUCN Programme.</p> <p>PPC Chair will communicate with the authors of the two letters, thanking them and communicating the PPC decisions.</p>
3	<b>IUCN Academy – Amendment ToR Advisory Board</b>  <b>Report to Council at item 13.3</b>	<p>The Director of Centre for Science and Data presented the three modifications to the Terms of Reference (ToR) for the IUCN Academy Board, on articles 3.5 Modification of Advisory Board Composition and categories of Members, 3.6 Member renouncement to seat in Advisory Board and 3.7 Request to Advisory Board Member to step down.</p> <p><b>PPC Decision and recommendations to Council:</b>  PPC discussed and endorsed the revisions to the ToR for the IUCN Academy Board, recommending their approval by Council.  Document: <a href="#">Revised ToR for IUCN Academy Advisory Board</a> (Annex 1)</p>
4	<b>Review and discussion the draft zero of IUCN Programme 2026-2029</b>  <b>Report to Council at item 13.3</b>	<p>The Deputy Director General Programme introduced the draft zero of the IUCN Programme 2026-2029, as requested at PPC14. The potential structure and design of the new intersessional Programme was shared along with 3 different options on the Programme framing. PPC was reminded of the agreed timeline for the development of the Programme, in order that all Regional Conservation Fora can actively facilitate the consultation process with Members.</p>

No	Agenda Item	For information / discussion / decision
		<p>While PPC was not able to reach consensus on all points of consultation, it did review the Programme framing scenarios and associated graphic illustrations, making the following observations:</p> <ul style="list-style-type: none"> <li>• the need to strengthen the Programme design around measurable impacts and performance indicators;</li> <li>• the necessity that the future Programme aligns with the IUCN 20-year Strategic Vision;</li> <li>• the necessity that the future Programme learns from the external review of the implementation of current Programme;</li> <li>• suggested framing the Programme around the Kunming-Montreal Global Biodiversity Framework (GBF) rather than the SDGs;</li> <li>• suggested focusing on ecosystems, species, biodiversity—the core values of IUCN;</li> <li>• noted that IUCN can't and shouldn't do everything, and IUCN should look to its roots;</li> <li>• recommended that nature crime/corruption be included in the Programme;</li> <li>• recommended that Antarctica and the Southern Ocean is reflected in the Programme; and</li> <li>• recommended that Health should be “One Health”, and focus should be about ecosystems, wildlife, etc., and not only human health.</li> </ul> <p><b>PPC Decision and recommendations to Council:</b></p> <p>Welcomed and commended the efforts of the Secretariat on the draft zero of the 2026-2029 Programme;</p> <p>Requests that the development of the new programme is guided and shaped by a small “Council – Secretariat” working group (5 Council members and 5 Secretariat members), established by the President and the Director General following a process similar to the UNFCCC COP28 working group and reporting back regularly to PPC, the President and the Director General.</p> <p>Suggests that the while the 2026-2029 Programme Working Group, maintains the decadal perspective of the Nature 2030 Programme, it strengthens the Programme framing by:</p> <ul style="list-style-type: none"> <li>• Elaborating a limited set of foundational elements that draw directly from the IUCN statutory objectives as the key enablers / “conservation essentials” of future programmatic action.</li> <li>• Reinforcing IUCN’s core business of biodiversity conservation in terms of “conservation impacts”</li> <li>• Building upon the “Global Transformation” scenario in the Draft Zero paper, aligning it with the outcomes of the 20-year vision process</li> <li>• Developing a clear and compelling graphic that illustrates how the different component of the new Programme relate to each other</li> <li>• Maintaining under each major priority area of programmatic intervention a series of Impact Targets and/or KPIs that describe in more detail what the Union will deliver</li> <li>• Identifying and incorporating a mechanism that enables the different constituent parts of the Union to frame how they will contribute under a One Programme Approach</li> </ul>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>Establishing a clear and consistent framework for consultation with and engagement of the Members at the Regional Conservation Fora</li> </ul> <p>The Working Group should bring a first draft to PPC for endorsement before the end of February 2024, having first consulted with all Commissions, with a view to making it available for Member consultation at the ORMACC Regional Conservation Forum in April 2024.</p> <p>Based on this feedback, a second version for full Member consultation will be brought to Council for its approval at its 111<sup>th</sup> meeting in May 2024.</p> <p>Document: <a href="#">IUCN Program 2025-2029</a></p>
5	<p><b>Updates on Nature Positive and Biodiversity Metrics</b></p> <p><b>Report to Council at item 13.3</b></p>	<p>The Director of the Centre for Science and Data presented an update on the progress and next steps on Nature Positive and Biodiversity Metrics, including the consultation with the Commissions, the Nature Positive Initiative Group, the revision of the White Paper as well as the plan for the open consultation with IUCN Members, partners, private sector, etc. It was shared that a Global Nature Positive Summit has been scheduled for October 2024 by the Australian Government (in Sydney, Australia).</p> <p>PPC welcomed the critical and timely efforts for the Union to accelerate the work on Nature Positive and Biodiversity Metrics. PPC members also discussed the necessity to develop an implementation plan with concrete actions. The idea of possible development of a Nature Positive Standard was also raised.</p> <p><b>PPC Decision and recommendations to Council:</b> PPC supported the IUCN Nature Positive Approach and timeline for the open consultations with Members proposed by the Secretariat. PPC Chair further encouraged PPC members to share any further comments directly to the Secretariat (Susanne Pedersen, Richard Jenkins, Frank Hawkins).</p>
6	<p><b>Updates and Recommendations by the Private Sector Task Force and Discussion on Private Sector Engagement</b></p> <p><b>Report to Council at item 13.3</b></p>	<p>The Chair of the Task Force provided a brief update on the Private Sector Task Force (PSTF) and its discussions with the Business Engagement Unit on an early draft Business Engagement Strategy.</p> <p><b>PPC updates to Council:</b> PPC acknowledged the ongoing work of the TF with the Secretariat on the emerging business engagement strategy requesting the PSTF to report back to PPC on the further development of the strategy before the 111<sup>th</sup> Council meeting.</p>
9	<p><b>Council priority – Implementation of Resolutions (moved)</b></p> <p><b>Report to Council at item 5.3</b></p>	<p>The Director of the International Policy Centre presented the 2023 Report on the Implementation of Resolutions, including the status of implementation and participation, activities carried out by the Union constituents, a 2023 costing exercise, main challenges encountered in implementation and reporting as well as presenting potential solutions (in particular as IUCN embarks in a new policy cycle with the launch of the motions process in 2024).</p> <p>PPC welcomed and commended the report prepared by the International Policy Centre. PPC members:</p>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>• noted with concern the weak response across the Union to requests for reporting on implementation of Resolutions;</li> <li>• noted that there is likely more progress in terms of implementation of Resolutions, than is being formally reported through formal Progress Reports in the Resolutions and Recommendations Platform;</li> <li>• provided the following suggestions and recommendations:               <ul style="list-style-type: none"> <li>• communicate better and more efficiently with Members (and other IUCN constituencies) on the full policy cycle, the Motions process and the IUCN Resolutions and Recommendations Platform;</li> <li>• strengthen the sense of ownership of, engagement by and accountability for the implementation of Resolutions by the Regional and National Committees;</li> <li>• consider including in the motions' submission format a question about what success would look like once the resolution is implemented.</li> <li>• requested the Motions Working Group to place greater emphasis on the identification of the scale of resources (personnel and finance) required for implementation of all submitted motions, as well as on the impact of Resolutions;</li> <li>• better report on how the portfolio of projects contributes to implementation of Resolutions.</li> </ul> </li> </ul> <p>PPC also discussed strategic topics including the admissibility criteria for motions, the motivations and responsibilities of motion sponsors and the synergies with the Programme implementation and project delivery. Better understanding the motivations for Members to submit a motion can help in identifying other alternatives to address the Members' need.</p> <p>Regional Directors were invited to share their experiences with implementation of Resolutions.</p> <p>PPC also suggested that as the motions process is better explained, Members should be encouraged to consider including key priorities in the Programme, rather than relying solely on calling IUCN to address key conservation priorities through motions/Resolutions.</p> <p>PPC further noted the upcoming Regional Conservation Fora as key opportunities to improve Members' understanding about motions submission and implementation and suggested that all RCFs highlight all of the points in this discussion, including explaining Rule 51 of the Rules of Procedure of the World Conservation Congress. PPC recommended that the PPT presented by the Director of the International Policy Centre be shared at all RCFs.</p> <p>Document: <a href="#">Progress in the Implementations of Resolutions and Recommendations at WCC in Marseille</a></p>
7	<b>(Standing item) Updates from the Conservation and Human Rights Task Force and update on relevant Resolutions</b>	<p>The Chair of the Task Force shared three updates on the relevant Resolutions:</p> <ol style="list-style-type: none"> <li>1) In reflection on the 2023 Resolution Implementation Report (agenda item 9), there was much progress in implementation of Resolution 002, including the Podong Initiative, GEF ICI Initiative, the joint CEESP-WCPA work on Indigenous Peoples and Protected Areas in Africa, CEESP Project on equity, etc.</li> </ol>

No	Agenda Item	For information / discussion / decision
	<p><b>Report at Council Item 13.3</b></p>	<p>2) The Council Working Group on the Doctrine of Discovery will further convene for discussion and identify the resources needed. It has not yet met.</p> <p>3) On <a href="#">Res 120</a>, the workplan on natural capital is in the process of development within the Working Group.</p>
8	<p><b>(Standing item) Updates on implementation of Congress Resolutions and from the Committee Task Forces</b></p> <p><b>Report at Council Item 13.3</b></p>	<p>1. Task Force on <a href="#">Res 001 — Archiving Resolutions and Recommendations meeting retirement criteria, consolidating policy and future reviews</a> - Peter Cochrane Update from the Chair and IPC Director: there are ongoing efforts, especially on the application of AI technology for the analysis of resolutions. As part of the process, it is expected that the criteria for archiving Resolutions will be further refined.</p> <p>2. Task Force on <a href="#">Res 061 – Partnerships and further development of a Global Ecosystem Typology</a>– Angela Andrade The Task Force Chair shared the progress on the Global Ecosystem Typology and Red List of Ecosystems, including:</p> <ol style="list-style-type: none"> <li>(1) The IUCN Global Ecosystem Typology (GET) was formally recommended for adoption into the international Family of Statistical Classifications in a significant decision by the United Nations Committee of Experts on International Statistical Classifications' during its meeting held in New York from October 24-27;</li> <li>(2) IUCN joined as a member of the intergovernmental Group on Earth Observations and the Consortium of the Global Ecosystems Atlas initiative, to further mainstream the GET;</li> <li>(3) The leading expert on the Red List of Ecosystems from CEM represents IUCN on the CBD Ad Hoc Technical Expert Group on indicators;</li> <li>(4) IUCN will further release the first global assessment on Mangrove Ecosystems on the occasion of UNFCCC COP28.</li> </ol> <p>3. Task Force on <a href="#">Res 107 Reducing the impact of fisheries on marine biodiversity</a> –Angela Andrade The Steering Committee for the implementation of Res 107 is in the process of being established with joint efforts from Commissions, Councillors, and Secretariat.</p> <p>4. Task Force on <a href="#">Res 114 – Integrated solutions to the climate change and biodiversity crises</a> – Angela Andrade and Manuel Pulgar In the Commission-Secretariat workshop on 12<sup>th</sup> November, two concrete actions were identified to accelerate the actions including the integration of NbS, NBSAPS and NDC, etc. With these cross-Commission efforts, focal points from the Commissions have been identified and the technical briefing for COP28 on recognizing the linkages between GBF and UNFCCC, as well as regarding carbon credits. In preparation for UNEA6, CEM will work together with the Secretariat on a NbS side event.</p> <p>5. Task Force on <a href="#">Res 123 – Towards development of an IUCN policy on synthetic biology in relation to nature conservation</a>– Bibiana Sucre The Chair of the TF shared that:</p> <ol style="list-style-type: none"> <li>(1) Most of the funding has been secured, with support from the Gordon and Betty Moore Foundation, the governments of Germany, and Finland. Discussions are ongoing as further support is still needed.</li> <li>(2) The Citizens Assembly has been set up and introductory calls have been organised. The first training meeting is scheduled for next</li> </ol>

