



UNIÓN INTERNACIONAL PARA LA CONSERVACIÓN DE LA NATURALEZA

92ª Reunión del Consejo de la UICN  
8-9 de febrero de 2017  
Sede Mundial de UICN, Gland (Suiza)

Actas Resumidas

[Aprobadas por los miembros del Consejo de conformidad con el artículo 52 del Reglamento]

Presentes: véase el Anexo H que se adjunta.

Notas:

- Salvo que se indique lo contrario, todas las decisiones del Consejo fueron adoptadas por consenso.
- Para evitar repeticiones innecesarias, las presentes actas resumidas no resumen las presentaciones si su contenido está reflejado en los documentos o las presentaciones en PowerPoint a los que se hace referencia como documentos del Consejo.
- La numeración de las decisiones y los anexos 1 a 12 se ajusta a la de la hoja de decisiones de la 92ª reunión del Consejo, que se publica por separado.

**Miércoles 8 de febrero de 2017 de las 8:30 a las 13:00 – PRIMERA SESIÓN PLENARIA**

**Punto 1 del orden del día. Palabras de apertura del Presidente de la UICN y adopción del orden del día**

[Documentos del Consejo C/92/1 Rev 2 Proyecto de orden del día de la 92ª reunión del Consejo y C/92/1/2 Rev2 Comentarios recibidos de los Miembros de la UICN]

Junto a los miembros del Consejo y la Directora General, el Presidente de la UICN dio la bienvenida a los Directores Regionales y a otros miembros del personal de la Secretaría, así como a los Presidentes Adjuntos de las Comisiones.

Invitó a todos los participantes a guardar un minuto de silencio en memoria del Dr. Wolfgang Burhenne y el Dr. Alexey Yablokov. El Dr. Burhenne fue el fundador de la Comisión de Derecho Ambiental de la UICN y desempeñó una función primordial en el desarrollo del derecho ambiental internacional y varios acuerdos internacionales. Su vida y legado siguen siendo fuente de inspiración para los conservacionistas mucho más allá de la comunidad jurídica. El Dr. Alexey Yablokov, Consejero de la UICN de 2000 a 2008, fue un distinguido zoólogo de la Academia de Ciencias de Rusia en Moscú y un destacado ambientalista ruso que a lo largo de toda su carrera promovió la UICN en Rusia.

La Presidenta Adjunta de la CMDA, Prof. Denise Antolini, y el Consejero Rustam Sagitov rindieron un pequeño homenaje al Dr. Burhenne<sup>1</sup> y al Dr. Yablokov.

El Presidente de la UICN agradeció a los miembros del Consejo, a la Directora General, a los Directores Regionales y a otros miembros de la Secretaría, así como a los Estados Unidos, en particular al gobierno de Hawai'i, por el exitoso Congreso de 2016 que produjo resultados notables, para solo citar la discusión y votación electrónica sobre las mociones y la dirección estratégica en la vía hacia el desarrollo sostenible, la aprobación del Programa de la UICN y los Compromisos de Hawai'i. La primera reunión del Consejo necesitaba hacer un balance de los retos y oportunidades que para la conservación y la UICN suponen los cambios que se habían estado produciendo con gran rapidez. El Presidente continuó diciendo que "a pesar de los signos de antiglobalización, aislacionismo, proteccionismo, populismo, etc., el siglo XXI seguirá siendo una sociedad de conocimiento. La revolución digital está transformando todos nuestros sistemas de producción y de gestión y gobernanza. Las organizaciones interesadas por la conservación no han logrado asociar el mensaje medioambiental a cuestiones sociales fundamentales como la seguridad y la economía. Producir lo mejor de la ciencia y la estabilidad organizacional ya no es la única base para el logro de nuestra misión. El Internet y las redes sociales nos plantean el desafío de difundir nuestro mensaje basado en la evidencia de manera diferente y con autoridad".

El Presidente de la UICN recibió dos disculpas de:

- Sixto J. Inchaustegui (República Dominicana) quien no pudo viajar por razones de salud, y
- Lider Sucre (Panamá) quien en octubre de 2016 había informado al Consejo que durante la semana de la reunión del Consejo estaría auspicando la "Cumbre de negocios y naturaleza" en Panamá. [Lider Sucre había otorgado un poder por escrito al Consejero Marco Vinicio Cerezo Blandón para hablar y votar en su nombre]

El Presidente de la UICN invitó al Consejo a aprobar el orden del día de la reunión del Consejo (Rev2 de 16 de enero de 2017). Tras su distribución a todos los Miembros de la UICN, tal como lo exige la Política de Transparencia del Consejo, no se habían recibido comentarios sobre el orden del día. La Consejera Jenny Gruenberger señaló a la atención del Consejo

<sup>1</sup>Véase también <https://www.iucn.org/news/iucn-mourns-loss-environmental-law-pioneer-wolfgang-e-burhenne> and <https://www.iucn.org/news/world-commission-environmental-law/201701/memori-am-dr-wolfgang-e-burhenne>.

dos cartas, una del Comité Sudamericano y otra de CODEFF (ONG Miembro de la UICN, Chile).<sup>2</sup> El Consejero Rustam Sagitov solicitó hacer un anuncio sobre los próximos eventos importantes en la Federación Rusa. Ambas adiciones se incluyeron bajo el punto 12 – Otros asuntos.

