



107th Meeting of the IUCN Council
Virtual meeting 8, 9 and 10 February 2022¹

DECISIONS²

Dec. #	Council Decision
Agenda (Agenda Item 1)	
C107/1	The IUCN Council, <u>Adopts</u> the agenda of its 107 th Meeting, as revised. (Annex 1)
Follow-up to 2021 Congress Resolutions/Decisions (Agenda Item 3)	
Resolution-110 – Establishing a Climate Change Commission	
C107/2	<p>The IUCN Council,</p> <p><i>Pursuant to Resolution 110 of the 2021 Congress on the establishment of <i>The Climate Crisis Commission</i>³ (hereafter referred to as “the Commission”),</i></p> <p><i>Having discussed</i> the report of the working group established by the IUCN President for the purpose of preparing an informed discussion of the IUCN Council on the establishment of the Commission,</p> <ol style="list-style-type: none"> 1. <u>Requests</u> the Bureau of the IUCN Council to: <ol style="list-style-type: none"> a. Develop, with the support of the Secretariat, criteria for the positions of Interim Chair and member of the Interim Steering Committee of the Commission, for approval by Council by 10 March 2022; b. Invite IUCN Members and members of the IUCN Commissions to send in, by 28 April 2022, expressions of interest to be considered for the position of Interim Chair and/or member of the Interim Steering Committee from individuals who meet the criteria; c. Make a recommendation to Council for appointment as Interim Chair of the Commission in time for consideration during its 107th meeting (in person) on 18-19 May 2022; 2. <u>Requests</u> the Interim Chair of the Commission to be appointed by Council in May 2022 to propose to Council, with the support of the Bureau and in accordance with the criteria defined for the position of Steering Committee member, the candidates for membership of the Interim Steering Committee of the Commission at the latest by 30 June 2022 taking into account the expressions of interest received, in view of Council appointing them by 31 July 2022; 3. <u>Decides</u> that the appointments as Interim Chair and Steering Committee will be

¹ The 107th Council meeting has been organized in two parts: a virtual meeting held on 8, 9 and 10 February 2022 at which selected topics of the agenda were discussed, and an *in person* meeting on 18-19 May 2022 at which the discussion of remaining topics on the agenda will be completed. Decisions adopted at both sets of meetings together will constitute the decision sheet of the 107th Council meeting.

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

³ Working title as per [WCC-2021-Res-110](#)

	<p>made for the remainder of the current term, i.e. until the end of the next IUCN World Conservation Congress which will elect a Chair for the Commission;</p> <p>4. <u>Requests</u> its Programme and Policy Committee (PPC) to undertake a gap analysis of the Commission in time to distribute to Council by 4 May 2022;</p> <p>5. <u>Requests</u> the Interim Chair and Steering Committee to propose to Council draft Terms of Reference of the Commission in time for distribution to the Council on 15 October 2022;</p> <p>6. <u>Thanks</u> the working group for its diligent work.</p>
Membership of the <i>Advisory Group for the Revision of the Statutes</i>	
C107/3	<p>The IUCN Council,</p> <p><i>Pursuant to</i> Decision 148 of the IUCN World Conservation Congress 2021 (WCC-2021-Dec-148);</p> <p><i>Taking into account</i> the nominations received from IUCN Members and the recommendation of its Governance and Constituency Committee,</p> <p><u>Appoints</u> the following individuals as members of the <i>Advisory Group for the Revision of the Statutes</i>:</p> <ul style="list-style-type: none"> • Christine Dawson (North America and the Caribbean) • Thuraya Said al Sareeri (West Asia) • Malusi Vatsha (Africa) • Miguel Pellerano (South America) • Scott Hajost (North America and the Caribbean) • Teina Mackenzie (Oceania) • Kiran Timalina (South and East Asia) • Simon Stuart (West Europe)
Work plan and budget 2022 (Agenda Item 6)	
C107/4	<p>The IUCN Council,</p> <p><i>On the proposal of</i> the Director General,</p> <p><i>Taking into account</i> the recommendations of its Programme and Policy Committee (PPC) and Finance and Audit Committee (FAC),</p> <p><u>Approves</u> the 2022 Work Plan and Budget as revised following the recommendations of the PPC and FAC; (Annex 2)</p> <p><u>Approves</u> the recommendation of FAC that a long-term financial strategy be developed as outlined in FAC's <i>Outcomes and recommendations to Council</i> and in Congress Decision 147⁴ and <u>requests</u> FAC to propose to Council a process to achieve this in view of Council considering it during its in person meeting on 18-19 May 2022.</p>
Constituency issues (Agenda Item 7)	

⁴ [WCC-2021-Dec-147 - Development of a new 20-year Strategic Vision, inclusive of a Financial Strategy, and Strategic Plan for the Union](#)

C107/5	<p>The IUCN Council,</p> <p><i>On the recommendation</i> of its Governance and Constituency Committee (GCC), <u>Approves</u> the admission of 19 organizations and/or institutions applying for membership; (Annex 3)</p> <p><u>Notes</u> the GCC's deferral of a decision on the application from <i>Oficina de protección del ambiente de la Municipalidad de Curridabat</i>.</p>
<p>Appointments (Agenda Item 8)</p>	
<p>Establishment of the standing committees of the IUCN Council, and appointment of the Vice-Presidents and members of the Bureau of the IUCN Council</p>	
C107/6	<p>The IUCN Council,</p> <p>Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC)</p> <p><i>On the recommendation</i> of the standing committees of the Council (provisional membership),</p> <p><u>Approves</u> the Terms of Reference of the Finance and Audit Committee (FAC) (Annex 4), the Governance and Constituency Committee (GCC) (Annex 5) and the Programme and Policy Committee (PPC) (Annex 6);</p> <p><i>On the recommendation</i> of the President taking into account Council members' expressions of interest and the nominations for chair made by the standing committees (provisional membership),</p> <p><u>Appoints</u> the members and chairs of the standing committees of the IUCN Council. (Annex 7)</p> <p>Vice-Presidents</p> <p><i>On the proposal</i> of the President,</p> <p><u>Appoints</u> the following members of the Council as Vice-Presidents of IUCN: (in alphabetical order)</p> <ul style="list-style-type: none"> • Ramiro Batzin Chojoj (Guatemala) • Peter Cochrane (Australia) • Hilde Eggermont (Belgium), and • Imen Meliane (Tunisia). <p>Members of the Bureau of the IUCN Council</p> <p><u>Notes</u> the designation by the Chairs of the IUCN Commissions of Kristen Walker Painemilla, Chair of CEESP, as their representative in the Bureau,</p> <p><i>On the recommendation</i> of the President following consultation of the Vice-Presidents;</p> <p><u>Appoints</u> the following members of Council as members of the Bureau in addition to the President, the Treasurer, the representative of the Commission Chairs and the chairs of the standing committees of the Council who are members of the Bureau by virtue of Regulation 57 (a):</p> <p>(1) <u>For the first half of the term:</u></p>

	<ul style="list-style-type: none"> • Peter Cochrane (Vice-President) • Hilde Eggermont (Vice-President) • Said Damhoureyeh (Councillor elected from the Regions) • Bibiana Sucre (Councillor elected from the Regions). <p>(2) <u>For the second half of the term:</u></p> <ul style="list-style-type: none"> • Ramiro Batzin Chojoj (Vice-President) • Imen Meliane (Vice-President) • Samad-John Smaranda (Councillor elected from the Regions) • Jong Soo Yoon (Councillor elected from the Regions)
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Additional appointment of members of the steering committees of IUCN Commissions

C107/7	<p>The IUCN Council,</p> <p><i>On the recommendation of the respective Commission Chair,</i></p> <p><u>Appoints</u> the following individuals as Deputy Chairs or members of the Steering Committee of the IUCN Commissions, in addition to the appointments already made by Council (decision C106/4 of 11 September 2021):</p> <p>1. <u>Species Survival Commission (SSC):</u></p> <ol style="list-style-type: none"> 1. Rima Jabado, Deputy Chair, Dubai (new member) 2. Vivek Menon, Code of Conduct Complaints and Appeals Panel, India 3. Topiltzin Contreras MacBeath, Freshwater Conservation Committee, México 4. Ian Harrison, Freshwater Conservation Committee, United States 5. Greg Mueller, Fungi Conservation Committee, United States 6. Axel Hochkirch, Invertebrate Conservation Committee, Germany 7. Amanda Vincent, Marine Conservation Committee, Canada 8. Domitilla Raimondo, Plant Conservation Committee, South Africa 9. Paul Smith, Plant Conservation Committee, United Kingdom (new member) 10. Luigi Boitani, Red List Committee, Italy 11. Gabriela Lichtenstein, Regional Vice-Chair for Meso and South America, Argentina 12. Nunia Thomas, Regional Vice-Chair for Oceania, Fiji 13. Mirza Kusriani, Regional Vice-Chair for South and East Asia, Indonesia 14. Ehab Eid, Regional Vice-Chair for West Asia, Jordan 15. Jean-Christophe Vié, Regional Vice-Chair for West Europe, Switzerland 16. Yan Xie, Regional Vice-Chair for China, China 17. Onnie Byers, Conservation Planning Specialist Group, United States 18. Axel Moehrensclager, Conservation Translocation Specialist Group, Canada (new member) 19. Piero Genovesi, Invasive Species Specialist Group, Italy 20. Dilys Roe, Sustainable use and livelihoods Specialist Group, United Kingdom (new member) 21. Mike Hoffmann, Member at large, United Kingdom 22. Asha de Vos, Member at large, Sri Lanka (new member) 23. Tomas Diagne, Member at large, Senegal (new member) 24. Russell Mittermeier, Member at large, United States. <p>2. <u>World Commission on Protected Areas (WCPA):</u></p> <ol style="list-style-type: none"> 1. Allan Valverde, Regional Vice Chair Caribbean and Central America 2. Sabelo Lindani, Regional Vice Chair East and Southern Africa 3. Yoshitaka Kumagai, Regional Vice Chair East Asia 4. Erika Stanciu, Regional Vice Chair Europe
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	<ol style="list-style-type: none"> 5. Nizar Hani, Regional Vice Chair 6. Mike Wong, Regional Vice Chair North America 7. Tatjana Rosen, Regional Vice Chair North Eurasia 8. Amran Hamzah, Regional Vice Chair Southeast Asia 9. Florence Palla, Regional Vice Chair West and Central Africa 10. Paula Bueno, Regional Vice Chair South America 11. Sonali Ghosh, Regional Vice Chair South Asia 12. Lou Sanson, Regional Vice Chair Oceania 13. Stephen Woodley, Thematic Vice Chair Biodiversity Science 14. Brent Mitchell, Thematic Vice Chair Scaling Solutions 15. Karen Keenleyside, Thematic Vice Chair People and Parks 16. Mike Appleton, Thematic Vice Chair Capacity 17. Nick Salafsky, Thematic Vice Chair Conservation Outcomes 18. Paola Mejia Cortez, Thematic Vice Chair Conservation Outcomes 19. Felipe Paredes, Thematic Vice Chair Marine 20. Cyril Kormos, Thematic Vice Chair World Heritage 21. Helen Tugendhat, Thematic Vice Chair Governance, Equity and Rights <p>3. <u>World Commission on Environmental Law (WCEL)</u>:</p> <ol style="list-style-type: none"> 1. Dr. Patricia Kameri-Mbote, Kenya 2. Christina Pak, Philippines 3. Claudia De Windt, Dominican Republic (based in Washington, D.C., US) 4. Maria Muavesi, Fiji <p>4. <u>Commission on Environmental, Economic and Social Policy (CEESP)</u>: Mahnaz Kadhemi (<i>Regional Vice Chair, West Asia, Bahrain</i>)</p> <p>5. <u>Commission on Education and Communication (CEC)</u>:</p> <ol style="list-style-type: none"> 1. Kenza Khalaffi (<i>Regional Vice Chair North Africa, Morocco</i>) 2. Diana Garlytska (<i>Regional Vice Chair for West Europe, Lithuania</i>) 3. Karen Keenleyside (<i>Co-Chair of #NatureForAll</i>). 4. Marie-Philippe Ouellet (<i>Regional Vice Chair for North America and the Caribbean</i>) <p><u>Notes</u> that the role of Ana Valerie Mandri appointed by Council in September 2021 as member of the Steering Committee of CEC has changed to Co-Chair of Reimagine Conservation.</p>
Next IUCN World Conservation Congress (Agenda Item 9)	
C107/8	<p>The IUCN Council,</p> <p><u>Confirms</u> that the next IUCN World Conservation Congress will be held in 2025 based on Article 24 of the Statutes;</p> <p><u>Approves</u> the criteria for the selection of the host country for the IUCN World Conservation Congresses, as revised and outlined in Annex 8;</p> <p><u>Agrees</u> to develop specific guidance on the engagement of National and Regional Committees and on sponsorship for Congress.</p>