No	Agenda Item	For information / discussion / decision
		<p>week in Nairobi and the deliberation meeting is scheduled for the end of January 2024 in Bangkok.</p> <p>(3) The Policy Development Working Group (PDWG) has also been established with support from the President and Councillors, with the first meeting scheduled in February, 2024.</p> <p>(4) The trainers and facilitators have been contracted following the IUCN procurement rules.</p> <p>(5) IUCN and the CBD Secretariat have been liaising closely to ensure that the CBD synthetic biology process and the IUCN one “talk to one another” including by having one of the PDWG Co-Chairs participate in the CBD AHTEG as an observer.</p> <p>PPC suggested to capture the lessons and experience from the implementation of this Resolution in preparation for the next Congress, and to share that with the RCFs in 2024.</p> <p>6. Task Force on Antarctica and the Southern Ocean The Chair of the TF (Catherine Iorns) presented the draft IUCN Antarctic and the Southern Ocean Strategy, including the proposal for future IUCN actions, advocacy, strategy, etc. The TF includes Councillors (Catherine Iorns, Madhu Rao, Vivek Menon, Sue Lieberman; experts from Commissions; and a Member representative). There was strong support from PPC for the work of the TF. PPC strongly recommended that work on Antarctica and the Southern Ocean be included into the next IUCN Programme.</p> <p><b>PPC Decision and recommendations to Council:</b> PPC appreciates and supports the work of the Task Force, and further recommended the work on Antarctica and the Southern Ocean be included as part of IUCN Programme and invite further comments and recommendations to the Task Force.</p> <p>Document: <a href="#">IUCN Antarctic Task Force Strategy</a></p>
10	<p><b>Motions for Congress</b></p> <p><b>Report at Council Item 13.3</b></p>	<p>The Director of the International Policy Centre presented the process for Council-sponsored motions. The importance of maintaining the balance between the potential motions (which become IUCN Resolutions when adopted) and IUCN’s Programmatic work and impact targets was highlighted. Sometimes it is preferable to address key conservation priorities by including them in the Programme rather than in a Resolution. PPC discussed issues that could be ideal for a PPC-spearheaded Council-sponsored motion. The PPC Chair highlighted that this takes a lot of work, and a short list is ideal.</p> <p>PPC recommended that the following issues be considered for Council-sponsored motions:</p> <ul style="list-style-type: none"> <li>• Synthetic biology (building on all of the ongoing TF work)</li> <li>• Pathways for a just climate transition</li> <li>• Geoengineering, and a process for developing an IUCN policy</li> <li>• Novel ecosystems, changing ecosystems</li> <li>• Nature Positive and Biodiversity Credits</li> <li>• Towards meeting the 2030 targets – GBF, Paris Agreement and the SDGs</li> </ul> <p>PPC recommended that the following issues, while possible topics for Council-sponsored motions, should instead be prioritized in the 2026-2029 Programme:</p>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>• One Health</li> <li>• Antarctic and the Southern Ocean</li> <li>• Freshwater and climate change</li> <li>• Measuring conservation outcomes</li> <li>• Climate justice</li> </ul> <p>PPC recommended that the following issues be referred to GCC and FAC as an overarching issue of strategic empowerment of IUCN, for their consideration:</p> <ul style="list-style-type: none"> <li>• Improvements to member engagement, in form of cooperation between Regional and National Committees and HQ and its offices for formulating, implementing and reporting common programs.</li> <li>• Improved core funding, concrete and prescribed amounts for National and Regional Committees; more regionalization and devolution from the centre, upgrading cohesion within IUCN, increase conservation impact and this way attracting newer resources.</li> </ul>
11	<p><b>Review and finalization of the Policy Overseer Procedure</b></p> <p><b>Report at Council Item 13.3</b></p>	<p>The PPC Chair and the Director of International Policy Centre presented the modifications and revisions to the previous Policy Overseer Procedure document to ensure all content is up-to-date and in alignment with the other policy documents, in particular the IUCN Policy Procedures revised in 2022 and approved by Council in May 2023.</p> <p><b>PPC Decision and recommendations to Council:</b> PPC agreed to all of the proposed revisions and proposed the new name for this policy document as “PPC Policy Oversight and Procedures” for Council Approval.</p> <p>Document:</p> <ul style="list-style-type: none"> <li>• <a href="#">Policy Overseer Procedure-clean</a></li> <li>• <a href="#">Policy Overseer Procedure-Track Changes</a></li> </ul>
12	<p><b>Reflection on the Leaders Forum in Geneva and planning for the 2024 Leaders Forum</b></p> <p><b>Report at Council Item 13.3</b></p>	<p>The Deputy Director General-Programme presented an overview of the Leaders Forum 2023 outcomes (Oct 2023, Geneva), especially the engagement with the high-profile private sectors, the subnational government members, the youth representatives, etc.</p> <p>PPC congratulated the organisers on the success of the Leaders Forum in 2023 and considered the strategic value proposition of future Forum events. It was noted the Leaders Forum is designed to create a new convening niche to enhance IUCN’s influence that proactively engages stakeholders outside the conservation community and IUCN membership, especially, but not limited to, the private sector. Some PPC members expressed concerns that it could be too much to hold a Leaders Forum in 2024, due to all of the RCF’s, or in 2025, due to the Congress. The Secretariat highlighted that while a Leaders Forum was being considered for 2024 there were no plans for a Leaders Forum in 2025. PPC discussed how to better involve Council in decision-making about future Leaders Forum events.</p> <p><b>PPC Decision and recommendations to Council:</b> PPC requested the Head of the Global Convening and Events Unit and the Deputy Director General – Corporate Services to present a detailed plan for the 2024 Leaders Forum at the next PPC meeting for further discussion and recommendations of the way forward.</p>

No	Agenda Item	For information / discussion / decision
13	<b>Any other business pending for the next PPC meetings</b>	<ol style="list-style-type: none"> <li>1. Progress on Youth work (AOB raised by Hasna )               <ol style="list-style-type: none"> <li>(1) The Chair of CEC and WCPA shared the progress from the Commissions on youth issues, the youth focal point for core Commission work in response to the IUCN Call for Actions on youth.</li> <li>(2) A Youth Advisory Committee will be established and announced at UNFCCC COP28.</li> <li>(3) A youth side event is now co-organized by the Deputy Chair of CCC and the Secretariat.</li> </ol> </li> <li>2. Dates and time for the next PPC meetings               <ul style="list-style-type: none"> <li>• PPC18, Doodle poll in Jan will be circulated. No meeting in Dec.</li> </ul> </li> <li>3. Agenda items to be tabled for the next or subsequent PPC meeting               <ul style="list-style-type: none"> <li>• Approval of the ToR of Council Global Focal Person for Oceans</li> <li>• Updates on the IUCN 2026-2029 Programme</li> <li>• International Positioning (UNEA6, CMS CoP14, RCFs, CBD CoP16, etc.)</li> <li>• Updates from the Conservation and Human Rights TF</li> <li>• Updates on implementation of Resolutions and from PPC TFs</li> <li>• Discussion and on future Leaders Fora (Marc M)</li> <li>• Discussion and updates on the IUCN Youth Strategy (PPC19)</li> <li>• Discussion on the future of IUCN (raised by Brian)</li> </ul> </li> </ol>

For information:

- [PPC's Terms of Reference](#) approved by DEC C107/6 (February 2022)
- [PPC's membership](#) approved by DEC 107/6 (February 2022)

<p><b>PPC participants (11)</b></p> <ul style="list-style-type: none"> <li>- Sue Lieberman (Chair)</li> <li>- Angela Andrade</li> <li>- Peter Michael Cochrane</li> <li>- Brian Child</li> <li>- Kazuaki Hoshino</li> <li>- Vilmos Kiszal</li> <li>- Hasna Moudud</li> <li>- Sean Southey</li> <li>- Manuel Pulgar-Vidal</li> <li>- Madhu Rao</li> <li>- Kristen Walker Painemilla</li> </ul> <p><b>Apologies (2)</b></p> <ul style="list-style-type: none"> <li>- Hilde Eggermont (proxy to Peter)</li> <li>- Lolita Gibbons-Decherong (proxy to Sue)</li> </ul> <p><b>Invitees (3)</b></p> <ul style="list-style-type: none"> <li>- Margaret Otieno, Deputy Chair, CEC</li> <li>- Cathy Lee, Deputy Chair, CCC</li> <li>- Catherine Iorns, IUCN Regional Councillor for Oceania (virtual, item 7)</li> </ul>	<p><b>Secretariat (14)</b></p> <ul style="list-style-type: none"> <li>- Stewart Maginnis, DDG Programme</li> <li>- Qiulin Liu, Junior Professional Officer, support Stewart</li> <li>- Sonia Peña Moreno, Director, International Policy Centre</li> <li>- Susanne Pedersen, Director, Centre for Science and Data</li> <li>- Trevor Sandwith, Director, Centre for Conservation Actions</li> <li>- Ursula Parrilla, Regional Director, Mexico, Central America and Caribbean</li> <li>- Nana Oumou Toure, Regional Director, West and Central Africa</li> <li>- Dindo Campilan, Regional Director, Asia</li> <li>- Maria Muavesi, Regional Director, Oceania</li> <li>- Maher Mahjoub, Director - Mediterranean Cooperation Center</li> <li>- Richard Jenkins, Head, Biodiversity Assessment and Knowledge Team (virtual, item 5)</li> <li>- Frank Hawkins, Biodiversity Science and Policy Advisor, Biodiversity Assessment and Knowledge Team (virtual, item 5)</li> <li>- Martin Sneary, Head, Enterprise and Investment Team (virtual, item 6)</li> <li>- Céline Preitner, Policy Officer, International Policy Centre (virtual, item 9)</li> </ul>
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## Terms of Reference for the IUCN Academy Advisory Board

### 1. Background and purpose

In its decision C109/18, the IUCN Council established an Academy Advisory Board as outlined in the Academy draft strategy.

### 2. Role of the Advisory Board

The Advisory Board is an advisory body, which shall provide advice to the management of the IUCN Academy on strategic development and specific operation issues related to its activities. It shall act under the authority of the Director General and report to it.

### 3. Composition

3.1. The Advisory Board is composed of the following Members:

3.1.1. A Chairperson (the “Chair”), who should be a person with sufficient knowledge and understanding of IUCN, but who does not hold an official function within IUCN.

3.1.2. Up to nine members covering the following categories:

(a) Two IUCN Commission Chairs nominated by the group of Commission Chairs;

(b) Two representatives of the IUCN Academy academic partners nominated by the academic partners;

(c) One Regional Director and one Centre Director, with ongoing and planned portfolio of activities with the Academy, nominated by the Academy Director;

(d) Up to three external experts from different sectors appointed by the DG, upon recommendation from the Advisory Board.

3.2. To ensure alignment of the IUCN Academy’s strategy with the IUCN’s World Conservation Congress cycles, the Chair and the members of the Advisory Board will be appointed for an initial period running until the IUCN World Conservation Congress in 2025, and subsequently for periods of four years following the WCC agenda.

3.3. Quorum for the Advisory Board is five members if it is composed of seven Members, and six members, if it is composed of eight to nine members.

3.4. The Director General appoints all Members of the Advisory Board, including the Chair, whose role is to run the meetings and distribute the minutes including the Board’s recommendations. The Chair will be assisted by the Secretary to the Advisory Board.

3.5. The composition of the Advisory Board and its categories of members can be added/modified upon proposal and consensus among recommendation from the Advisory Board Members and validation by the Director General. The Terms of Reference of the Advisory Board will be amended accordingly.

~~3.5.~~3.6. A Member has the right to renounce to its seat in the Advisory Board before the end of its mandate by giving a written notice of its decision to the AB Secretariat. Its renouncement will take effect three months after the receipt of its decision to allow the search for a suitable replacement for his/her seat.

3.7. Members can be requested to step down for the Advisory Board. Members will be excluded if they miss two consecutive Advisory Board meetings without justification or upon consensus among the other Advisory Board Members.

~~3.6.~~3.8. Should a member have a conflict of interest as defined in IUCN's Code of Conduct, or a conflict of loyalty due to responsibility with respect to a particular matter under consideration, they will recuse themselves from the respective discussion and recommendation.

#### **4. Responsibilities**

As part of its role, the Advisory Board shall provide advice to the management of the IUCN Academy on strategic matters regarding its development, which include:

- (a) Reviewing and providing input into the IUCN Academy's strategic plan for the upcoming year.
- (b) Supporting the identification of potential sources of knowledge and teaching expertise within and outside IUCN to participate in the development and/or delivery of the Academy portfolio of courses.
- (c) Sharing expertise and ideas to contribute to the successful development of the Academy.

#### **5. Frequency of Advisory Board meetings**

The Advisory Board will meet three times a year. As a rule, the meetings will be held by virtual means.

#### **6. Engagement with IUCN Commissions**

As stated in Council decision C109/18, the Advisory Board will proactively engage with IUCN Commissions through the following process:

- 6.1 The Secretariat will approach each Commission to request the contact of a Commission member who shall serve as a focal point to the Advisory Board. The focal points are not members of the Advisory Board, unless nominated as representatives pursuant to section 3.1.2(a). They are part of the interaction mechanism with the Commissions.
- 6.2 The Advisory Board will share its agenda in advance through the Commissions' focal points.

6.3 In advance of each Advisory Board meeting, Commissions will have the opportunity to share ideas and opinions with the Advisory Board by sending them to the Advisory Board Secretary, through their focal points.

## **7. Engagement with the academic partners of the IUCN Academy**

The Advisory Board will share its agenda in advance with the all the academic partners, who will have the opportunity to share their ideas and comments by sending those to the Advisory Board Secretary.

## **8. Advisory Board recommendations**

The Advisory Board shall make every effort to adopt its recommendations by consensus. If this is not possible, recommendations shall be adopted by a simple majority of the parties present and voting. In case of a split vote, the Chair shall have a casting vote.

## **9. Communication and filing of recommendations**

Copies of the submitted documents and Advisory Board meeting minutes including any recommendations made by the Board are kept on file by the Secretary to the Advisory Board.



## IUCN Council 2021-25

### 11<sup>th</sup> Meeting of the Finance and Audit Committee (FAC)

UTC 19:00, 14 September, 2023, Online

#### Present:

Rick Bates Chair  
Nihal Welikala, Treasurer  
Marco Cerezo  
Norbert Baerlocher  
Ayman Rabi (disconnected at 20.10 proxy to Nihal Welikala)  
Sonia Castañeda Rial  
Ali Kaka (left at 21:25)  
Jon Paul Rodriguez  
Catherine Iorns

#### Apologies

Said Damhoureyeh (proxy to Ayman Rabi)  
Jong Soo Yoon

#### Secretariat

Mike Davis, Chief Financial Officer (CFO)  
Grethel Aguilar Rojas, Acting Director General (ADG)  
Louise Imbsen, Governance Assistant

### FAC OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	<p>A member of the FAC requested that the proposal to amend the membership dues guide in respect of venue-based organisations be added to the agenda.</p> <p>With this amendment, the Committee <b>approved</b> the agenda</p>
2	<b>Results to date and forecast for the year</b>	<p>The CFO presented the results to date and the forecast for the year.</p> <p>At the end of July the result was a surplus of CHF 3.6m. However, this was partly driven by membership dues which were ahead of budget by CHF 1.6m. This positive variance would reverse by the year-end as it was purely a timing difference.</p> <p>The forecast for the year was a net result of CHF 1.3m compared to a budget of CHF 1.6m. Unrestricted income was forecast to be broadly in line with budget with the exception of philanthropy which was forecast to be CHF 0.5m below budget.</p> <p>Cost recovery from the portfolio was forecast to be CHF 4.6m above budget but this was offset by higher staff cost, forecast to be CHF 2.8m above budget, and also provision for foreign exchange losses (CHF 1.0m) and the requirement to make provision for project losses (CHF 0.5m) and the Africa Parks Congress (CHF 0.5m).</p>

No	Agenda Item	For information / discussion / decision
		<p>The forecast was also adversely impacted by the IUCN Academy. Income from the Academy was budgeted at CHF 1.0m, but due to the suspension of external courses, the forecast income was only CHF 0.1m.</p> <p>Project expenditure was forecast at CHF 121.5m compared to a budget of CHF 138.5m. Project execution was expected to be broadly in line with budget but project implementation (GEF and GCF portfolios) was forecast to be only 70% of budget. The shortfall was due to overly ambitious timelines for new projects.</p> <p>The ADG added that several of the unbudgeted costs were outside the Secretariat's control; notably, foreign exchange losses, non-realisation of Academy income and the loss on the Africa Parks Congress. In respect of the latter, it was important that future decisions on major events are taken after a proper financial analysis and risk assessment. She also noted that all current framework agreements end in 2024 and new agreements need to be negotiated and that this presented a significant risk.</p> <p>The FAC noted:</p> <ul style="list-style-type: none"> <li>• The volatility of financial markets could result in significant foreign exchange losses and investment losses and that this was outside IUCN's control. It was important that reserves are built to cover this risk.</li> <li>• Growth in itself was a risk. Specifically, the implementing agency role carried new risks and it was unclear how reserves would be built to cover this risk. Growth should only be pursued within acceptable risk parameters.</li> <li>• The higher level of staff cost recovery was good but the downside was that staff who are 100% project funded may not be able to devote time to institutional priorities unless the priorities are project funded.</li> <li>• The level of philanthropy income was disappointing and that this income stream needed more attention.</li> <li>• The level of HQ costs also warranted further consideration.</li> </ul> <p>The Chair, summing up, noted that the Director of Strategic Partnerships would present a report on fundraising at the October meeting of the FAC and that the ADG would present an overview of the Secretariat office footprint at the same meeting.</p> <p><b>The FAC took note of the results to date and the forecast for the year.</b></p>
3	<b>Report on implementation of MKS report</b>	<p>The Chair gave a recap of the status of implementation of the findings of the finance review undertaken by Moore Kingston Smith (MKS). He noted that the findings had been reviewed and prioritised by the FAC at FAC 10. Building on this, the Treasurer had distilled the required actions into 5 priority areas: increasing unrestricted income, building reserves, de-risking the portfolio and increasing cost recovery, controlling costs and investments. These 5 areas had been included in the DG workplan and progress would be reported to the Bureau and the FAC updated accordingly.</p> <p>The report on financial governance included 15 recommendations, 4 budget related, and the rest relating to financial management processes, including improving financial information, strengthening Council</p>