11.02.2022



107th Meeting of the IUCN Council¹

8-10 February 2022 (virtual)
18-19 May 2022 (in person), IUCN headquarters, Gland, Switzerland

Agenda

(Approved by Council during its virtual meeting on 8 February 2022)

Agenda Item 1: Introduction by the President and **APPROVAL** of the agenda

Agenda Item 2: Director General's Report and Strategic Objectives 2022

In his report to Council, the Director General will present the results on the DG's Strategic Objectives 2021 and his Strategic Objectives for 2022. The Council will be invited to discuss and **APPROVE** the DG's Strategic Objectives 2022.

Agenda Item 3: Follow-up to 2021 Congress Resolutions/Decisions

Review of actions required from Council as specified in 2021 Congress Resolutions and Recommendations. Council may wish to assign its standing committees to oversee the timely implementation of specific actions and present recommendations to Council as and when required. Note that 2021 *Congress Decision-147 "Strategic Vision incl. Financial Strategy and Strategic Plan for the Union"* will be discussed under Agenda Item 4.

The following require discussion / **DECISION** of the Council at its 107th meeting:

3.1 Resolution-110 – Establishing a Climate Change Commission (with the working title: "*The Climate Crisis Commission*") taking into account the report of the working group established by the IUCN President

3.2 Membership of the Advisory Group for the Revision of the Statutes (Decision-148 Enabling effective attendance and participation of Members in future sessions of the World Conservation Congress):

- Recommendation of the GCC
- Procedural issue raised with regard to the call for nominations

3.3 2021 Congress Review / Lessons learned

- In his capacity as chair of the Resolutions Committee of the 2021 Congress, Jon Paul Rodriguez will present the Resolutions Committee's lessons learnt and recommendations on a process leading to change for future motions processes.
- Issues raised by IUCN Members regarding the procedures for urgent and new motions (letter NRDC 22 November 2021).
- Request for a review of the 2021 Congress.

Agenda Item 4: Council's strategic objectives and priorities 2022-25

"At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall **APPROVE** strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis." (Regulation 44bis)

This item will include, among others, the development of a *Strategic Vision incl. Financial Strategy and Strategic Plan for the Union* (2021 Congress DEC-147).

¹ First ordinary meeting of the new IUCN Council elected by the IUCN World Conservation Congress 2021 (Marseille, 3 to 10 September 2021). In light of the pandemic, the IUCN President decided to postpone the meeting held in person until 18-19 May 2022. A virtual meeting of the Council was held on 8-10 February 2022 to discuss some pressing and important topics such as the follow-up to key Congress Resolutions, and some urgent matters requiring a decision without delay, such as the 2022 work plan and budget and the establishment of the Bureau.

Agenda Item 5: Status of the discussion on climate and biodiversity

The Director General will provide an overview of IUCN's engagement to date with CBD COP15 and the plans for Kunming. Council will discuss and provide input on IUCN's engagement leading up to CBD COP15.

Agenda Item 6: Work plan and budget 2022

Council will be invited to discuss and **APPROVE** the *Work plan and budget 2022* presented by the Director General, taking into account the recommendations of the Finance and Audit Committee (FAC) and the Programme and Policy Committee (PPC).

Agenda Item 7: Constituency issues

The Council, taking into account the recommendations of the Governance and Constituency Committee (GCC), will be invited to **APPROVE**:

7.1 applications for IUCN membership.

7.2 application for recognition of an Interregional Committee.

The Council will also discuss:

7.3 the recent increase of membership dues for a number of IUCN Members and the dues structure for subnational governments.

Agenda Item 8: Appointments

8.1 Approval of the Terms of Reference and membership of the Council's standing committees (FAC, GCC and PPC) [Article 50 of the Statutes, Regulations 59 and 60]

8.2 Appointment of the Vice-Presidents [Article 46 (j) of the Statutes, Regulations 45 (c) and 48 (c)]

8.3 Appointment of the members of the Bureau of the IUCN Council [Article 49 of the Statutes, Regulations 57 and 58]

8.4 Appointment of the Legal Adviser [Article 46 (o) of the Statutes, Regulations 45 (d) and 87]

8.5 Additional appointments of members of the Steering Committees of the IUCN Commissions (*Additional to the appointments already made by Council decision C106/4*)

Agenda Item 9: Next IUCN World Conservation Congress

Council will be invited to **CONFIRM** that the next Congress will be held in 2025 based on Article 24 of the Statutes and to **APPROVE** the criteria for the selection of the Host Country.

Agenda Item 10: Any Other Business

10.1 IUCN engagement with TotalEnergies

Council will be invited to discuss the risks and opportunities of a potential project of engagement with TotalEnergies.

10.2 High-level calendar of external events in 2022

10.3 Update on impact of the Covid-pandemic on IUCN

Agenda Item 11: Closing remarks by the President



2022 Work Plan and Budget

Approved by the IUCN Council at its 107th Meeting (virtual, 8-10 February 2022)

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Part I. 2022 Workplan

Introduction

Building on post-COVID recovery momentum, the timing of the ‘Nature 2030’ IUCN Programme is impeccable as it comes out with a strong call for mobilisation of the entire Union. The Union must continue securing equitable governance of natural resources and ensuring that nature’s contributions to human health and well-being are recognised – across all sectors. A systemic, global issue such as biodiversity loss and climate change require a global and coordinated response. The Union has the required scientific knowledge from the local to transboundary level and can support decision-makers across sectors to enhance political will. What is more, the IUCN Programme for the first time sets its ambition in a decade long timeframe (2021–2030), in line with United Nations 2030 Agenda for Sustainable Development and the post-2020 global biodiversity framework, which further reinforces the fact we are all in it for the long run.

The Work Plan is the annual overarching strategic planning document, highlighting key aspects of delivery in 2022. 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. In 2021, the Director General restructured the management of the thematic programmes with the ultimate objective of improving coordination and collaboration, and of providing the IUCN infrastructure the necessary agility to respond to the fast-paced external context. A new functional structure¹ now consists of four centres, namely the Centre for Conservation Action, Centre for Economy and Finance, Centre for Science and Data, and Centre for People and Governance.

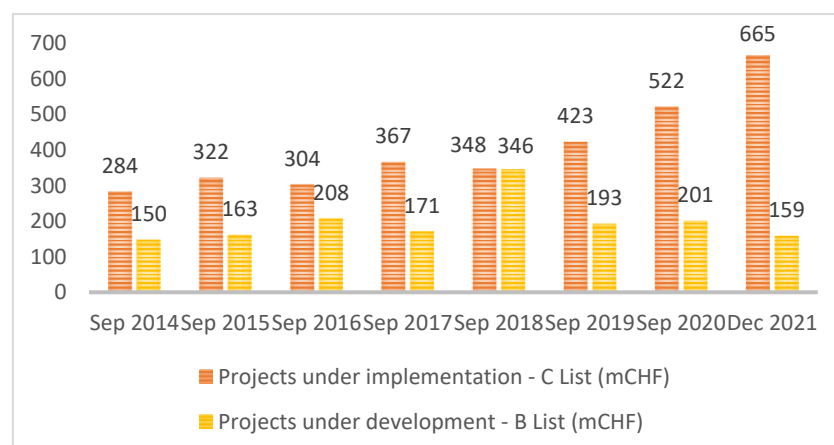
The present document sets out what the Secretariat will do in 2022 and embodies its 2022 workplan and budget. Part I contains the Work Plan for 2022, the second year of implementation of the IUCN Programme 2021-2024 and its five Programme Areas: People, Land, Water, Oceans, and Climate. Part II provides details on its associated budget.

1. State of the project portfolio

1.1. Overview

In 2022, the value of the project portfolio value will continue its upward trend compared to previous years increasing from CHF 723m to CHF 824m (see Figure 1). This amount is broken down into two types of projects, namely the B and the C lists projects. The B List refers to all projects that are under negotiation with donors (or “proposal” status per IUCN’s Project Guidelines and Standards). The C List refers to projects that are under implementation (or “contract” status per IUCN’s Project Guidelines and Standards). The C List represents a total of 394 projects for a total value of CHF 665m. The 2022 pipeline (B List) includes 113 projects for a total value of CHF 159m.

Figure 1: Project Portfolio Value

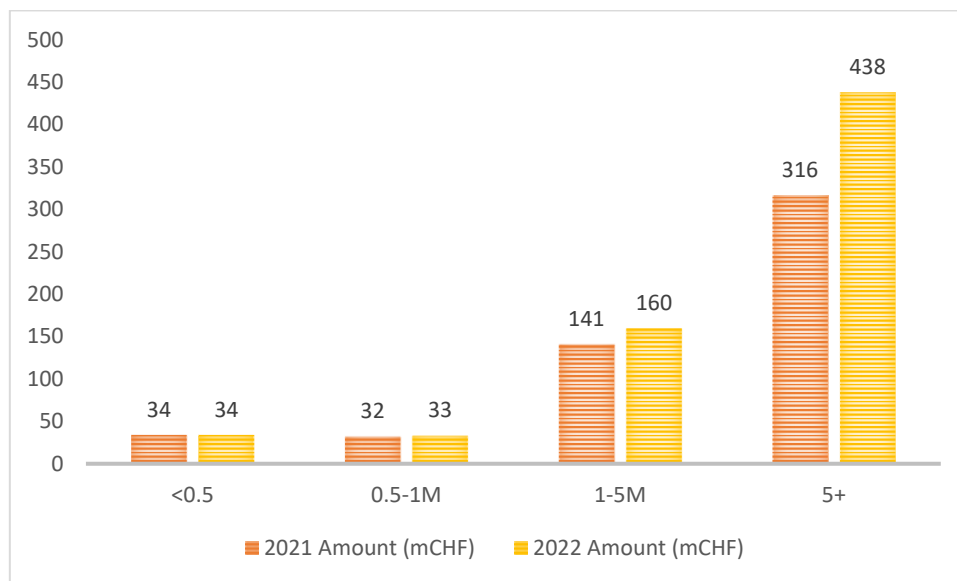


¹ The new structure was presented to Council at its 106th meeting on 11 September 2021 in Marseille, France.