No	Agenda Item	For information / discussion / decision
		<p>knowledge, impacts and outcomes on the use of resources. He noted that the Secretariat were in the process of developing a more robust results framework for the next planning cycle.</p> <p>The Chair said he would prepare an implementation update for circulation to FAC.</p>
4	<b>IUCN 20-Year Strategy</b>	<p>The ADG updated the FAC on progress on developing the 20-year strategy.</p> <p>Following input from Council at C110, chapters 1 and 2 had now been revised to be more concise. The revised drafts had been shared with Bureau and are planned to be finalised by end of September.</p> <p>In respect of chapter 3 (options) the table of contents would first be approved by the 20-year Strategy Steering Committee before developing the content. This chapter would respond to the question: What should be IUCN priority themes for the next 20 years? How would IUCN will get there? This second question will include the operational issues. This would be the subject of a strategic discussion at Council C110.</p> <p>The Steering Committee for the 20-year strategy would also need to approve the way forward.</p> <p>In respect of the role of the FAC, it could provide input into chapter 1 – what is the current financial situation? – and into chapter 3 – what are the financial implication of the vision options?</p> <p>The Chair noted that the period between Council agreeing the strategic priorities and the start of the consultation process would be relatively short and that the FAC would have limited time to consider the operational issues prior to consultation.</p>
5	<b>IUCN reserves target</b>	<p>The CFO presented the draft reserves target.</p> <p>He noted that a reserves target of CHF 25m had been set in 2011. Based on a current reassessment of risks and requirements a target of CHF 40m was proposed. This consisted of CHF 8m for capital investments, CHF 3m for organisational change and innovation and CHF 29m for risks. The current level of unrestricted reserves was CHF 20m, so the new target represented an increase of CHF 20m.</p> <p>The FAC discussed the proposal, noting:</p> <ul style="list-style-type: none"> <li>• Separation of reserves into risk-based reserves and other reserves was appropriate, noting that this aligned with the current classification in the financial statements (IUCN Fund = risk based; Retained Surpluses = other requirements).</li> <li>• It was important to get the balance right between risk-based reserves and other reserves.</li> <li>• It was also important to distinguish between routine investments/innovation/change which should be funded through the annual budget and major investments which might need to be funded from reserves. Reserves should only be used for major investments or organisational change that cannot be funded from annual income.</li> </ul>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>• The reserves target should not be set to be unattainably high but nor should it be too low.</li> <li>• We should look at de-risking the portfolio as this is the major risk that drives the level of risk-based reserves. Every CHF 100m increase in the portfolio requires a CHF 2m increase in the reserve level. The risk associated with the portfolio should be covered by how we price projects.</li> <li>• Although reserves would normally be increased through the generation of annual surpluses, increasing reserves through creative fundraising mechanisms, such as a fee in projects, or endowments should also be considered.</li> </ul> <p>The ADG noted that increasing the level of reserves was important in order to ensure a healthy and financially stable IUCN but the timeline to get there needed to be realistic.</p> <p><b>The FAC requested the Secretariat to revise the reserves proposal, taking into consideration the above inputs, add a proposed timeline to achieve the target, and recirculate the paper for discussion at its next meeting.</b></p>
6	Budget 2024	<p>The CFO presented the proposed budget format for the 2024 budget. He noted that the structure had been revised to align it with the structure of both the statutory financial statements and the monthly management accounts. The proposed analytical tables were based on discussions on the 2023 budget and specific information requirements of the FAC.</p> <p>The ADG noted that the proposed format and tables included a high level of detail. It was important to note that the budget would be a public document and it was important that it was presented at the right level. We should therefore distinguish between information that needs to be in the budget to ensure coherency and transparency and additional information that the FAC might need to fulfil its oversight role.</p> <p>The FAC thanked the CFO for the proposed outline and agreed with the overall structure.</p> <p>The following additions were proposed:</p> <ul style="list-style-type: none"> <li>• Be clear on investments, particularly investments in growth versus investments in risk management and sustainability.</li> <li>• Include commentary on the development of the results-based framework even if it is not applicable for the 2024 budget.</li> <li>• Standardise language and terminology so that the documents is accessible to external readers.</li> </ul> <p>The Chair agreed to provide additional input to the CFO outside of the meeting.</p>
7	Risk update	<p>The CFO noted that the Risk Appetite Statement (RAS) was presented at FAC 9. The FAC had endorsed the statement and recommended that Council approved the RAS. However, this was not formally presented to Council for approval at C109. It was therefore proposed that it be presented for approval at C110.</p> <p>The CFO also noted that the Secretariat Risk Committee would meet later in September and that the risk register would be presented at the FAC meeting in November.</p>



No	Agenda Item	For information / discussion / decision
		<b>The FAC reconfirmed its decision to recommend the Risk Appetite Statement for approval.</b>
8	<b>HR update</b>	<p>Based on information provided by the Deputy Director General of Corporate Functions, the Chair updated the Committee on the recruitment of the Head of Oversight and the Chief Financial Officer, noting that both were on track.</p> <p>He also provided an update on the development of the whistle-blower policy and updates to the code of conduct and fraud policies, noting that these were close to finalisation. The terms of reference for the Ombudsman and the Ethics Committee had also been updated.</p>
9	<b>Membership dues – amendment to the membership dues guide in respect of venue-based organisations</b>	<p>The Chair noted that the consultation process on the proposed dues structure for venue-based organisation had resulted in a Member proposing revisions to the proposal made by Council.</p> <p><b>The FAC agreed that the financial implications of the proposed revision be analysed and that this be provided to the GCC ahead of its meeting where this would be discussed. The financial implications should be taken into consideration by the GCC when deciding on the next steps.</b></p>
10	<b>AOB</b>	There was no additional business

IUCN FAC Governance Roadmap

14 June 2023

No.	Action	Priority (H/M/L)	Timescale (QW - Quick win ST - 6 months MT - 18 months LT - 18 months+)	Current Status	Secretariat comments	Next Steps / Resource needed
<b>Actions – Governance (Strengthen FAC Financial Oversight)</b>						
<b>Onboarding and Skills</b>						
1	Improve FAC members' 'onboarding process'	H	MT	Scheduled for April 2024, to follow the Self assessment, succession plans and training in #2		- Decide what process is needed and sufficient - Implement changes
2	<u>Self-Assessment, succession plans and training</u> 1. Introduce an annual method of committee self-assessment (Both group and individual). Link to periodic skills audit  2. Develop succession plans  3. Provide ongoing training to address the specialist and increasingly technical nature of FAC responsibilities	M	ST  MT	Scheduled for Feb-2024		- Identify self-assessment model and plans - Identify needs for training - Implement
3	Appoint external specialist experts	M	MT	Scheduled for June 2024		- Recruitment of individual(s)
	<b>Improve financial information</b>			Scheduled for 2025		

4	<p>Improve financial information.</p> <p>Also to improve the insight on organizational performance challenges through financial information (to Council).</p>	H	ST to MT	<p><b>Financial dashboard under development. Initial steps incorporated in 2024 budget. Refinement will continue through to 2025 to adapt to the 20-year strategy and financial strategy.</b></p>		<p>- Finance team to take forward dashboard / MI (and agree with Chair of FAC/Treasurer before submission to FAC / Council)</p>
<b>Focus on ....</b>						
5	Create calendar of business	H	QW	<p><b>In progress. Review and finalize in Dec 2023</b></p>		<p>- CFO (to be agreed by Chair of FAC)</p>
6	Strengthen FAC interaction with the Head of Oversight	H	ST	<p><b>Head of Oversight position vacant. Interviews in progress. Expect to be filled in early 2024. Monthly meetings to be scheduled with FAC Chair</b></p>		<p>- To be addressed when Head of Oversight recruited</p>

7	Make resource mobilization/income generation a FAC standing agenda item	H	QW	<p><b>Currently Incorporated into agenda on an as needed basis. Revenue strategy needs to be developed to meet org financial needs to monitor progress against. Reporting requirements for strategy and for revenue generating initiatives to be developed</b></p>		<ul style="list-style-type: none"> <li>- Determine requirements and ROI tracking</li> <li>- Actions to be taken on by Strategic Partnerships Unit/BEU/F4N</li> </ul>
8	Make the risk register a standing reference document for each FAC meeting	H	QW	<p><b>Complete. Updates to be provided on ongoing, as-needed basis</b></p>		<ul style="list-style-type: none"> <li>- Determine the process needed</li> <li>- Action to Head of Risk</li> </ul>
<b>Actions – Governance (Strengthen Financial Oversight role of Council)</b>						
	<b>Financial oversight</b>					

9	Strengthen Council knowledge of, and engagement in, IUCN's financial plans, risks and performance	H	ST	In progress. Will be an ongoing process. Improved linkage of finances, risks and performance in 2024 draft budget. Increasingly referenced by Treasurer and Chair of FAC reports to Council. Council appreciation of IUCN financial issues appears to be improving. Review and reassess again in early 2024.		<ul style="list-style-type: none"> <li>- Any report over 5 pages should have an Exec Summary</li> <li>- Identify what is needed</li> <li>- Create financial indicators/dashboard</li> </ul>
10	Report on impact and outcomes of financial resources on IUCN's strategic objectives	H	LT	Requires resource management system to be completed. Currently scheduled to be complete in Q4 2024	Development of the system has just started, so it will be in place by end of 2024. It will take time for the whole portfolio to be linked to the new results framework	- Substantial
<b>Resource mobilisation</b>						
11	Dedicate specific Council time to Resource Mobilisation through FAC agenda	H	QW	Requires an Interim strategy linked to org needs. This will need to be refined when the 20-year strategy goals are complete.		- Link to Action 7 [and report to Council through this mechanism]

Link to Council (and how Council and President will support work of FAC)					
12	Increase Council time on the link between risk assessment and achievement of organizational strategy	H	QW	In progress. Treasurer and FAC Chair have been incorporating link between risk and financial strategy into reports to Council, particularly in regard to reserves discussion. Both enterprise risk to the organization and financial risks to the budget are incorporated into the draft 2024 budget document.	- Rick to talk to President
13	Improve visibility and airtime of the Treasurer with the President and Council	H	QW	In progress	- Nihal and Rick to talk to President

14	Expand the Chair of FAC's report to Council in the context of IUCN's financial strategy and other risk and audit matters discussed by FAC during the year	H	QW	<b>Changes to the 2024 budget document include progress toward targets in the 4 year strategy approved at Congress, the enterprise risk assessment, and financial risks to successful implementation of the budget. These will be part of future reports of the Treasurer and the Chair.</b>		<ul style="list-style-type: none"> <li>- Summary of key points to accompany minutes</li> <li>- Rick to talk to President</li> </ul>
15	The President, Treasurer and Chair of FAC, supported by the Senior Governance Manager, need to review whether and how more time can be devoted to strategic financial matters	H	QW	Outstanding		

IUCN Finance Strategy Roadmap

14 June 2023

No.	Action	Priority (H/M/L)	Timescale (QW - Quick win ST - 6 months MT - 18 months LT - 18 months+)	Current Actions	Status of Current Actions	Secretariat comments	Planned Actions	Possible Future Actions
<b>Lack of unrestricted funding</b>								
1	<p>There is a lack of unrestricted income across the organisation and therefore lack of flexibility to invest in the future of IUCN. <b>IUCN must focus on building unrestricted, flexible resources.</b></p> <p>Our analysis shows that against comparators, IUCN generates considerably <b>less philanthropic income than other comparable organisations.</b> How will IUCN address this?</p> <p>There is also a question of whether ROs/COs can fundraise for unrestricted funds.</p>	H	<p>ST/MT</p> <ul style="list-style-type: none"> <li>Decision that this must move forward before Phase 2.</li> </ul>	<ul style="list-style-type: none"> <li>Growing framework funding through new partnerships that will provide either unrestricted funding or loosely restricted funding.</li> </ul>	See Secretariat comments in column immediately to the right	<p><b>Regular engagement of IUCN President with Framework Partners throughout the year.</b></p> <p><b>Framework Partners meeting in Africa - bringing together potential new Framework donors.</b></p> <p><b>Regular technical briefings on IUCN's work during the year – showcasing new initiatives, policy influencing and work the ground.</b></p> <p><b>Ongoing discussions with current Framework Partners on timeframe for renewal of core funding agreements (9) for support to the 2025-2029 Programme.</b></p> <p><b>In order to create more opportunities for flexible, strategic financial support for IUCN's four-year programme- we will involve current and potential Framework Partners in development of the 2025-2029 Programme to ensure buy-in. IUCN will be developing a set of flexible funding options for new donors (restricted core).</b></p> <p><b>New report to demonstrate the value and impact of core funding being developed for current and potential Framework Partners.</b></p> <p><b>Roadshow with new DG for high level meetings to all Framework Partner countries starting with COP28 and early 2024</b></p> <p><b>New Framework Partner countries targeted are already programmatic donors to IUCN. Proposals/asks under consideration – but need for sharp articulation of IUCN's role and comparative advantage as more actors begin to work on biodiversity loss</b></p> <p><b>Detailed core and flexible funding roadmap to 2025 developed.</b></p>	<ul style="list-style-type: none"> <li>Continuation of current actions.</li> </ul>	