Table 1: Basic portfolio information for C List projects 2021-2022

	C List ²		B List ³	
	2021	2022	2021	2022
Number of projects	347	394	127	113
Average duration (yrs)	4.07	4.01	2.90	3.24
Median duration (yrs)	3.76	3.83	3.76	3.83
Average project value (mCHF)	2.00	1.69	0.77	1.41
Median project value (mCHF)	0.28	0.25	0.28	0.25
Portfolio value (mCHF)	523	665	201	159

As presented in 2 below, projects under CHF 5m have slightly increased (from CHF 206m to CHF 228m), while the overall value for project over CHF 5m has increased significantly for 2022 (from CHF 316m to 438m). This demonstrates IUCN's ability in securing funding for large scale projects.

Figure 2: Project budget per project size in 2021 and 2022 for C list

IUCN's project budget is recorded at three levels that are mutually exclusive: national, regional and global (Figure 3). Of the 2022 budget, 81% will be implemented at the national and regional level, meaning that most resources are allocated where effective implementation will happen.

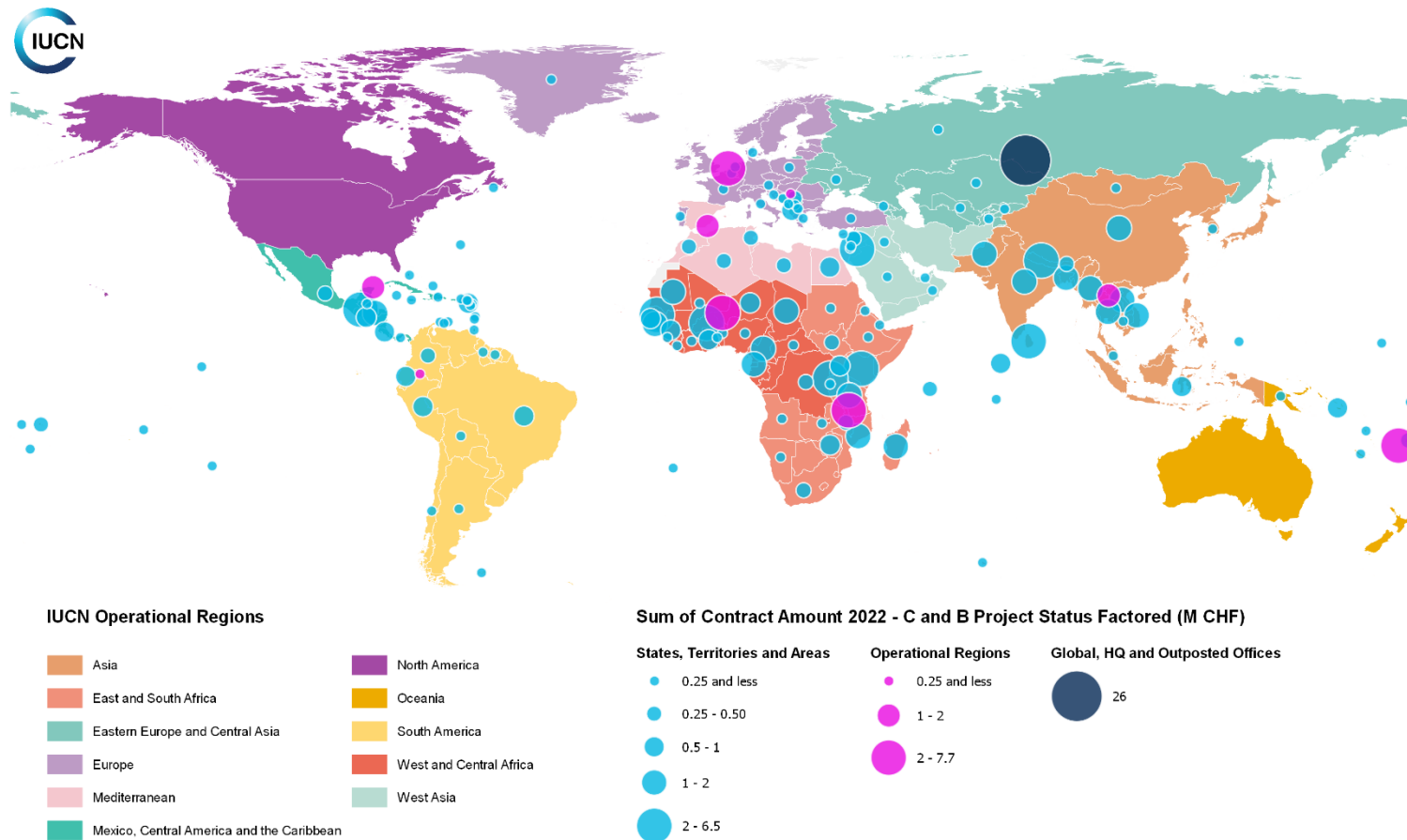
Table 2: 2022 Budget by location for C List and B List factored-in projects

Level	2022 Factored contract amount (mCHF)	%
National	88	64
Global	27	19
Regional	24	17
TOTAL	139	100%

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

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

Figure 3: 2022 Project budget per Statutory State, Operational Region and Globally tagged projects⁴



Disclaimer: Names, frontiers, boundaries and other designations of geographical entities used and shown on this map do not imply the expression of any opinion, official endorsement or acceptance by IUCN. To facilitate visual representation, the Global circle was positioned on McKinsey's world's economic center of gravity.

⁴ This figure shows the projected 2022 budget (M CHF) in Statutory States, Operational Regions, Globally- funded projects and Headquarters represented by the size of the circles. The legend indicates the projected budget size according to these categories. It includes B (factored by the probability of funding) and C list projects.

1.2. Donors

More than half (52%, or 119 projects out of 394) of the total portfolio is supported by Multilateral Organizations. Governments are also strong supporters, providing 37% of the budget. A large majority (89%) of the 2022 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 organization globally.

Table 3: Portfolio value and share for C List projects 2021-2022

Donor type	Sum of Total Contract Amount 2021 Budget (mCHF)	%	Sum of Total Contract Amount 2022 Budget (mCHF)	%
Multilateral Organizations	229	44%	349	52%
Governments	220	42%	247	37%
Foundations	35	7%	39	6%
Private	17	3%	14	2%
International NGOs	-	0%	12	2%
National NGOs	-	0%	3,7	1%
Academic	-	0%	0.13	0%
Other	22	3%	-	0%
Total	523	100%	665	100%

In 2022, a little more than two-thirds (69%) of the total C List budget is supported by the top 10 donors presented in the table below. The top three are multilateral donors (the European Commission, The Green Climate Fund and The Global Environment Facility) which together fund 43% of the total C List budget for 2022. It is worth noting that the GCF project portfolio budget increased significantly from CHF 1.8m in 2021 to CHF 15.9m in 2022. This GCF portfolio – which is increasingly underpinned by innovative finance mechanisms - will support the deployment of nature-based solutions in response to the climate emergency.

Table 4: Top 2022 donors - C List

Donor	Acronym	2022 Budget (mCHF)
European Commission ⁵	-	23,5
Green Climate Fund	GCF	15,9
Global Environment Facility	GEF	13,3
US Agency for International Development	USAID	5,6
Kreditanstalt für Wiederaufbau	KfW	5,2
United Nations Environment Programme	UN Env.	5,0
Bundesministerium für Umwelt, Naturschutz und nukl	BMU	4,6
Deutsche Gesellschaft für Internationale Zusammena	GIZ	4,4
Agence française de développement	AFD	4,3
United Nation Development Programme	UNDP	2.0

1.3. Delivery models

In 2022, the ventilation of the portfolio value across delivery models continues to demonstrate the importance of stand-alone projects and the implementing agency role of IUCN, which account for 76% of the budget (40% for single projects and 36% as implementing agency).

⁵ This line includes contributions from DG Development (CHF 9.7m); European Commission (CHF 6.2m), EuropAid (CHF 4.4m), DG Environment (CHF 2.7m), and DG Research and Innovation (CHF 0.5m).

Table 5: % of portfolio value by delivery model for C List projects 2021-2022 (CHF)

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects ⁶	223,7	43%	269,0	40%
Implementing Agency ⁷	149,5	29%	237,0	36%
IUCN Thematic Initiatives ⁸	126,7	24%	131,1	20%
Generation and direct application of scientific knowledge ⁹	14,6	3%	19,6	3%
Non-aligned stand-alone projects ¹⁰	8,2	2%	8,5	1%
Total	523	100%	665	100%

Projects included in IUCN's pipeline (B List) will reinforce the portfolio in a similar fashion should they all materialize in 2022.

Table 6: % of portfolio value by delivery model for B List projects 2021-2022

Delivery Models Categories	2021 Budget (mCHF)	%	2022 Budget (mCHF)	%
Programmatically-aligned single projects	92,4	46%	64,7	41%
Implementing Agency	91,2	45%	51,2	32%
IUCN Thematic Initiatives	13,4	7%	39,4	25%
Generation and direct application of scientific knowledge	2,6	1%	2,7	2%
Non-aligned stand-alone projects	1,2	1%	1,0	1%
Total	200,8	100%	159,1	100%

1.4. Members and Commissions

Portfolio design and implementation is done in cooperation and collaboration with Members, Commissions and National & Regional Committees as relevant. While there is scope to improve the accuracy of how the Secretariat tracks and accounts for Member and Commission member involvement in portfolio delivery, and we have provisioned to make these improvements in the Project Portal in 2022, our current data demonstrates 135 projects (out of 394 C list projects) work directly with members, 46 with commissions and 10 with Regional or National Committees. Furthermore, the changing nature of the IUCN portfolio – with an emphasis on larger projects with bold ambitions such as GEF and GCF, means that the Secretariat's role is confined to overall "implementation" with execution (i.e. direct delivery) being allocated to members and other local partners. An example of this is the GEF-funded Inclusive Conservation Initiative which is co-implemented with IUCN member Conservation International and direct delivery (i.e. execution) being undertaken by IUCN Indigenous Peoples Organisation members and other IP and community organisations. Equally, projects that support the development and application of IUCN knowledge products such as the Green List and the Nature-based Solutions Standard are implemented closely with the Commissions, in these two cases with WCPA and CEM respectively.

⁶ Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

⁷The IUCN Secretariat's role is strongly defined in terms of assurance and oversight provider. In most of these cases, IUCN makes a grant to executing agencies (third parties). It not only disburses the funds, but also supervises their work and becomes accountable for providing control and oversight and primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties.

⁸ The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of all associated grants exceeds CHF 10 million (excluding leverage /co-finance).

⁹ Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc).

¹⁰ These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile.

1.5. Programme Areas

The 2022 budget continues to contribute to the five Programme Areas of the 2021-2024 IUCN Programme: People, Land, Water, Oceans and Climate. Land accounts for the largest portion with 42% of budget allocation for 2022. The rest of the 2022 budget is distributed fairly equally across the 4 other Programme Areas (from 12% in Oceans to 18% in People). Budget allocation variations between 2021 and 2022 are small, slight increase are observed under Land, Water and Climate and small decrease under People and Oceans¹¹. The recently approved Addendum to Nature 2030 Programme on post-COVID recovery and health now provides a basis to further guide portfolio development. Although it is still too early to capture this in figures generated from the Project Portal, several project concepts that build on the One Health concept are currently under development. In addition, to the portfolio's financial resources, programme delivery is also supported by several strategically positioned secondments which enhances IUCN's capacity in this area. Through this vehicle, IUCN is, for example, able to support and give priority to ongoing systematic engagement and cooperation with the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES).

Figure 4: 2021 and 2022 budgeted expenditure per IUCN five Programme areas for C List and B List factored-in.

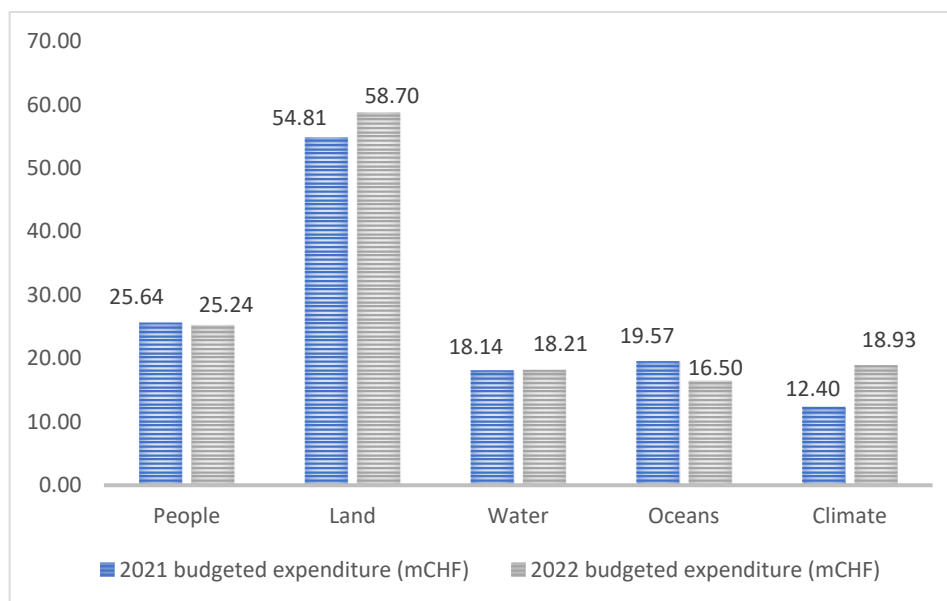


Table 7 provides 2022 budget allocations for each programme area and its respective impact targets.

Table 7: 2022 Budget Allocations per Programme Area and Impact Target for C List B List Factored (mCHF)

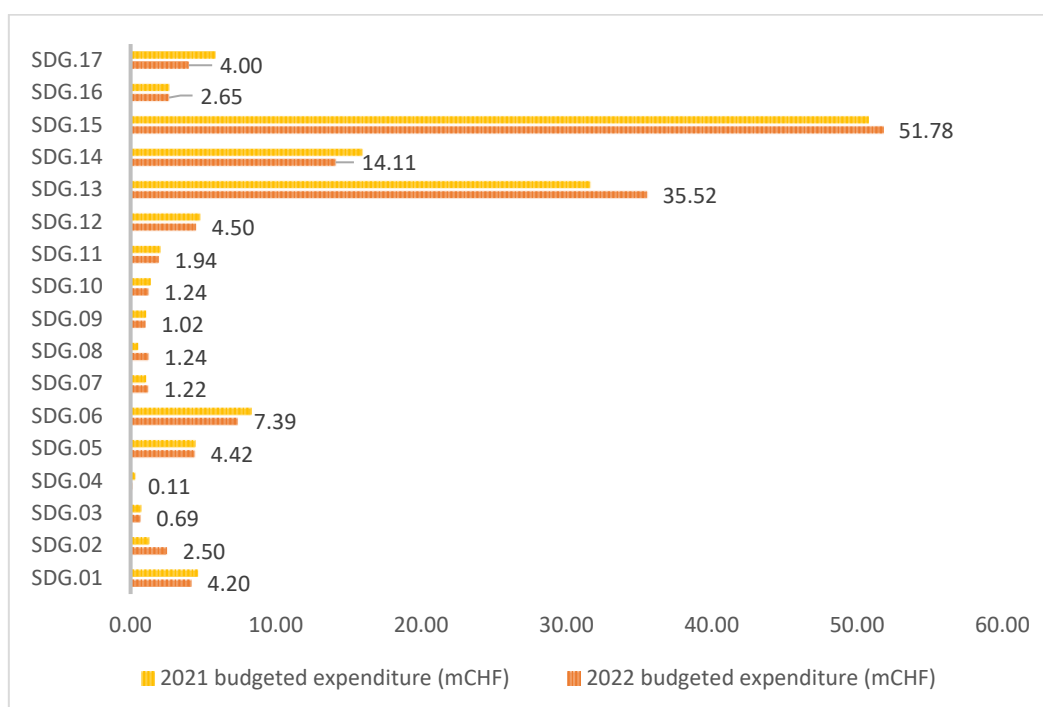
Programme Area	Impact Target (IT)	2022 Budget Allocation (mCHF)	% of 2022 Budget
People	IT1.1 - Fully realised rights, roles, obligations and responsibilities to ensure just and inclusive conservation and sustainable use of nature	6.97	5.0%
	IT1.2 - Equitable and effective governance of natural resources at all levels to benefit people and nature	15.24	11.0%
	IT1.3 - Enhanced realisation and enforcement of the environmental rule of law	3.03	2.2%
Sub-total People		25.24	18.2%
Land	IT2.1 - Ecosystems are retained and restored, species are conserved and recovered, and key biodiversity areas are safeguarded.	49.10	35.4%
	IT2.2 - Thriving production landscapes are sustainable, and nature's value and benefits are safeguarded in the long term.	8.87	6.4%

¹¹ It is worth noting that while this snapshot is showing negative variance between 2022 and 2021 for both People and Oceans, the overall trend is positive for all five Areas. Variations are mainly due to the temporal component of portfolio management, i.e. this data provides a snapshot of the portfolio at two given dates and do not necessarily demonstrate trends over the planning cycles, with new projects being created and old ones closing on a regular basis.

	IT2.3 - Nature and people thrive in cities while delivering solutions for urban challenges and a sustainable ecological footprint.	0.73	0.5%
Sub-total Land		58.70	42.4%
Water	IT3.1 - The loss of freshwater species and decline of freshwater ecosystem health is halted, and restoration initiated.	3.55	2.6%
	IT3.2 - Equitable access to water resources and all associated ecosystem services are secured.	6.11	4.4%
	IT3.3 - Water governance, law and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	8.55	6.2%
Sub-total Water		18.21	13.1%
Oceans	IT4.1 - The loss of marine species and decline of marine ecosystem integrity is halted, and restoration initiated.	6.49	4.7%
	IT4.2 - Uses of marine natural resources generate overall positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	6.97	5.0%
	IT4.3 - Ocean and coastal processes are maintained as a key foundation for planetary stability.	3.04	2.2%
Sub-total Oceans		16.50	11.9%
Climate	IT5.1 - Countries use Nature-based Solutions and innovations in financing to scale up effective adaptation to the impacts of climate change.	11.35	8.2%
	IT5.2 - Countries scale up Nature-based Solutions to reach climate mitigation targets.	2.11	1.5%
	IT5.3 - Responses to climate change and its impacts are informed by scientific assessment and knowledge to avoid adverse outcomes for nature and people.	5.47	3.9%
Sub-total Climate		18.93	13.7%
Programme Support		0.97	0.7%
TOTAL		138.55	100%

1.6. Sustainable Development Goals

All IUCN projects are mapped against the Sustainable Development Goals (SDGs) they contribute to. The 2022 IUCN budget allocation to the SDGs is similar to the one from 2021, demonstrating programme continuity overall. Project portfolio contribution to *SDG 15 Life on Land* remains the highest, accounting for around 37% of all budget allocation. *SDG 13 Climate action* accounts for the second highest allocation with 26% of all project portfolio budget. The three SDG 15, 13 and 14 account for almost three quarters (73%) of the overall project portfolio budget.

Figure 5: 2021 and 2022 budgeted expenditure per SDG¹² (CHF)

2. Programme Investment Framework and Innovation

A two-stage process was introduced to IUCN's annual planning and budgeting cycle. The first stage allowed for stock-taking and analysing where IUCN stands with regards to strategic objectives, performance and assurance. The stock-taking exercise built on recent reviews and evaluations, financial performance as well as progress monitoring of IUCN activities globally. It helped assess the overall performance of IUCN and the external trends that may have an influence on the work of the Union.

During stage 1, prioritisation criteria were also discussed and used to steer the discussion throughout the process. Those informed the preparation of the 2022 ambition and target setting and ultimately fed into the 2022 planning and budgeting principles and guidelines:

- **Transparency in the Decision-Making**
All Units and Regions indicated how they plan to use Membership Dues, Framework Funding and Overheads. This helped to better understand expenditure and needs across the organisation.
- **Utilisation of Overheads and Projects Planning**
Going forward, all projects need to budget and charge costs as direct costs to the extent possible, allowing for the overheads to be used for maintaining and growing the organisation's core functions and institutional capacity around the world, and to provide a buffer for risk management. We will enhance transparency and accountability on how direct and indirect costs are budgeted and used. Negotiations with key donors will take place in order to agree on possible concrete cost recovery arrangements.
- **Effective and Efficient Operations**
IUCN will strengthen its corporate functions in a way that is efficient and effective. We will achieve institutional agility to remain relevant, adapting to a changing environment.
- **An Institution that Responds to New Challenges**

¹² Percentages calculated from 2021 and 2022 budget values for C List and B List factored-in. Data extracted on 16/12/21.

IUCN will invest in innovation including the development of new ideas across the Secretariat, optimising, where relevant, the application and use of IUCN knowledge products and in doing so securing new sources of revenue to sustain their maintenance and development.

- **Clear deliverables and result based management**
IUCN will strengthen its result-based management by building clear linkages between our projects, activities and outcomes, as well as set institutional priorities.
- **Risk Management and Financial Stability**
IUCN will strengthen its financial reserves to mitigate higher levels of risk and to ensure long-term financial stability. Generation of planned annual surpluses will be essential in this respect.
- **Resource Mobilisation**
We will strengthen resource mobilisation, recognising diverse capacities across the organisation and building capacities for IUCN Secretariat to manage larger funds, especially GEF/GCF.
- **Cooperating with our Members and Commissions**
IUCN Secretariat will strengthen its cooperation with Members, including maintaining and increasing the number of Members and mobilising the power of the “Union” in influencing policy, both with governments and the private sector.
- **One Integrated Team**
Strengthening the one Secretariat Team by promoting integration in the way we work, whilst recognising diverse challenges and opportunities across the Secretariat. Internal communication and integrated corporate support will be strengthened to enable strong coordination among IUCN staff functions.