				<ul style="list-style-type: none"> <li>Investment is being made in growing the Patrons of Nature programme.</li> </ul>	See comments from Secretariat in column immediately to the right	<p><b>2 new patrons have been secured in 2023 and one more is in the pipeline for 2023. Patrons for Nature Strategy developed. Pipeline growing. 2 meetings in 2023. IUCN President fully engaged with Patrons and pledged to support the engagement and growth. Working on developing a major donor programme to secure more flexible funding from HNWI.</b></p>	<ul style="list-style-type: none"> <li>Review of fundraising opportunities in the US and use of the IUCN 501c3 entity.</li> </ul>		
				<ul style="list-style-type: none"> <li>Developing new income streams that include a margin, eg Academy, certification services, advisory, Finance for Nature, and private sector engagement.</li> </ul>	Academy approved by Bureau Sept 13, 2023. Approval received late in year resulted in the Academy unable to meet its revenue projection for 2023.				
				<ul style="list-style-type: none"> <li>Strategy is being developed to grow philanthropic (foundations) income</li> </ul>	See comments from Secretariat in column immediately to the right	<p><b>2024 budget will include a new philanthropy position to be based in the US. IUCN HQ staff working on engagement with foundations. Significant funding secured (CHF2.75m) from foundations for the RLS (institutional priority) as well as for key initiatives such as Sports for Nature (CHF3m). Core costs included in funding proposals. Mapping of foundations and philanthropics trends and opportunities in Asia and Middle East underway and completed by end of 2023.</b></p>			
<b>Lack of investment funds</b>									
2	<p>There are many new income generation opportunities available to IUCN which also contribute to mission; each will require <b>investment to start and grow</b>. How will this be provided? Can social investment be a tool to help innovate?</p> <p>IUCN will also need to <b>grow its reserves to mitigate future risk</b>.</p>	H	ST/MT	<ul style="list-style-type: none"> <li>Currently, new initiatives are funded from annual budgets and from existing income streams, primarily framework funding. The reserves level is not high enough to allow upfront investment to be made from reserves.</li> </ul>	<p><b>In Progress - Secretariat is currently working to establish a new target for reserves and expects to have it confirmed by Council in Nov. Achieving this target will likely require a multi-year plan of annual surpluses at a level that allows addressing both the reserves target and investment in revenue generation</b></p>			<ul style="list-style-type: none"> <li>Research alternative investment models.</li> <li>Explore possibility of seeking investors for specific initiatives.</li> </ul>	

				<ul style="list-style-type: none"> <li>• Reserve growth is being achieved through budgeting and realising annual surpluses.</li> </ul>	<p><b>In progress - IUCN is currently forecasting to end 2023 with a surplus of chf 1.3m. IUCN results at end August shows progress in cost recovery compared to this time last year - 6% increase. This will be monitored/reported.</b></p>			<ul style="list-style-type: none"> <li>• Build stronger, and evidence and data-based narratives to be able to roll out appeal based fundraising</li> </ul>
<b>Income generation opportunities</b>								
3	<p>IUCN can potentially <b>grow through investing in Direct Customer-Facing Products</b>. There is a <b>mindset and skills base that will need to be addressed</b> before IUCN can fully capitalize on its potential growth.</p> <p>Specifically, IUCN needs to <b>strengthen its culture of entrepreneurialism</b>.</p> <p>IUCN also needs to look at <b>'appeals-based' fundraising</b> and identify if this could become a new valuable revenue stream. [specifically, this is a global and national based approach with IUCN working closely with members].</p>	H		<ul style="list-style-type: none"> <li>• This is currently being pursued in respect of: <ul style="list-style-type: none"> <li>- Academy</li> <li>- Certification services</li> <li>- Convenings</li> <li>- Business engagement strategy</li> </ul> </li> <li>• New positions developed/recruited with relevant skills.</li> <li>• Typology and requirements identified for direct customer facing products (over the counter)</li> </ul>	<p><b>Academy approved by Bureau Sept13, 2023.</b></p> <p><b>See Secretariat comments in column immediately to the right</b></p> <p><b>See Secretariat comments in column immediately to the right</b></p>	<p><b>Development of a certification system for NbS and Green List is underway.</b></p> <p><b>IUCN is increasing the level of engagement with the private sector - this will have a higher overhead than traditional donors.</b></p> <p><b>Positions have been filled for the Academy, Certification and Business engagement with the required skill set.</b></p> <p><b>Work on appeals-based fundraising has not yet been scheduled as other opportunities have taken precedence.</b></p>	<ul style="list-style-type: none"> <li>• Continue closing skills and infrastructure gap</li> </ul>	
<b>Cost Recovery</b>								
4	<p>IUCN is a project-driven international organisation and <b>cost recovery is critical for its future</b> and to pay for its infrastructure. How will cost recovery levels be maintained and improved?</p> <p>Portfolio creates a deficit – both at Regional Office and Country Office level. However, <b>direct charging of overhead costs into programmes is critical to</b></p>	H	<ul style="list-style-type: none"> <li>• Decision that this must move forward before Phase 2.</li> </ul>	<ul style="list-style-type: none"> <li>• New overhead policy introduced in March 2022.</li> </ul>	<p><b>In progress - cost recovery from projects holds potential for near term gains.</b></p> <p><b>Implementation of a new overhead policy began in March 2022.</b></p>		<ul style="list-style-type: none"> <li>• Further development of project costing framework to cover technical aspects and incorporation of IUCN knowledge products and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Development of a standardised budgeting tool.</li> </ul>

	<p>achieving better cost recovery. The funding gap at CO/RO level in portfolio is being paid for by frame.</p>		<ul style="list-style-type: none"> <li>Phase 1 of Project costing framework developed and rolled out – with focus on corporate costs.</li> </ul>	<p><b>In progress - development of training materials complete and training of staff in progress.</b></p>	<p><b>In progress - development of training materials complete and training of staff in progress. Tools developed to facilitate costing.</b></p>	<ul style="list-style-type: none"> <li>Review and revision of roles and responsibilities to split project design from contract negotiation.</li> </ul>	<ul style="list-style-type: none"> <li>Set up project management unit that drives standards and capacity building, including project financial management skills.</li> </ul>
				<p>IUCN mid-year budget 2023 report shows progress in cost recovery compared to the budget and to this time last year. Implementation rates are monitored monthly</p>			
			<ul style="list-style-type: none"> <li>Targets set.</li> </ul>	<p>Forecast by month in budget</p>	<p><b>Targets are monitored monthly as part of the management reporting process</b></p>		
<p>5</p>	<p><b>Portfolio, as currently stands, makes a deficit.</b> If IUCN grows without addressing this it will need more unrestricted reserves. How will this deficit be closed?</p>	<p>H</p>	<ul style="list-style-type: none"> <li>See 4 above.</li> <li>In addition, improved assessment of cost recovery at the project design stage. Projects not taken forward if cost recovery targets not met.</li> </ul>	<p><b>An improved assessment process at project design stage is now in place</b></p>	<p><b>Strategy on portfolio growth, including risk mitigation will be developed in Q4 2023 or early 2024</b></p>	<ul style="list-style-type: none"> <li>Controlled growth of portfolio.</li> </ul>	
						<ul style="list-style-type: none"> <li>Improved project assessment at the concept/pre-proposal stage to balance, financial aspects, impact, risks.</li> </ul>	
						<ul style="list-style-type: none"> <li>Improved selection and due diligence of partners</li> </ul>	

6	Specifically, <b>GEF/GCF has lower margins and lower level of cost recovery than execution Portfolio.</b> How will IUCN maintain a balance of Portfolio?	Phase 2		<ul style="list-style-type: none"> <li>• GEF/GCF model revised and transition in progress to increase efficiency and to enable a higher proportion of the agency fee to be used to fund corporate costs and risks.</li> </ul>	<b>GEF/GCF model has been revised to increase efficiency and enable a higher proportion of the agency fee to be used to fund corporate costs and risks. Improving selection and due diligence of partners is in progress</b>		<ul style="list-style-type: none"> <li>• Balanced and controlled growth strategy with typology-based target setting</li> </ul>	<ul style="list-style-type: none"> <li>• Set limits on portfolio growth and size.</li> </ul>
7	There is a <b>potential opportunity for IUCN to charge more costs to donors through direct charge.</b> This will need to be done carefully, monitoring bid win and loss rate, but could remove pressure on frame. There is also a potential to use restricted funds in a more flexible way.	M		<ul style="list-style-type: none"> <li>• Overhead policy and project costing framework support direct charging.</li> </ul>	<b>See Secretariat comments in column immediately to the right</b>	<b>Direct charging is checked at the budget development stage through a checklist.</b>	<ul style="list-style-type: none"> <li>• Offering framework partners the opportunity to provide funds restricted at the programme area/theme level.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider a move to “appeal” type funding for large initiatives whereby funding from donors is pooled.</li> </ul>
8	Regional Office and Country Office (ROs/COs) staff would benefit from <b>training including on the use of pro-forma templates to maximise opportunities for cost recovery</b> [this links into the need to improve Project Management in general]. It will also be important to change mindsets so that everyone understands what is expected and why this is important.	H		<ul style="list-style-type: none"> <li>• Overhead policy and project costing framework rolled out through webinars</li> </ul>	<b>Overhead policy and costing training has been rolled out</b>	<b>Further training will need to be designed and rolled out with a focus on project managers. Before this is done it is necessary to clearly define the roles of project managers and finance staff in the budgeting process.</b>		<ul style="list-style-type: none"> <li>• Set up project management unit that drives standards and capacity building. Academy could be used to support this.</li> <li>• Further training on cost recovery and project costing framework to project/finance staff</li> </ul>
<b>Strategic Growth</b>								
9	IUCN wants to continue to <b>grow, but to what size and how fast.</b> These are critical questions that need to be answered.  Equally Phase 2 will need to answer the question around whether IUCN wants to grow (or if it needs to consolidate for the future around other statutes e.g. KM and Advocacy)	Phase 2		<ul style="list-style-type: none"> <li>• Portfolio growth targets are set at: <ul style="list-style-type: none"> <li>o 10 % Executing</li> <li>o 5% Implementing</li> </ul> </li> </ul>	<b>Growth targets need to be aligned with priorities of the 20-year strategic plan</b>	<b>Portfolio growth strategy to be developed.</b>	<ul style="list-style-type: none"> <li>• To be considered as part of 2024 planning</li> </ul>	<ul style="list-style-type: none"> <li>• Consider how to make the portfolio more strategic/balanced, taking into consideration: finance, impact, geography, theme</li> </ul>
10	<b>Phasing work effectively</b> and working towards a planned growth will be critical for IUCN’s future.	Phase 2		<ul style="list-style-type: none"> <li>• As above</li> </ul>			<ul style="list-style-type: none"> <li>• As above</li> </ul>	<ul style="list-style-type: none"> <li>• As above</li> </ul>