The second stage included an annual planning meeting with all Heads of Units and Regions and the Executive Board. Annual planning discussions led to the decision of which 2022 priorities would be taken forward. These priorities, initiatives and overarching themes have also been presented to and approved by Council in early 2021, as part of the DG Report to Council; and to the IUCN Members Assembly as part of the DG Report to Congress in Marseille, September 2021. Investment priorities and innovation development efforts are furthermore aligned with the objectives of the Union and the means to achieve those, as prescribed in Article 3 of the IUCN Statutes and Regulations, as well as Article 79 which lays out the obligations of the Director General, which include ensuring the financial health of the organisation.

These priorities, found in this document, informed the methodology and drafting of workplans and budgets.

The programme investment and innovation approach has been adapted in 2022, moving from a systematic allocation of unrestricted framework funding to a more strategic and targeted allocation to drive programmatic and innovative developments in specific work areas. This approach is intended to deliver solid results while ensuring strategic alignment with IUCN 2021-2024 Programme.

Framework funding will be used to enable innovation and development across the organisation. As part of the planning and budgeting process, Unit Managers were invited to prepare business plans according to four programmatic and innovation categories.

Portfolio Development

Investment in this category is meant to help IUCN's units grow their project portfolio to ensure strategic alignment with the Programme, strategic positioning and overall sustainability of the organisation. Portfolio growth could materialise in different forms depending on institutional needs, ranging from financial growth to programme area and SDGs coverage among others.

Member and Commission engagement in programme delivery

Related to the above, investment in this category will aim at increasing Members and Commissions' engagement in IUCN's programme delivery. This includes the roll out of phase 2 of the Contributions for Nature platform - the digital platform offering a useful vehicle for member engagement around programme delivery. This investment is also intended to build on the new sub-national government membership category and the work of the Urban Nature Alliance; part of the investment will focus on establishing IUCN as a major conservation partner with urban municipalities globally.

Thematic Innovation for Programme Development

Investments in this category will be made along three streams. The first one will focus on supporting the adoption of a truly global and transformative Post-2020 Global Biodiversity Framework; whilst strategically positioning IUCN to actively contribute to its implementation. Following the first part of CBD COP15 Kunming, there are two imperatives: i) to accelerate implementation action consistently across the agreed targets, and ii) to ensure that other (non-conservation) sectors are co-opted to support delivery of the targets. Part of the reason these have not materialised fully is that there is no practical economy-wide framework that can help different sectors identify where they can make significant contributions in their planning process. This investment will aim to deliver and apply such a framework, optimising the use and application of IUCN knowledge products and tools.

The second stream aims to optimise the role of nature in climate finance. In line with the Union's position at UNFCCC COP26, IUCN is making the case for a more significant share of climate finance globally to be directed towards nature and, at the same time, position IUCN to increase the flow of its own revenues derived from climate financing. This work will be built around gaining broader support for this case, including through effectively mobilising and positioning the utility of its tools and knowledge products.

The third stream will be around science and data. Investments under this category will help IUCN in developing the required organisational capabilities and business models to strengthen its scientific and data value proposition. It will also enable IUCN to tap into growing assurance markets and keep abreast of external developments and trends in innovation.

Technical and thematic input to international and regional policy engagement

In 2022, a number of key international policy processes will convene to advance the sustainable development and environmental governance agenda. Investment in this category will aim to increase and improve the quality of IUCN's technical input to international and regional policy processes such as i) engagement of technical and regional colleagues into the three Rio Conventions – CBD, UNFCCC, UNCCD, ii) engagement on international policy where IUCN advice is regularly sought – RAMSAR, CMS, CITES, World Heritage, or iii) to support relevant regional policy processes.

Moreover, it is expected that investments in this category would strengthen IUCN's positioning and influence in the global policy debate (e.g. High Seas Marine Protected Areas, expansion of the global extent of protected and conserved areas, amongst other).

3. Membership & Commission Engagement

A Union of more than 1,500 diverse Members, together with an unmatched global network of conservation experts under the IUCN Commissions, has the credibility to play a leading role in the global effort to redefine our relationship with nature. Membership and commission engagement is at the very core of the Union's vision and mission. To improve and foster engagement in 2022, the Secretariat has set the following strategic priorities:

- *Strategic engagement* through a more tailored value proposition and services to Members.
 - Define and implement clear **value propositions** tailored to the different types of Members.
 - **Recruit** new Members, including States and subnational governments.
 - **Implement** key actions identified in the **Membership strategy**.
 - Provide appropriate **corporate services** for IUCN's Members in terms of communication (e.g. convenings and online consultations), tools and platforms (e.g. Union Portal, Contributions for Nature Platform) and services to Members (e.g. online voting and new opportunities for effective remote participation in Union debates and decision-making processes, Resolutions follow-up and capacity building, amongst other).

- *Joint annual planning with Commissions*
 - In line with its revised, **data-driven approach to annual planning and budgeting**, in 2022 and going forward, the Secretariat will ensure close cooperation with Commissions in the development of joint annual workplans against which the Secretariat and Commissions' activities will be monitored. The Secretariat will work closely with the Commissions to ensure the **use and application of IUCN knowledge products is scaled up and optimised in a strategic and coordinated manner** that ensures their financial sustainability.
- *Working with Members* on the implementation of IUCN Resolutions and Programme delivery.
 - Prepare and disseminate position **statements on conservation**, drawing on the expertise of Members.
 - **Influence global environmental policies** and assist in the development of mechanisms for debating and resolving international environmental issues.
 - Support Members and National, Regional and Interregional Committees with their work, and participate in meetings as requested by Members.
- *Supporting Members* through capacity strengthening, information and expert support.
 - Provide support to **strengthen Members' institutional capacity**.
 - Provide support to Members on project development and access to multilateral funding (e.g. GEF/GCF)
 - Provide a forum for discussion of conservation issues and developing **expert networks** and information systems to support IUCN Members.
- *Cooperation and coordination* amongst members, and between members and the Secretariat.
 - Promote **cooperation amongst IUCN Members** by facilitating meaningful engagement between – for example – national NGOs and respective State Members to further global goals for nature, collectively and collaboratively.
 - Strengthen **coordination between the Secretariat and IUCN Members**, in particular through:
 - Effective operation of regional offices and membership focal points that support Programme Centres in their interaction with Members on project development, advocacy, influence and policy development.
 - A proactive Membership Unit that serves as the interface between the Secretariat, the IUCN Members, Commission members and National, Regional and Interregional Committees worldwide.

The Budget for 2022

1. Introduction

The 2022 budget represents the second year of implementation of the 2021-2024 Financial Plan.

Budget summary

A surplus of CHF 1.0m is budgeted for 2022. This exceeds the planned surplus in the 2021-2024 Financial Plan by CHF 0.5m. The increase in the surplus is attributed to increases in the levels of corporate costs funded by the project portfolio. The total expenditure budget is CHF 145m, a significant increase on the forecast for 2021 (CHF 122m). This is driven by a growing project portfolio, a reduced impact of Covid 19 on implementation rates and a focus on delivery.

In both 2020 and 2021 implementation levels were impacted by Covid-19 which delayed certain activities. The impact was greatest on work performed by implementing partners. Although further delays cannot be ruled out, implementation levels steadily increased during the last 6 months of 2021 and this is expected to be maintained throughout 2022.

Targeted investments will be made in 2022 in programme development and innovation, together with investment in initiatives to increase operational efficiency and organisational effectiveness.

External context

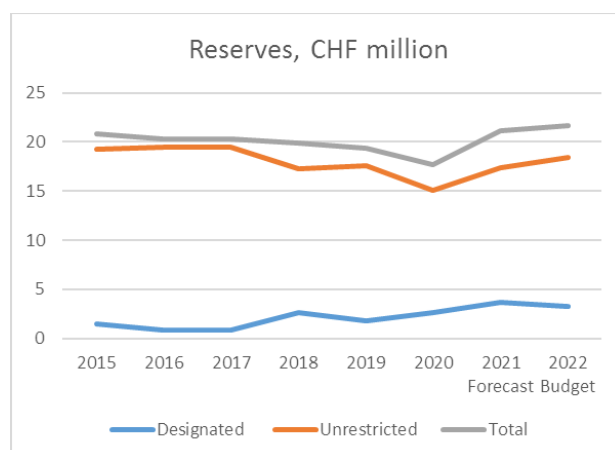
The Covid-19 emergency continued to impact programme implementation during the course of 2021. With the rollout of vaccination programmes the impact has steadily declined and this positive trend is expected to continue, assuming vaccine resistant strains do not emerge.

Funding remains strong, driven by donor support for the IUCN Programme and the increased recognition of the role nature can play in combatting climate change and mitigating its impact.

Overall Financial Situation

IUCN's overall financial situation is improving. In 2020 unrestricted reserves declined to CHF 15.1m as a result of unforeseen Congress costs and the need to make provision for Congress losses. The 2021 forecast shows an increase of CHF 2.3m in unrestricted reserves. This trend will be maintained in 2022, assuming that the budgeted surplus of CHF 1.0 million is realised.

Figure 7: IUCN reserves



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 reserves to support higher levels of risk.

Figure 8 shows income trends over the last 6 years together with the forecast for 2021 and the budget for 2022. The most significant change is the growth in project restricted income which reflects the growth in the project portfolio.

Figure 8: Income trends, CHF million

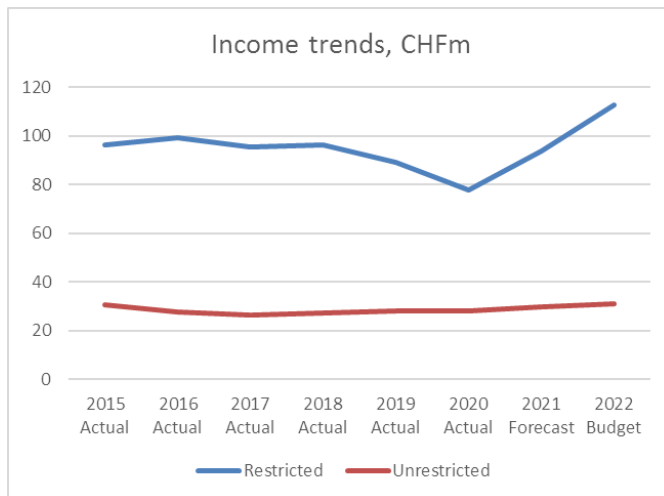
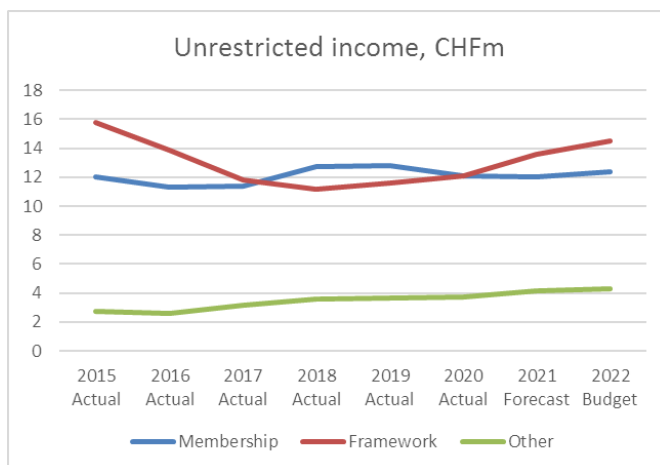


Figure 9 provides an analysis of the unrestricted income trend, broken down into its three main components: membership dues, framework income and other unrestricted income.

Figure 9: Unrestricted income trends, CHF million



Membership dues are stable. Membership dues declined in 2021 following the rescission of Members at the 2021 Congress. A modest increase is expected in 2022.

Framework income declined significantly over the period 2015-2018 but has since recovered, with growth in both 2021 and 2022.

2. Budget summary

Table 9 shows the budget for 2022. The budgeted result for 2022 is a surplus of CHF 1.0 million. Income is budgeted at CHF 145.6m and expenditure at CHF 145m. Reserve movements (described in section c below) bring the budgeted result to CHF 1.0m. Each major budget line is described below the table.

Table 9: Budget summary

	2020	2021	2022	2022
	Actual	Forecast	Budget	Plan
Income				
Unrestricted income				
Membership dues (net of provisions)	12.1	12.0	12.4	13.3
Framework income	12.1	13.6	14.5	12.6
Other unrestricted income	6.7	6.3	6.1	8.2
Total unrestricted income	30.9	31.9	33.0	34.1
Restricted income				
Project income	77.6	93.6	112.6	108.9
Total restricted income	77.6	93.6	112.6	108.9
Total income	108.5	125.5	145.6	143.0
Expenditure				
Staff costs				
Funded by project income	29.2	31.5	29.9	32.5
Funded by unrestricted income	24.4	24.5	27.2	27.3
Total staff costs	53.6	56.0	57.1	59.8
Other operating costs				
Funded by project income	5.3	5.2	7.7	6.7
Funded by unrestricted income	8.0	4.0	5.2	6.3
Total other operating costs	13.3	9.2	12.9	13.0
Project activities				
IUCN activities	27.3	32.7	30.2	69.7
Implementing partner activities	15.8	24.2	44.8	
Total project activities	43.1	56.9	75.0	69.7
Total expenditure	110.0	122.1	145.0	142.5
Operating result	-1.5	3.4	0.6	0.5
Transfers from/(to) designated reserves	-0.8	-1.1	0.4	0.0
Surplus/(deficit)	-2.3	2.3	1.0	0.5

a) Income

Unrestricted income is budgeted at CHF 33.0m.

Membership dues are budgeted at CHF 12.4m. This exceeds the forecast for 2021 of CHF 12.0m which takes into account provisions for amounts owed by Members who were rescinded at the 2021 Congress. The 2022 budget reflects the new membership dues scale approved by Congress and the reassessment of Members in the categories National and International Non-Government Organisations and Indigenous Peoples Organisations.

The amount budgeted is after deduction of a provision of CHF 1.0m for late payment or defaults.

Framework income is budgeted at CHF 14.5m. The budget is based on existing contracts with framework partners and does not include new agreements that may be entered into during the course of 2022.

Other unrestricted income is budgeted at CHF 6.1m. Other unrestricted income includes income from Patrons of Nature (CHF 1.4m), rental and service fee income from 3rd parties (CHF 1.5m), the in-kind value of tax exemptions (CHF 1.6m) and other sundry income (CHF 1.6m). Total unrestricted income is in line with the forecast for 2021.

Restricted income is budgeted at CHF 112.6m. IUCN recognises restricted income as expenditure is incurred and contractual obligations are fulfilled, hence income realisation is dependent on delivery. The total amount is significantly higher than the 2021 forecast (CHF 93.6m). The increase reflects the growth in the project portfolio, particularly in respect of GEF and GCF projects and also expected increases in implementation levels for the portfolio as a whole which will be driven by a focus on delivery and monthly monitoring.

b) Expenditure

Staff costs are budgeted at CHF 57.1m, compared to a forecast of CHF 56.0 for 2021. The increase reflects the increase in the level of unrestricted income and increased investment in both corporate and programmatic activities. CHF 29.9m is funded by project income through direct charging of staff time to projects, and CHF 27.2 by unrestricted income.

Other operating costs are budgeted at CHF 12.9m of which CHF 7.7m is funded by project income and CHF 5.2m by unrestricted income. Operating expenditure includes provisions of CHF 0.5m for foreign exchange losses and project losses.

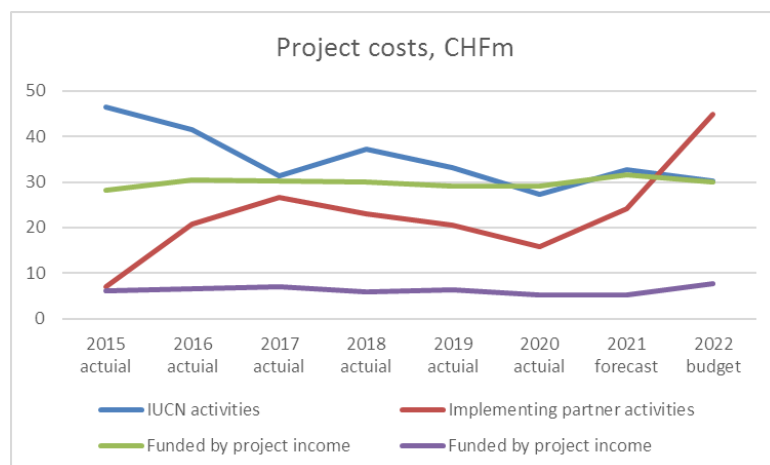
Other operating costs were low in 2021 due to significant savings in discretionary costs such as travel and also as a result of foreign exchange gains of CHF 0.5m.

Project activities

IUCN project activities are budgeted at CHF 30.2m compared to a 2021 forecast of CHF 32.7m. **Implementing partner activities** are budgeted at CHF 44.8m compared to a 2021 forecast of CHF 24.2m. The significant increase in implementing partner activities is due to: 1) implementation delays in 2021 due to Covid 19; and 2) further growth in the GEF and GCF portfolios during 2021 which will lead to higher expenditure levels in 2022.

Figure 10 shows the evolution of project expenditure over the last 7 years. Expenditure levels declined in 2020 but have since recovered. 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 involving partner organisations.

Figure 10: Trends in project expenditure, CHF million



c) Transfers from/(to) designated reserves

Transfers from/(to) designated reserves are budgeted at CHF 0.4m in aggregate and comprise the amounts shown in Table 10.

Table 10: Reserve transfers

	2021	2022
CHF m	Forecast	Budget
World Conservation Congress and convenings	-	(0.5)
External and Governance Review	(0.1)	(0.1)
Other	(1.0)	1.0
Total expenditure	(1.1)	0.4

An allocation of CHF 0.5m has been made for the next Congress and for other convening events. An allocation of CHF 0.1m has been made for the External Review which takes place every four years.

An allocation of CHF 1.0m to designated reserves is included in the forecast result for 2021. This will be used to support organisational change process which started in 2021 that will continue into 2022. The funds are, therefore, carried forward from 2021 and budgeted to be utilised in 2022. The funds will support strengthening the regions and the newly established programme centres, and for investment in corporate functions across the Secretariat.

3. Implementation of the Financial Plan 2021-2024

The 2022 budget represents the second year of implementation of the Financial Plan 2021-2024. The Plan sets out a series of targets. Table 11 - taken from the Financial Plan - shows the targets set and progress made after taking into consideration the 2022 budget.

Table 11: Progress against Financial Plan targets

Target	Value	Period	2022 progress
Increase membership dues	10%	2021–2024	Increase of 2.5% compared to 2020
Maintain current level of framework income	0%	2021–2024	Increase of 19.7% compared to 2020
Increase value of project portfolio: <ul style="list-style-type: none"> • GEF/GCF • Other 	15% 5%	Year-on-year	Increase of 10% in aggregate compared to 2021 budget
Increase annual level of restricted income and expenditure	10%	Year-on-year	Increase of 20% budgeted compared to 2021 forecast.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021–2024	The budget level for 2022 is 54%. The lower percentage reflects the increase in framework funding not foreseen in the Financial Plan. Work on the full cost recovery model will be taken forward in 2022 with the objective of increasing the level of recovery.
Non-staff operating costs not to exceed 20% of total operating costs	20%	2021–2024	The budgeted level of non-staff operating costs for 2022 is 20%, in line with the target.
Grow income from foundations and philanthropy	From 9% to 12% of total income	2021–2024	2021 income from foundations and philanthropy is forecast at 7%
Grow income from private sector	From 3% to 5% of total income	2021–2024	2021 income from the private sector is forecast at 3%

Target	Value	Period	2022 progress
Increase reserves	CHF 3m	2021–2024	The forecast result for 2021 is a surplus of CHF 2.3m. The budgeted surplus for 2022 is CHF 1.0m.

4. Analysis of the 2022 budget by organisational structure

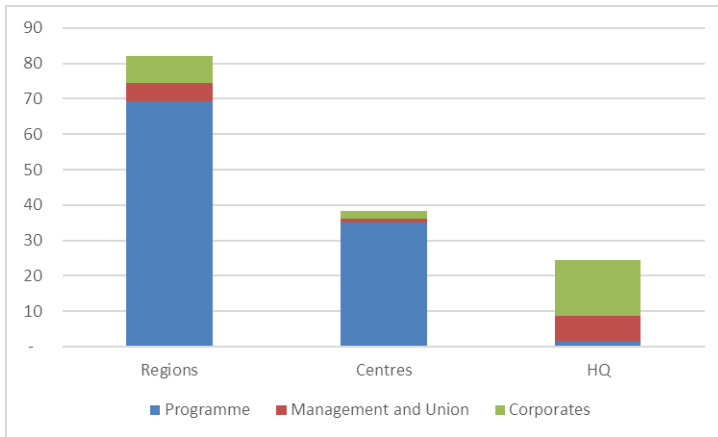
Table 12 below presents the 2022 budget by organisational structure and function at a high level. The organisation is presented in 3 blocks: regions, centres and headquarters. Headquarters supports both regions and centres as many corporate functions are centralised, eg global leadership; planning, monitoring and evaluation; global services such as finance, HR and IT. The term “Headquarters” denotes staff based in Gland, Switzerland as well as staff based in other offices that have a headquarters role.

Table 12: Analysis of the 2022 by organisational group, CHF million

	Staff costs	Other costs	Total operating expenditure	Total Project IUCN's Activities	Total Project activities through implementing partners	Total Expenditure	
Regional programmes							
Expenditure							
Programme	14.0	0.9	14.9	20.8	33.5	69.2	84%
Management and Union	3.3	0.6	3.9	0.8	0.6	5.3	7%
Corporates	5.0	2.2	7.2	0.2	0.0	7.4	9%
Total expenditure	22.4	3.6	26.0	21.8	34.2	82.0	100%
Centres							
Expenditure							
Programme	15.3	0.8	16.1	8.3	10.6	34.9	91%
Management and Union	1.1	0.1	1.2	0.0	-	1.2	3%
Corporates	1.8	0.4	2.2	0.0	-	2.2	6%
Total expenditure	18.2	1.2	19.5	8.3	10.6	38.3	100%
Headquarters							
Expenditure							
Programme	1.3	0.2	1.5	0.0	-	1.6	6%
Management and Union	4.9	2.2	7.2	0.0	-	7.2	29%
Corporates	10.2	5.5	15.8	0.0	-	15.8	64%
Total expenditure	16.5	7.9	24.4	0.1	-	24.5	100%
Total							
Expenditure							
Programme	30.7	1.8	32.5	29.1	44.1	105.7	73%
Management and Union	9.3	2.9	12.2	0.8	0.6	13.7	9%
Corporates	17.1	8.1	25.1	0.2	0.0	25.4	18%
Total expenditure	57.1	12.8	69.9	30.2	44.8	144.8	100%

Taking the organisation as a whole, programme functions account for 73% of the budget, management and Union functions 9% and corporate functions 18%. Corporate functions include service functions such as finance, administration, human resources and information systems, as well as legal, oversight, global communications and partnerships. Figure 11 presents the above information graphically.