11	<p><b>Money should be aligned with the results framework</b> to allow decisions to be based on impact and more than just money alone.</p>	H		<ul style="list-style-type: none"> <li>• Concepts and project proposals are already assessed against programmatic objectives and targets.</li> </ul>	<p><b>In progress - results framework currently under development and is expected to be complete in Q4 2024. Cannot align investment to program impact until framework and targets in place</b></p>		<ul style="list-style-type: none"> <li>• Development of a more robust results framework and integration into project design, assessment and approval process.</li> <li>• This will also enable global reporting against programmatic objectives.</li> </ul>	
12	<p>IUCN should aim to become a <b>more efficient organisation</b> and standardise ways of working, process and procedure.</p>	H		<ul style="list-style-type: none"> <li>• Processes and procedures are already standardised across the organisation.</li> </ul>	<p><b>In progress - Processes currently being reviewed and improved include document management system and strengthening cross secretariate capacity</b></p>	<p><b>Implementation of document management system will start in Q4. This will further result in process standardisation and efficient storage and retrieval of e-documents.</b></p>	<ul style="list-style-type: none"> <li>• Consider what should be done where: <ul style="list-style-type: none"> <li>o HQ functions</li> <li>o Regional functions</li> <li>o Country functions</li> </ul> </li> </ul>	
				<ul style="list-style-type: none"> <li>• Several initiatives are underway that should improve efficiency: <ul style="list-style-type: none"> <li>o Investment in document management system</li> <li>o Building cross Secretariat capacity in key functions, eg procurement, legal, M&amp;E</li> <li>o Clear typology-based processes</li> </ul> </li> </ul>	<p><b>See Secretariat comments in column immediately to the right and one row up.</b></p>		<ul style="list-style-type: none"> <li>• Consider what should be done where: <ul style="list-style-type: none"> <li>o HQ functions</li> <li>o Regional functions</li> <li>o Country functions</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Invest upfront in IT infrastructure</li> </ul>
<p><b>Operational Issues</b></p>								

13	IUCN will need to define what each Regional Office and Country Office provides as a platform for IUCN's work.	Phase 2		<ul style="list-style-type: none"> <li>Initial assessment of financial processes undertaken with a view to consolidating tasks at the regional level (and reducing tasks at the country level)</li> </ul>	Report of offices to be reviewed at FAC's next meeting. It is expected to be a step toward the info needed to help inform the 20-year strategy and financial strategy		<ul style="list-style-type: none"> <li>Take forward</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor and reassess</li> </ul>
14	Centralisation versus Decentralisation – what needs to be maintained at HQ versus being decentralised?	H		<ul style="list-style-type: none"> <li>Corporate functions and roles and responsibilities (HQ/ Region/ Country) are defined in the regional hub arrangement</li> </ul>	As #13 above, this question, and the degree of centralization or decentralization to be determined as part of the 20-year strategy	A more indepth study is required to determine what services should be provided from where, taking into consideration efficiency, service quality and risk		
15	IUCN must provide the following for work of Commissions (i.e. the Impact of Commissions: what do they produce, what is their value?):  1. Social return on investment 2. Articulation of financial contribution  The question of IP over knowledge generated from commissions also needs to be addressed.	H / Phase 2		<ul style="list-style-type: none"> <li>Integrated planning and reporting process implemented</li> <li>Financial audit of Commissions initiated</li> </ul>	Head of Oversight position in interview stage	Commission audit is postponed, pending recruitment of new Head of Oversight.		<ul style="list-style-type: none"> <li>Review governance structures and reporting line - dependent on 20-year strategy</li> </ul>
16	The increasing role of EU funding, following the successful completion of the pillar assessment, will require IUCN to have better project management, improved document management systems and solid audit trails. Without this control environment, disallowed costs will increase.	L		<ul style="list-style-type: none"> <li>See 12</li> </ul>	See Secretariat comments to the right	This is being addressed through the implementation of the document management system. In addition, a staff member has been assigned to support project audits to reduce pain points, train staff and ensure lessons learnt are absorbed.	<ul style="list-style-type: none"> <li>Build donor specific expertise</li> </ul>	
17	IUCN has good quality financial information, but so much of this is not targeted on what is important. Management information can be improved, and a finance dashboard created to focus this.	H – linked to Governance		<ul style="list-style-type: none"> <li>Management reporting is being revised.</li> <li>Management dashboard developed</li> </ul>	See Secretariat comments to the right	A new, more detailed, financial management report was rolled out in July. New dashboards will be developed in 2024.	<ul style="list-style-type: none"> <li>Improve business intelligence through further development of dashboards.</li> <li>Build capacity of relevant business units on BI, eg Finance, PPME, HR, Constituency</li> </ul>	

18	We recommend that IUCN works towards <b>disaggregation of costs and clarity of the surplus/(deficit) per activity stream</b> [Execution, GEF/GCF, Membership] as well as per operational area. Clarity of membership costs especially is needed	H-linked to 17		<ul style="list-style-type: none"> <li>New management reporting format will split costs by project typology (implementation, execution, service level agreements).</li> </ul>	See Secretariat comments to the right	<b>As 17. Changes to analytical accounting to be considered in 2024.</b>	<ul style="list-style-type: none"> <li>Consider a more formal separation of statutory objectives vs portfolio and implementing an accounting structure to support this.</li> </ul>	
<b>Trust</b>								
19	As IUCN has grown, it has relied on the trust between COs/ROs and HQ/Centres to grow successfully and to manage its money judiciously. This is a 'knock for knock' arrangement. This review suggests that IUCN needs to encourage <b>greater transparency of what the 2.5% HQ corporate charge</b> pays for, in order to maintain trust and enable ROs/COs to have robust conversations with donors. (p.32) The level of HQ charge should also increase from 2.5% to closer to 4.0% [how can this be achieved?]	H			Ongoing discussions among HQ and regions/CO's/Centres.	<b>The 2.5% charge will be revisited in 2024. Any increase needs to take into consideration the real cost of services but also ability to pay.</b>	<ul style="list-style-type: none"> <li>Develop document explaining the 2.5%.</li> <li>Prepare analysis to validate rational for increasing to 4%</li> </ul>	<ul style="list-style-type: none"> <li>Increase charge to a higher level. This will need to be incremental and based on demonstration of costs and value, and also be sustainable through adequate cost recovery.</li> <li>Investigate alternative models for the funding of integrated corporate services.</li> </ul>
<b>Investments</b>								
20	<b>IUCN could generate greater return on investment from its investment portfolio.</b> This will help square the lack of unrestricted but must be balanced off against risk [currently the investment policy is focused on preservation of capital and is risk averse]. IUCN should review its investment policy.	M		<ul style="list-style-type: none"> <li>Investment portfolio is low risk. The max expected loss is set to be no more than 10%. The reserves level is a constraint.</li> </ul>	Review of return on investement portfolio and decision on whether and when to issue an RFP for management of the investment portfolio is pending for a future FAC meeting in 2024.		<ul style="list-style-type: none"> <li>FAC to consider asset allocation and risk profile</li> </ul>	<ul style="list-style-type: none"> <li>Put investment management out to tender.</li> </ul>
<b>Business Cases and ROI</b>								
21	IUCN needs to improve the way that <b>business cases</b> are submitted to Council and FAC. This is to include a clear justification of spend with Return on Investment (ROI).	M			Guidance to be developed in 2024			



## IUCN Council 2021-25

### 12<sup>th</sup> Meeting of the Finance and Audit Committee (FAC)

UTC 13:00, 1 November, 2023, Online

#### Present:

Rick Bates Chair  
Nihal Welikala, Treasurer  
Marco Cerezo  
Norbert Baerlocher  
Ali Kaka

#### Apologies

Said Damhoureyeh (proxy to Rick Bates)  
Jong Soo Yoon  
Ayman Rabi  
Sonia Castañeda Rial  
Jon Paul Rodriguez  
Catherine Iorns (proxy to Rick Bates)

#### Secretariat

Mike Davis, Chief Financial Officer (CFO)  
Grethel Aguilar Rojas, Director General (DG)  
SungAh Lee, Deputy Director General (DDG), Corporate Services  
Louise Imbsen, Governance Assistant

### FAC OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Chair welcomed the newly appointed Director General and the Committee <b>approved</b> the agenda without changes
2	<b>5-year projections</b>	<p>The CFO introduced the 5-year projections, noting that 7 years were presented: 2022 actual results which were taken as the baseline, the forecast for 2023, the budget for 2024 and projections for the years 2025-2028.</p> <p>The following presentation were made by the Secretariat:</p> <ul style="list-style-type: none"><li>• Overview of the 5-year projections: CFO</li><li>• Office foot print: DG</li><li>• Strategy to increase unrestricted income: DDG, Corporate Services</li></ul> <p>In his presentation the CFO note that the projections responded to recommendations in the financial strategy review and that reserves were projected to increase from CHF 20m at the end of 2022 to CHF 33m at the end of 2028, and that this reserves increase was driven by:</p>



No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>• Increase in unrestricted income</li> <li>• Diversification of income sources, though the amounts were modest</li> <li>• Improvements in cost recovery</li> <li>• Infrastructure costs increasing at a slower rate than project income and expenditure, thereby realising economies of scale</li> </ul> <p>The FAC discussed the projections and noted:</p> <ul style="list-style-type: none"> <li>• The projections showed a positive trend with increasing unrestricted income, including for new business areas such as the Academy, certification and convenings; and increases in reserves through annual surpluses. However, creative thinking and investment will likely be needed to increase the relative contribution of unrestricted revenue and gradually reduce dependence on restricted sources.</li> <li>• The portfolio was projected to grow from CHF 789m in 2024 to CHF 955m in 2028, which was a significant increase and that this may impact the reserves target.</li> <li>• The ratio of unrestricted income to project income was projected to fall from 20%: 80% in 2022 to 15%: 85% in 2028.</li> <li>• The projections did not detail the level of funds that would go to partners – this should be an important consideration, particularly in relation to working with Members.</li> <li>• The projections for foreign exchange losses may need to be reviewed, given the organization’s recent history of losses</li> <li>• Specific investments for innovation (above annual programmatic allocations), organizational change and analysis needed to support priorities arising from the 20-year strategy had not yet been included.</li> </ul> <p><b>The FAC thanked the DG and other Secretariat staff for the detailed information provided and noted that the development of the projections was an important step that would support the implementation of the recommendations from the finance strategy review.</b></p> <p><b>The FAC noted that the projections would likely need to be revisited as strategic decisions are made and that further discussion on the office footprint strategy would be useful to assess opportunities for efficiencies.</b></p>
3	Budget 2024	<p>The Chair introduced the 2024 Budget, and suggested that the Committee should focus on the strategic areas.</p> <p>The FAC noted that the budget showed an increase in total income from CHF 153m (2023 forecast) to CHF 187m (2024 Budget) and a result of CHF 2.0m after reserve transfers.</p> <p>No investment had been included for strategic change. The Committee recognised that the DG had only recently been appointed and therefore had not had the opportunity to consider strategic change and the investment required. Consequently, the FAC suggested that a footnote be added to the budget, explaining that a budgetary amendment may be necessary during the course of 2024 and that this would need to be approved in accordance with standard procedures.</p>