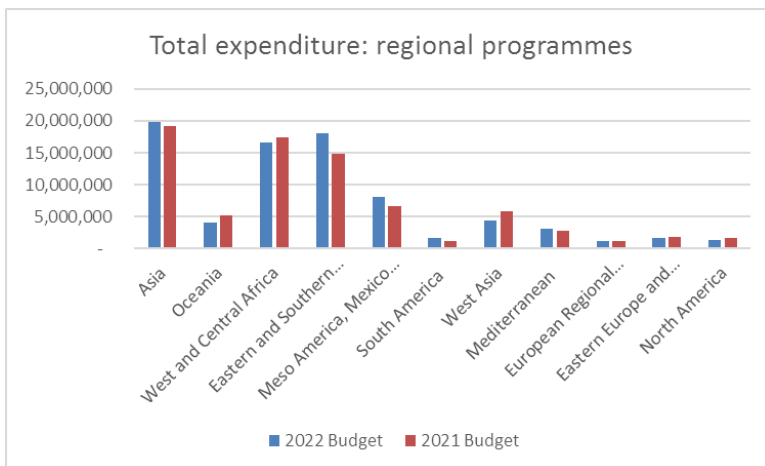
Figure 11: Analysis of 2022 budget by organisational group and function



Corporate costs are funded by a variety of mechanisms including allocations from unrestricted income and also through the project portfolio where costs may be charged as direct costs or indirect costs, depending on their nature. Direct charging is budgeted to increase by CHF 1.5m compared to 2021 through the introduction of new allocation methodologies. See also Annex 1: IUCN Budget Architecture and Funding Model.

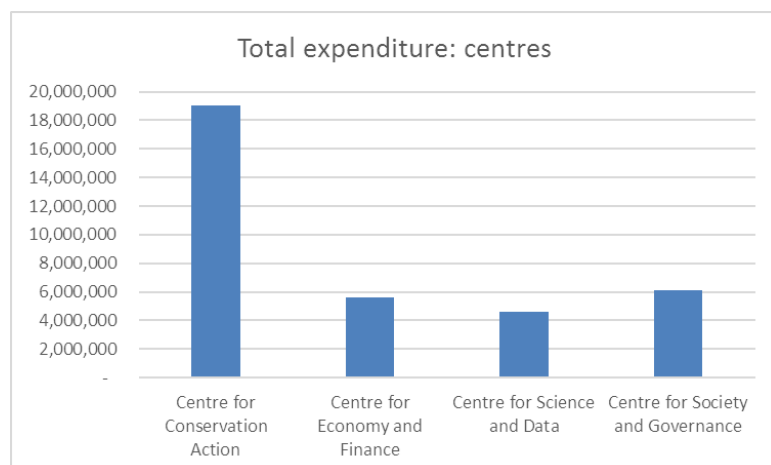
Figure 12 provides a breakdown of the budget for the regions and figure 13 a breakdown of the budget of the centres.

Figure 12: Regional programme budgets



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

Figure 13: Centre budgets



The Centre for Conservation and Action accounts for 54% of the total expenditure for centres. The centre manages large grant making projects as well as other high value projects.

5. Investments

The majority of IUCN's investments are programmatic in nature and are funded by framework income (see Workplan section 2).

Other investments are shown in Table 13.

Table 13: Planned investments

Area	Amount	Description
Strengthening resource mobilisation and relationship management	CHF 500k	Continuation of investment started in 2021. The capacity of the Strategic Partnerships Unit was strengthened in 2021. The objective is to increase the level of unrestricted funds to support programme innovation and to grow flexible programmatic funding. This will be achieved by targeting new framework partners, philanthropy and the corporate sector.
Strengthening accountability and transparency on the use and allocation of resources	CHF 300k	Continuation of investment started in 2021. The capacity of the Planning, Monitoring, Evaluation and Risk function (PMER) was increased in 2021. This will be maintained in 2022 to further build assurance, measure performance and leverage learning.
Document management	CHF 200k	Continuation of investment started in 2021. As part of a broader digitalisation strategy, investment will be made in the development of a document management system. A scoping exercise was performed in 2021. In 2022 a system will be selected and implementation will start.
Information Technology (IT) investments	CHF 850k	Investment will continue to be made in IUCN's IT infrastructure and applications. The Global Area Network will be upgraded over the course of 2022, security will be strengthened and existing applications will be leveraged through a continuous improvement process.
IUCN Website	CHF 60k	IUCN's new website will go live in 2022. The total cost is estimated at CHF 300k, which will be depreciated over 5 years (CHF 60k p.a.).
Organisational change	CHF 1,000k	Strengthening the regions and the newly established programme centres, and targeted investment in corporate functions across the Secretariat.

6. Risks Inherent in the Budget 2022

The main risks for 2022 are:

1. Delays in project implementation

Project expenditure is budgeted at CHF 113m, a 21% increase on the 2021 forecast of CHF 94m. The increase reflects a growing portfolio and the expectation that it will be possible to implement activities in accordance with project plans. However, the outlook for the Covid-19 pandemic remains uncertain. IUCN may continue to face implementation challenges, particularly if the work of implementing partners is constrained by restrictions on work and travel imposed by governments.

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 unrestricted income.

Risk response: The rates of project implementation and cost recovery will be monitored on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of signed project contracts to the extent possible

Risk Level: Medium

Risk Owner: Centre and Regional Directors

2. Projects in development not realised or delayed

A total of CHF 14m of project expenditure is budgeted to come from contracts not signed as at 15 December 2021. This is significantly lower than the comparative level for the 2021 budget (CHF 29m), and represents a reduction in risk.

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.

Risk Level: Low

Risk Owner: Centre and Regional Directors

3. Non-payment of membership dues

Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reasons. The 2021 Congress approved a new scale of membership dues for all categories of Members. This included a change in the methodology for the calculation of dues for National and International Non-Government Organisations and Indigenous People's Organisations. This resulted in a significant increase in the level of dues for some Members and a reduction for others. This could lead to delays in payment or withdrawal of Members.

Risk response: A provision of CHF 1.0m has been included in the 2022 budget for non-payment of membership dues. Membership engagement and implementation of the Membership strategy are key priorities for 2022, including strengthening IUCN's value proposition.

Risk Level: Medium

Risk Owner: Deputy Director General – Corporate Functions

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2022 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects and this creates a foreign exchange risk.

Risk response: In respect of the core budget, which is set in Swiss francs, the risk of foreign exchange losses is mitigated by a hedging strategy using forward currency contracts. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. In respect of the project budget, a natural hedging strategy is adopted whereby project assets and liabilities are balanced

to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

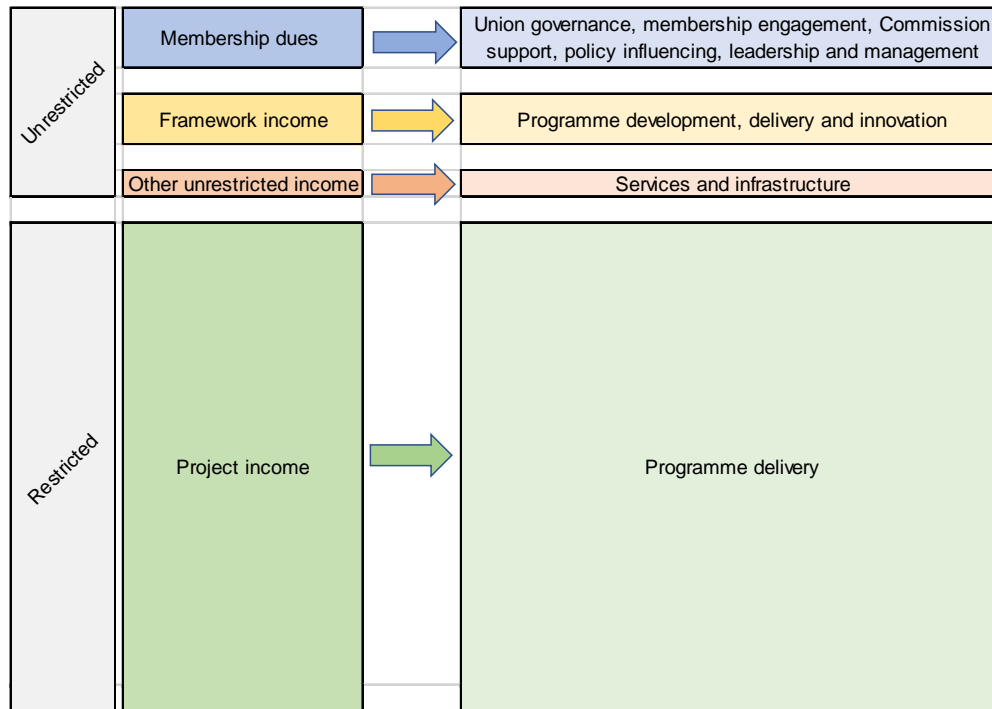
Risk Level: Low.

Risk Owner: Chief Finance Officer

Annex 1: IUCN Budget Architecture and Funding Model

IUCN's budget architecture can be depicted as shown in figure 14.

Figure 14: IUCN budget architecture



The architecture shows which funding source funds which costs.

The following principles have been applied:

Unrestricted income

Membership dues are used primarily to fund Union functions such as Governance, Membership engagement, and support to the IUCN Commissions. They are also fund international policy work, management and leadership, global communications (branding, IUCN website, media relations etc.), the Office of the Legal Advisor, Union systems and risk provisions.

Framework income is unrestricted programmatic funding. Consequently, it is used primarily to fund functions that further the implementation of the 2021-2024 Programme, such as programme development and coordination; programme innovation and knowledge generation; and relationship management and collaboration.

Other unrestricted income is used primarily to fund services and infrastructure as the most significant element relates to rental and service fee income.

Restricted income

Project restricted income is income generated from the IUCN project portfolio. It funds the associated project expenditures, including IUCN staff costs associated with project delivery and indirect project costs.

IUCN's intention over the course of 2022 and future years is to increase the level of corporate costs funded by the project portfolio, thereby limiting subsidisation from other funding sources. This will be supported by the roll out of a new overhead policy. This will allow for a greater proportion of Membership dues to be invested in activities that advance the development and impact of the Union. It will also increase the financial resilience of IUCN and support long term financial sustainability.

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
Africa	Institut des Sciences de l'Environnement (submitted by 30.6.21)	ISE	Senegal	http://ise.ucad.sn/	National NGO	ADMIT
Africa	Care for Wild Rhino Sanctuary (submitted by 30.9.21)	CFWRS	South Africa	https://www.careforwild.co.za/	International NGO	ADMIT
Meso and South America	Fundaciòn de Conservaciòn Tierra Austral (Tierra Austral Conservation Foundation) submitted by 30.6.21)	FTA	Chile	https://www.fundaciontierraaustral.cl/	National NGO	ADMIT
Meso and South America	Unión Regional de los Pueblos Indígenas de la Amazonía de la Provincia de Atalaya (Regional Union of the Indigenous Peoples of the Amazon of the Atalaya Province) (submitted by 30.9.21)	URPIA	Peru	N/A	Indigenous peoples organisations	ADMIT
North America & the Caribbean	Reseau de milieux naturels protégés (Network of protected natural landscapes) (submitted by 30.9.21)	RMN	Canada	https://rmnat.org/	National NGO	ADMIT
North America & the Caribbean	International Indian Treaty Council (submitted by 30.6.21)	IITC	United States of America	http://www.treatycouncil.org/	Indigenous peoples organisations	ADMIT
South and East Asia	The Hong Kong Bird Watching Society (submitted by 30.6.21)	HKBWS	China	https://cms.hkbws.org.hk	National NGO	ADMIT
South and East Asia	Lok Sanjh Foundation (submitted by 30.6.21)	LSF	Pakistan	https://loksanjh.org	National NGO	ADMIT
South and East Asia	Centre for Sustainable Rural Development (submitted by 30.9.21)	SRD	Viet Nam	http://www.srd.org.vn/	National NGO	ADMIT
West Asia	The Royal Commission for AIUIA (submitted by 30.6.21)	RCU	Saudi Arabia	https://www.rcu.gov.sa/en	Government Agency	ADMIT

**Membership Applications
to be considered by Council in February 2022**

IUCN Statutory region	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	GCC Decision
West Asia	Al Ain Zoo (submitted by 30.6.21)	AAZ	United Arab Emirates	https://www.alainzoo.ae	Government Agency	ADMIT
Oceania	Coalition of Legal Toothfish Operators, Inc. (submitted by 30.9.21)	COLTO	Australia	https://www.colto.org/	National NGO	ADMIT
East Europe, North and Central Asia	Shoqata E Kerkimeve Urbane (Urban Research Institute) (submitted 30.9.21)	URI	Albania	http://www.uri.org.al	National NGO	ADMIT
East Europe, North and Central Asia	ArAves nature conservation NGO (submitted by 30.9.21)	ArAves	Armenia	https://www.araves.org	National NGO	ADMIT
West Europe	European landowners' Organization (submitted by 30.9.21)	ELO	Belgium	https://www.europeanlandowners.org	National NGO	ADMIT
West Europe	Enaleia (submitted by 30.9.21)	Enaleia	Greece	https://enaleia.com/	National NGO	ADMIT
West Europe	Centre d'études et d'expertise sur les risques, l'environnement, la mobilité et l'aménagement (Center for Studies and expertise on Risks, Environment, Mobility, and Urban and Country Planning) (submitted by 30.6.21)	CEREMA	France	https://www.cerema.fr	Affiliate	ADMIT
West Europe	Institut océanographique Paul Ricard (Paul Ricard Oceanographic Institute) (submitted by 30.6.21)	IOPR	France	https://www.institut-paul-ricard.org	National NGO	ADMIT
West Europe	Wilhelma, Zoologisch-Botanischer Garten Stuttgart (Wilhelma, the Zoological and Botanical Garden Stuttgart) (submitted by 30.6.21)	Wilhelma	Germany	https://www.wilhelma.de	National NGO	ADMIT



Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (2021-25)

Preamble

Section 37 of the statutes gives responsibility to Council to "... (ii) provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;"

IUCN's Internal Audit Charter, which describes the Internal Audit's functions Terms of Reference, principles and provisions, was adopted by FAC September 22, 2020.

The internal audit function is an important part of the oversight process by Council (and by FAC on Council's behalf) of the organization and the Director General. FAC has an important role in maintaining the balance of avoiding conflicts of interest, while ensuring his or her independence. The reporting relationship among the Internal Auditor, FAC and the Director General is described in the Charter, including authority, independence and objectivity.

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions

- 1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.
- 2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.
- 3) Review and advise Council on the approval of the annual statutory financial statements.
- 4) Review periodic financial management reports and performance against budgets, plans and other targets.
- 5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.
- 6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.
- 7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.
- 8) Advise the Council on the scale of membership dues and other financial aspects.
- 9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.
- 10) Provide oversight on all audits conducted on, by or for IUCN to ensure appropriate coordination among external or internal audits and organizational reviews, as well as to ensure all appropriate audit principles and standards are met, and appropriate communication of, and follow through on, recommendations of the audit.

- 11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.¹
- 12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.
- 13) Prepare the work of the Finance and Audit Committee of Congress.
- 14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.² (Attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;
 - iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chairs:

Members:

¹ The Head of Oversight will have a dual reporting line to the Director General and to the Chair of FAC on behalf of, and after consultation with, FAC. The Head of the Office of Internal Oversight (OIOS) is functionally and operationally independent but reports to and is organizationally accountable to the Director General for the provision of internal audit and investigation services. FAC approves decisions regarding the appointment and removal of the Head of Oversight. FAC provides oversight of the OIOS to ensure adherence to the principles, standards, and quality of work as described in the IUCN Internal Audit Charter Sept 22, 2020, or as amended in the future. The Chief of OIOS will have unrestricted access to, and communicate and interact directly with FAC.

² Under preparation for the term 2021-25

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered “high profile risk” and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors’ report to be circulated to all IUCN Members

Statutes, 98: Council’s consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan



Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2021-25)

(Approved by the IUCN Council, 107th Meeting, 8-10 February 2022)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

- (1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;
- (2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;
- (3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;
- (4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;
- (5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;
- (6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);
- (7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

- a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (To be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 8: Informing existing Members of applications for IUCN membership

Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees

Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees

Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees

Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees

Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN



Programme and Policy Committee of the IUCN Council (PPC)

Terms of Reference 2021-25

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist Council in its review of and engagement with IUCN policy recommendations and advocacy in intergovernmental fora;
2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;
3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;
4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;
5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;
6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;
7. Prepare the work of the Programme Committee of the next World Conservation Congress;
8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;
9. Advise Council on private sector engagement in IUCN Programme delivery; and
10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

- a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2021-25. See also the commitments and objectives (roles / tasks) of Council members in standing committees [Decision B97/2 \(August 2021\), Annex 2, pp. 5-7](#)
- b. Attached hereafter as Appendix 2 is a calendar presenting an overview of the business of each committee for each year of the term.¹ (to be attached to the ToR as required by [Decision B97/2 \(August 2021\), Annex 2, p. 6](#))
- c. The role of the chair of a standing committee will be to:
 - i. chair the meetings of the committee with the same authority as defined in Regulation 51 for the Chair of the Council meetings;
 - ii. convene the (virtual) meetings of the committee as necessary between periodic meetings of the Council;

¹ Under preparation for the term 2021-25

- iii. request adequate data, proposals and options from the Secretariat on behalf of the committee and in accordance with §122 of the Council Handbook;
 - iv. present the results of the committee's deliberations to the Council or, as appropriate, to the Bureau. ([Decision B97/2 \(August 2021\), Annex 2, pp. 7-8](#))
- d. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.
- e. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair:

Deputy Chair:

Members:

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards

Membership of the standing committees of the IUCN Council 2021-25

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022**Finance and Audit Committee (FAC)**

- Rick Bates, Chair
- Norbert Baerlocher
- Sonia Castañeda Rial
- Marco Vinicio Cerezo
- Said Damhoureyeh
- Catherine Iorns
- Ali Kaka
- Vilmos Kiszal
- Jon Paul Rodriguez
- Nihal Welikala, Treasurer
- Jong Soo Yoon
- Director General or his alternate

Governance and Constituency Committee (GCC)

- Vivek Menon, Chair
- Shaikha Salem Al Dhaheri
- Carl Amirgulashvili
- Ramiro Batzin Chojoj
- Ana Di Pangracio
- Sixto Inchausteguí
- Maud Lelievre
- Keping Ma
- Imen Meliane
- Ramon PerezGil
- Samad-John Smaranda
- Gloria Ujor
- Christina Voigt
- Director General or his alternate

Programme and Policy Committee (PPC)

- Sue Lieberman, Chair
- Angela Andrade
- Brian Child
- Peter Michael Cochrane
- Hilde Eggermont
- Lolita Gibbons-Decherong
- Kazuaki Hoshino
- Hasna Moudud
- Ayman Rabi
- Madhu Rao
- Sean Southey
- Bibiana Sucre
- Kristen Walker
- Director General or his alternate



Criteria for selecting a Host Country for the IUCN World Conservation Congress

Approved by the IUCN Council, 107th Meeting, 8-10 February 2022

1. Provide confirmation that all persons entitled to attend the Congress¹ are admitted to the Host Country without discrimination (as required by Article 21(a) of the Statutes of IUCN).
2. Guarantee that all IUCN-designated “essential Host Country financial commitments” will be met, including adequate provision for inflationary increases
3. Grant to IUCN an International organisation status or equivalent status/rights, with at minimum exemption from all direct and indirect taxes and duties on revenue from the Congress and import or export from material related to the Congress; exemption from entry requirements and alien registration for IUCN Staff and Council Members, exemption from social security requirements and any other privileges or immunities required for the smooth running of the Congress
4. Openness, transparency and respect including commitment to provide unrestricted access to internet for registered Congress participants and freedom of press for accredited Congress media during Congress
5. Provide commitment that no financial or in-kind support will be provided by the host destination to any other major non-IUCN conservation-related event of 1,000 or more delegates, nor will such events be hosted in publicly-owned or -operated venues in the host country (or, in case of countries with a surface of more than 1million km², in the same state/province), taking place over the period 9 months prior until 4 months after the IUCN Congress
6. Provide evidence of how destination would commit to organising the most sustainable possible event
7. Provide data on the total hotel room capacity of the proposed host city, and track-record evidence of the destination’s ability to allocate at least 7000 rooms for a single event.
8. Confirm acknowledgment and commitment to support the full implementation of the below policies and strategies for the preparation and running of the IUCN Congress:
 - a. [Anti-harassment policy, including bullying and sexual harassment, for IUCN events & Annex 1](#)
 - b. [Gender mainstreaming strategy for IUCN events & Annex 1](#)
 - c. [IUCN Anti-fraud policy](#)
 - d. [IUCN Code of Conduct](#)
 - e. [IUCN Data protection policy](#)
 - f. [IUCN Operational Guidelines for Business Engagement](#)
 - g. [IUCN Procurement Policy](#)

¹ As per the Rules of Procedure of the World Conservation Congress (Rules 28-30),

“28. Participation in the Members Assembly shall be restricted to delegates, to observers and others who may be invited for specific purposes, and to members of the Council, members of the Commissions, the Director General and the Secretariat Staff.

29. The sittings of the World Conservation Forum shall be open to all delegates, observers, members of the Council and of the Secretariat staff, members of the Commissions, special invitees and representatives of the press accredited by the Director General, unless the Members’ Assembly decides otherwise for the next World Conservation Forum.

30. Participation in selected sittings of the World Conservation Forum and in any workshop or technical meeting held in conjunction with the World Congress may be open to the public on such terms as specified by the Council, including registration fees.”

The term delegates refers to representatives of IUCN Members.”