No	Agenda Item	For information / discussion / decision
		<p>The FAC suggested that the 2024 budget be considered as a bridging budget. To provide confidence among members at Congress that the 20-year Strategic Plan can be delivered, it is important to show a track record of surplus budgets to begin rebuilding reserves and grow unrestricted income. This means during 2024 we need to make progress in areas such as cost recovery and growth of unrestricted revenue.</p> <p>The Committee suggested that the forecast for 2023 be revisited, specifically in respect of foreign exchange losses and investment gains. These two items had been impacted by global events and the interest rate environment. Foreign exchange losses already exceeded the forecast and it was unlikely that forecast investment gains of CHF 0.5m would be realised.</p> <p>The FAC noted that it had not yet reached a conclusion on the reserves target and that the paper should be re-presented at FAC 13, taking into consideration the discussion points from FAC 11.</p> <p>In response to the points made, the DG said that she had considered it important to budget a healthy surplus as she wished to show progress on building reserves, noting the importance given by Council to reserves growth. She said that she would come back with an investment plan in due course.</p> <p>The Committee noted that it was important to get the balance right between short- and long-term objectives. It was important to build reserves but also important to invest in strategic change and gradual growth of unrestricted revenues as these lay the ground for future financial performance and organizational strength.</p> <p>In terms of presentation of the budget, the Committee suggested that investments be shown as a separate line, where the amounts were known, and that the operation result be shown before investments. Investments should also have clear definitions and clear criteria for measuring results.</p> <p><b>The FAC recommended that the 2024 Budget be approved by Council subject to:</b></p> <ul style="list-style-type: none"> <li>• <b>Revision of the 2023 forecast (shown as a comparative).</b></li> <li>• <b>Addition of a note on possible future investments in relation to the implementation of the 20-year strategy, taking into consideration the findings from the financial strategy review.</b></li> </ul>
4	AOB	<p>The FAC noted that the Risk Appetite Statement (RAS) was being considered by the PPC and GCC as agreed at C110 part 1, and that suggestions for amendments would be shared with the FAC at C110 part 2. The FAC would then resubmit a recommendation to Council for approval of the RAS.</p>



## IUCN Council 2021-25

### 13<sup>th</sup> Meeting of the Finance and Audit Committee (FAC)

13 November, 2023, Fontainebleau

#### Present:

Rick Bates Chair  
Nihal Welikala, Treasurer  
Marco Cerezo  
Norbert Baerlocher  
Ali Kaka  
Jon Paul Rodriguez  
Jong Soo Yoon  
Catherine Iorns  
Said Damhoureyeh

#### Apologies

Ayman Rabi  
Sonia Castañeda Rial

#### Secretariat

Mike Davis, Chief Financial Officer (CFO)  
Grethel Aguilar Rojas, Director General (DG)  
SungAh Lee, Deputy Director General (DDG), Corporate Services  
Fabien Bryois, Deloitte Partner  
Lisa Watson, Deloitte Director  
Jean Deong, Head of Financial Services

### FAC OUTCOMES AND RECOMMENDATIONS TO COUNCIL

No	Agenda Item	For information / discussion / decision
1	<b>Approval of the Agenda</b>	The Chair approved the agenda without changes
2a	<b>5-year projections</b>	The FAC discussed the 5-year projections, picking up on points raised in FAC 12.
2b	<b>20 Year Strategy</b>	<p>The FAC noted the following points:</p> <p>The projections needed to be aligned with the mission strategy. Consequently, the projections will need to be revisited as strategic decisions are made.</p> <p>Generating additional unrestricted income was one of the main challenges. The external environment is changing. IUCN is dependent on a small number of mainly western donor countries. Existing sources of unrestricted income need to be strengthened and new income streams developed. The opportunity for regions to generate unrestricted</p>

No	Agenda Item	For information / discussion / decision												
		<p>income should be explored. Investment would be required to develop new income streams and to foster new ideas. Successful pursuit of new income will require cultural change.</p> <p>Further discussion on the office footprint strategy would be useful to assess opportunities for efficiencies and to ensure alignment with overall strategy. The DG said that she would come back to FAC with further thoughts, including the principles for the office strategy.</p> <p>To support innovation FAC should reach out to PPC/GCC to proactively address emerging issues that have a financial implication.</p> <p>The projections for investment gains should be amended to reflect the return of 3% targeted by the investment managers. Similarly, the projected foreign exchange losses should be reconsidered in the light of historic losses and should be based on an assumed devaluation of currencies against the Swiss franc.</p> <p>The FAC agreed that the 5-year projections would be useful in informing the 20-year strategy and would assist Council in their review of choices and their financial implications.</p>												
4	Reserves target	<p>The CFO presented the update on the proposed reserve targets as first discussed at FAC 11.</p> <p>The reserves target had been updated to take into consideration the 2024 budget and the current value of the project portfolio.</p> <p>A reserves target of CHF 36 million was proposed, comprising the following components:</p> <table data-bbox="549 1205 1098 1391" style="margin-left: 40px;"> <thead> <tr> <th></th> <th style="text-align: right;"><b>CHF m</b></th> </tr> </thead> <tbody> <tr> <td>Capital investments</td> <td style="text-align: right;">5.0</td> </tr> <tr> <td>Organisational change and innovation</td> <td style="text-align: right;">3.0</td> </tr> <tr> <td>Risk mitigation</td> <td style="text-align: right;">26.0</td> </tr> <tr> <td>Other risks</td> <td style="text-align: right;">2.0</td> </tr> <tr> <td><b>Total</b></td> <td style="text-align: right;"><b>36.0</b></td> </tr> </tbody> </table> <p>The reserve for risk mitigation includes CHF 18m for portfolio risk and CHF 8m for other risks, such as sudden reductions in income and costs outside IUCN's control such as foreign exchange losses and losses on the investment portfolio. The reserve for portfolio risk had been calculated on the basis of 2% of the current portfolio value (CHF 890m).</p> <p>The reserve for other risks, is for unforeseen risk such as COVID 19.</p> <p>The FAC discussed the proposed target and noted:</p> <p>Routine investments, change and innovation should be funded through the annual budget. Reserves should only be used to fund strategic change and investments of an exceptional nature.</p> <p>The project portfolio will always carry significant financial risk. Although risks can be managed and mitigated there will always be a level of residual risk which cannot be easily mitigated. If the portfolio continues to increase then reserves will need to increase. An increase of CHF 100m would require an additional reserve of CHF 2m.</p>		<b>CHF m</b>	Capital investments	5.0	Organisational change and innovation	3.0	Risk mitigation	26.0	Other risks	2.0	<b>Total</b>	<b>36.0</b>
	<b>CHF m</b>													
Capital investments	5.0													
Organisational change and innovation	3.0													
Risk mitigation	26.0													
Other risks	2.0													
<b>Total</b>	<b>36.0</b>													

No	Agenda Item	For information / discussion / decision
		<p>The five-year projections show the portfolio growing to CHF 1 billion at the end of the five-year cycle compared to the current project portfolio of CHF 890m.</p> <p>Risks related to the portfolio should be priced into projects where possible.</p> <p>Different projects have different levels of risks. At this point it was not possible to attribute different risk value to different projects; hence an average of 2% had been utilised.</p> <p>Liquidity needs to be taken into consideration. In the event that it is necessary to drawdown reserves due to the realisation of risk events, it would be necessary to convert reserves into liquidity.</p> <p>The investment portfolio should grow with the growth in reserves. The decision on the level of investment portfolio should be based on liquidity requirements.</p> <p>The 2024 budget shows operating expenditure of CHF80m (staff costs and non-staff costs). If costs funded by the portfolio are excluded and only costs funded by unrestricted income are included, operating expenditure is CHF 35m. A reserves target of CHF 36m is therefore equivalent to 12 months of unrestricted operating expenditure and approx. 6 months of total operating expenditure.</p> <p>FAC agreed with the reserve level proposed of CHF 36m. It was recognised that the reserve related to portfolio risk may need to be increased if the portfolio continues to grow. The Secretariat was asked to look at way of reducing the portfolio risk.</p> <p>A review mechanism will be established to review the reserve target in place for each year.</p> <p>With planned surpluses of CHF2m/year, the reserve target should be reached in 8 years.</p> <p><b>The FAC recommends that Council approve a reserves target of CHF 36m.</b></p>
5	Audit 2023	<p>Fabien Bryois and Lisa Watson from Deloitte presented the audit plan for the 2023 audit. This would be their first year following appointment. The presentation highlighted:</p> <ul style="list-style-type: none"> <li>• Audit approach designed on centralised audit procedures, based on risk assessment and results of analytical procedures</li> <li>• Internal controls for all financial processes would be tested in 2023 as this was the first year of audit and this is a requirement of international auditing standards system. In subsequent years, rotation of testing would be introduced.</li> <li>• Significant events that are expected to impact on the 2023 audit include changes in key leadership positions and foreign exchange volatility.</li> <li>• Other focus areas would be: <ul style="list-style-type: none"> <li>○ Income recognition</li> <li>○ Project agreement receivables</li> <li>○ Advances to implementing partners</li> <li>○ Management override of controls</li> <li>○ Cash and financial assets</li> <li>○ Internal allocation of costs to projects</li> </ul> </li> </ul>

No	Agenda Item	For information / discussion / decision
		<ul style="list-style-type: none"> <li>○ Projects in deficit</li> <li>● Deloitte confirmed that recommendations from the previous auditors, PwC, will be followed up as part of their audit.</li> </ul> <p><b>The FAC took note of Deloitte’s audit plan for the 2023 audit.</b></p>
6	<b>Accounting policy for foreign exchange and investment gains and losses</b>	<p>The CFO presented the policy options for recording investment gains and losses and foreign exchange gains and losses.</p> <p><b>Investment gains and losses</b> The current policy is to record financial assets at fair value and pass the gains/losses through the income statement.</p> <p>Under Swiss law two options are allowed: record initially at cost and test for impairment, or record initially at cost and revalue to market which is the current practice. IUCN intends to comply with Swiss GAAP FER starting for the end of 2024. This states that securities are to be valued at fair value unless no fair value is available and that the gain/loss has to be passed through the income statement.</p> <p>The Secretariat recommends continuing with the current policy.</p> <p><b>Foreign exchange gains and losses</b> The current policy is to pass all gains/losses through the income statement.</p> <p>Swiss GAAP FER allows exchange gains and losses on the revaluation of balance sheets on consolidation to be put through the reserves, regardless of whether it is a net gain or loss.</p> <p>FAC noted:</p> <ul style="list-style-type: none"> <li>● For the investment portfolio, the assets must be marked to market as all the investments have a market value.</li> <li>● In the case of investment in long term assets where there is no fair value there may be an option to record at cost and test for impairment at the balance sheet date. IUCN does not currently have assets in this class, but could have in the future.</li> <li>● Foreign gains/losses related to balance sheet revaluations on consolidation can be charged directly to reserves or recorded in the income statement. The end result on unrestricted reserves would be the same.</li> </ul> <p><b>The FAC decided:</b></p> <ul style="list-style-type: none"> <li>● <b>To continue valuing the investment portfolio to market value and recording the gain/loss in the income statement.</b></li> <li>● <b>Foreign gains/losses related to the revaluation of balance sheets on consolidation should be put through reserves, subject to confirmation from the auditors</b></li> </ul>
7	<b>Investment performance</b>	<p>The CFO presented the investment update.</p> <p>The portfolio performance for year to date October 2023 was -1.21% and cumulative performance since December 2013 was -8.65%.</p> <p>The portfolio composition is 58% bonds, 19% equity and 23% other investments, with 82% of the portfolio in CHF. The investment managers were given a conservative mandate with equities capped at 30%. The maximum expected loss for the portfolio is 12%.</p>

No	Agenda Item	For information / discussion / decision
		<p>FAC noted.</p> <ul style="list-style-type: none"> <li>- It would be useful to benchmark the performance of the investment managers with other managers.</li> <li>- It would also be useful to report portfolio performance against recognised investment benchmarks.</li> <li>- It was recognised that the investment portfolio was used to preserve the value of reserves and hence should not be high risk.</li> <li>- The investment mandate is a conservative mandate. This was selected due to the low risk profile as IUCN does not have reserves to support higher potential losses.</li> <li>- It could be useful to put in place an investment committee, made up of FAC members and external experts working on a pro-bono basis to provide additional oversight and advice.</li> </ul> <p><b>The FAC took note of the investment performance, agreed that it would not be beneficial to put the investment management out to tender at this point. The FAC additionally agreed to look into the possibility of setting up an investment committee to provide additional oversight.</b></p>
8	Risk	<p>The DDG Corporate Services presented the risk management process, including the high-level risks and their mitigation. She also presented the amended Risk Appetite Statement, including the amendments proposed by the GCC and PPC.</p> <p>A strong focus was given in the 2024 workplan and budget to programme delivery and programme financial sustainability in order to mitigate risk.</p> <p>From 2024 onwards, the risk register will be further improved to include inherent and residual risk levels after mitigation actions. In addition, key risk indicators will be added.</p> <p>FAC noted:</p> <ul style="list-style-type: none"> <li>- Internal control risk was identified as a new risk. However, it was noted that the external auditors routinely audit financial internal controls and these have always been found to be satisfactory.</li> <li>- It would be useful to link risks with the budget to show where budgetary provisions have been made to cover risk.</li> <li>- The FAC recommended one small revision to the Risk Appetite Statement so that the point on Strategic/membership reads: <i>“IUCN has LOW appetite for weakening the membership. IUCN places significant emphasis on membership strategies to continuously engage and support Members in providing value and benefits.”</i></li> <li>- The Secretariat was asked to reference the Risk Register to the Risk Appetite Statement.</li> </ul> <p><b>The FAC took note of the risk management report and approved the the Risk Appetite Statement with amendments.</b></p>
9	AOB	<p>According to the Council cycle, the appointment of the standing committee chairs is reviewed at mid-quadrennial. Rick said that he would be pleased to continue as Chair. His continuation was endorsed by the Finance and Audit Committee.</p>



# IUCN RISK APPETITE STATEMENT





## 1. Introduction

IUCN's strategic vision and mission require ambition and ability to take planned and carefully managed risks where these are necessary to achieve strategic outcomes. The key is to understand the nature and extent of the principal risks that IUCN is exposed to and is prepared to take.

Risk appetite is defined as the types and amount of risk, on a broad level, an organisation is willing to accept in pursuit of value (COSO standard definition). It reflects the risk management philosophy of IUCN, and in turn influences the organisation's culture, processes, and operations. Risk appetite should not be seen as a separate process but as an integral part of the risk management methodology.

For IUCN to take appropriate level of risk in the risk assessment process, the IUCN Council and the IUCN Secretariat have formulated these generic risk appetite statements:

- IUCN Council expects managers of IUCN to own and manage the risks they are taking, and to pursue risk only as it is necessary and appropriate to achieve IUCN's strategic goals and/or objectives.
- IUCN's first line of defence shall establish appropriate treatments and set tolerances in their operations that reflect the risk appetite statements.

## 2. Scope, purpose, and applicability

This Risk Appetite Statement provides a clear framework for the IUCN Secretariat in the conduct of its operations. It also provides overarching guidance to all IUCN constituents (Council, Commissions and Member Organisations), who are strongly encouraged to apply IUCN's risk appetite and are expected to observe guidance relating to "No appetite for risk" when representing IUCN, executing IUCN projects and / or using IUCN knowledge and tools.

The purpose of this Risk Appetite Statement is to ensure that the risks that IUCN is willing to take are compatible with its capacities and ensure that they can be managed without placing the organisation at unacceptable or unmanageable levels of risk.

The Risk Appetite Statement applies to all activities undertaken by IUCN and is used in unit and project level risk registers to help steer and manage risks. It provides a clear process and guidance on the types of risks IUCN is willing to take to achieve organisational objectives.

## 3. Risk appetite statements

The Risk Appetite Statement is broken down in seven categories: strategic, financial, people management, operational, legal and compliance and information systems.

For each category, a general risk appetite level is decided and revised annually.

Each category is further broken down in risks statements for specific areas of focus allowing for establishing a more granular appetite level to be used by IUCN staff.

A four-point appetite scale is used to determine the most appropriate risk response. The following definitions are used:

**HIGH** appetite: Confident risk management approach. Taking risk to maximize opportunities.

**MEDIUM** appetite: Conservative risk management approach. Willing to take certain amount of risk with treatments available to mitigate the risk.

**LOW** appetite: Cautious risk management approach. Mitigating the risk to minimise the likelihood and/or the impact.

**NO** appetite: Highly cautious risk management approach. Avoiding the risk.

Risk category	Risk appetite level	Statements
<p><b>STRATEGIC</b></p> <p><i>In keeping with its Mission Statement, IUCN's strategic planning process aims to ensure that strategic positioning, programme relevance, programme effectiveness, finances and global operations are sustainable and support programmatic delivery.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>As a Union, IUCN has <b>NO</b> appetite for deviations from its statutes and policies, which could do damage to its values, mission, or reputation.</li> <li><u>IUCN has <b>LOW</b> appetite for losing Members weakening the membership. IUCN places significant emphasis on membership retention strategies to continuously engage and support Members in providing value and benefits.</u></li> <li>IUCN has <b>NO</b> appetite for risks of causing harm to nature, the environment, and the people.</li> <li>IUCN has <b>HIGH</b> appetite for exploring innovative approaches; new fundraising activities; running ambitious projects; developing partnerships if these are in line with IUCN programme and if the benefits and opportunities outweigh the risks (otherwise, the appetite is <b>MEDIUM</b>).</li> </ul>
<p><b>FINANCIAL</b></p> <p><i>IUCN <del>must</del> aims to remain financially sustainable to continue to serve its purpose and achieve its vision and mission.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for activities that will breach financial rules, procedures and / or internal controls.</li> <li>IUCN has <b>LOW</b> appetite for incurring unsustainable financial losses across its operations worldwide.</li> <li>IUCN has <b>MEDIUM</b> appetite to dedicate a certain part of funding for exploring new avenues to diversify revenue streams through partnerships with non-traditional partners and/or donors.</li> <li>IUCN has <b>HIGH</b> appetite to invest in opportunities and strategic initiatives that align and promote IUCN's vision and mission and are supported by robust business cases and associated financial information.</li> </ul>
<p><b>PEOPLE MANAGEMENT</b></p> <p><i>IUCN <del>should</del> refrains from putting employees in situation where safety and security are not guaranteed. IUCN is committed to exploring strategies to attract, manage, develop, and retain skilled staff to meet its strategic objectives.</i></p>	<p><b>LOW</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite to deviate from its core values and standards with respect to equality, diversity, and dignity.</li> <li>IUCN has <b>MEDIUM to HIGH</b> appetite to invest and retain, <u>while recognising that a certain level of staff turnover is inevitable,</u> in its workforce through robust recruitment process, future-focused competency framework, and innovative staff management tools that are aligned with its strategic priorities and programme needs.</li> <li>IUCN has <b>LOW</b> appetite for operations that put staff in risk of harm situations. IUCN will maintain offices in locations as long as the organisation can balance the likelihood for security breaches with risk mitigations such as staff evacuation protocols and allocation of additional security resources.</li> <li>IUCN has <b>LOW</b> appetite for undertaking field visits in high security-risk countries and areas in accordance with IUCN Global Safety and Security Policy.</li> </ul>

<p><b>OPERATIONAL</b></p> <p><i>IUCN <del>must have</del>requires comprehensive operational systems, practices and partnerships that support the achievement of its strategic objectives. IUCN implements its strategic objectives through a diverse and large global and regional programme and project portfolios.</i></p>	<p><b>MEDIUM</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite to <del>develop partnerships with organisations collaborate with partners</del> that are not in alignment with IUCN values and policies (e.g., Code of Conduct and Professional Ethics, Policy on the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment).</li> <li>IUCN has <b>MEDIUM</b> appetite for implementing and executing ambitious projects when aligned with its programme and portfolio strategic priorities. Rigorous programme and project management standards must be applied at all times.</li> <li>IUCN has <b>MEDIUM</b> appetite when engaging with new partners for implementing activities or delivering new services and products to continually improve IUCN presence, expertise, and value proposition. These partners must successfully pass the institutional due diligence process.</li> </ul>
<p><b>LEGAL &amp; COMPLIANCE</b></p> <p><i>IUCN adheres to relevant statutory and policy requirements in all locations where IUCN operates.</i></p>	<p><b>NO</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for non-compliance with relevant IUCN's statutory and policy requirements in all locations where IUCN operates.</li> <li>IUCN has <b>NO</b> appetite for misconduct, harassment or discrimination and non-compliance behaviour that undermines the integrity of IUCN.</li> <li>IUCN has <b>NO</b> appetite for risks such as fraud, unethical conduct, or non-compliance with legislation that could impact our reputation and stakeholder confidence.</li> </ul>
<p><b>INFORMATION SYSTEMS</b></p> <p><i>IUCN embraces technological innovations while being equipped with innovative security and IS delivery.</i></p>	<p><b>LOW</b></p>	<ul style="list-style-type: none"> <li>IUCN has <b>NO</b> appetite for non-compliance with relevant data protection regulations in the countries where IUCN operates.</li> <li>IUCN has <b>LOW</b> appetite for risks that could affect IS infrastructures, business operations productivity or system downtime.</li> <li>IUCN has <b>MEDIUM</b> appetite while adopting innovative technologies to drive practices that are more efficient and to support programme innovation.</li> </ul>