#### DECISIÓN DEL CONSEJO C/92/1

El Consejo de la UICN, adopta el orden del día de su 92a Reunión. (Rev2 de fecha 16 de enero de 2017 conforme a la versión revisada durante la reunión) (Anexo 1)

El Presidente de la UICN informó al Consejo que abriría el punto 9 del orden del día antes del punto 2 del orden del día a fin de proponer el nombramiento de los Vicepresidentes de la UICN que deben asistir al Presidente y, como Comité de Candidaturas del Consejo [artículo 48 (c) (ii) del Reglamento], formular una recomendación al Consejo para el nombramiento de los miembros de la Junta Directiva y los comités del Consejo.

#### Punto 9 del orden del día. Nombramiento de los Vicepresidentes y otros miembros de la Junta Directiva del Consejo de la UICN [artículos 45 (c) y 57 (a) del Reglamento]

El Presidente de la UICN, teniendo en cuenta la distribución geográfica y el equilibrio de género, y las calificaciones, compromiso y disponibilidad exigidos, propuso nombrar, para efectos de continuidad, a John Robinson y a Amin Malik Aslam Khan, quienes fungieron como Vicepresidentes en el anterior Consejo 2012-16, y a dos nuevos miembros del Consejo de diferentes continentes: Ana Tiraa y Ali Kaka.

#### DECISIÓN DEL CONSEJO C/92/2

El Consejo de la UICN,  nombra a los siguientes miembros del Consejo como Vicepresidentes de la UICN: (en orden alfabético)

- Malik Amin Aslam Khan (Pakistán)
- Ali Kaka (Kenia)
- John Robinson (Estados Unidos)
- Anna Tiraa (Islas Cook)

#### Punto 2 del orden del día. Informe oral de la Directora General y presentación del Plan de Trabajo y Presupuesto 2017, incluyendo las medidas que propone la DG para lograr una Secretaría de la UICN pertinente y estable [documentos del Consejo C/92/2/1 a C/92/2/3]

La Directora General (DG) presentó un informe con diapositivas [C/92/2/4 PPT - adjunto como Anexo A] sobre las actividades desde el Congreso 2016, y las prioridades y objetivos para 2017, el proceso de cambio y un panorama general del proyecto de presupuesto para 2017. Las 8 prioridades de la DG aprobadas por el Consejo en 2016 configuraron el informe sobre los logros y las prioridades para 2017.

[Nota: los siguientes puntos completan la presentación de diapositivas sobre temas seleccionados sin repetir o resumir las diapositivas]

- (diapositivas 3-5) Además del Dr. Burhenne y el Dr. Yablokov, la DG también rindió homenaje al activista ambiental mexicano Isidro Baldenegro quien fue asesinado en enero de 2017. En su carta al Presidente de México, Enrique Peña Nieto, la DG se refirió a la Resolución 2.37 de la UICN "Apoyo a los defensores ambientales", que pide a la UICN que se pronuncie públicamente cuando los defensores del medio ambiente son acosados y perseguidos por sus acciones pacíficas para proteger los recursos naturales.
- (diapositiva 21) La DG se propone reforzar los vínculos con los Comités Nacionales que tienen personería jurídica y trabajan en países distintos de los suyos, fuera de la supervisión del Consejo de la UICN.
- (diapositiva 22) Con el nuevo acuerdo de ubicación conjunta en el edificio de la UICN que en la actualidad se examina con WWF, la DG de la UICN y el Director General de WWF Internacional se proponen reforzar la colaboración de la UICN y WWF para la conservación. La DG de la UICN destacó la importancia de garantizar que WWF pueda mantener su marca e identidad.
- (diapositiva 23) El gobierno alemán reconoció a la UICN como una "organización creada por acuerdo intergubernamental", lo que proporciona a la UICN todos los derechos/privilegios intergubernamentales y exenciones de impuestos para la Oficina de la UICN en Bonn (actualmente el Centro de Derecho Ambiental).
- (diapositiva 36) La DG destacó que el proceso de gestión de cambio iniciado después del Congreso de 2016, que involucró a más de 60 funcionarios de las oficinas de la Secretaría en todo el mundo, busca abordar la eficacia de la Secretaría, dejando al margen la huella geográfica que había sido gran parte del enfoque del Consejo antes del Congreso.

Durante la discusión, los miembros del Consejo señalaron los siguientes puntos:

- Varios miembros del Consejo pidieron que constara en actas su agradecimiento a la DG por el informe presentado.
- Se felicitó a la DG por el impresionante proceso de gestión de cambio para fortalecer y modernizar la Secretaría, al tiempo que se obtuvo importantes ahorros como resultado de la recuperación de costos, el aumento de la eficiencia y la movilización de recursos. Se recomendó mantener una comunicación efectiva tanto con el personal durante el proceso de cambio para no perder a personas calificadas como también con los Miembros de la UICN.

<sup>2</sup> Ambas cartas han sido incluidas en el documento del Consejo C/92/1/2 Rev2.

- La condición jurídica de Organización Internacional (OI) en Alemania es un gran logro que a la larga podría contribuir a afianzar el caso para la condición de OI con la Unión Europea.
- Si bien se necesita una dirección estratégica para las publicaciones de la Secretaría de la UICN, se alentó a la DG a no perder la capacidad de recolectar conocimientos e información a través de la familia UICN, dada la vasta experiencia de la UICN en publicaciones.
- Siendo la UICN una plataforma para un mensaje positivo de esperanza para el mundo, el Consejo necesitaba prestar más atención a la participación de los jóvenes. A través del uso masivo de las redes sociales, los jóvenes son un medio muy eficaz para las cuestiones ambientales y un vínculo con los formuladores de políticas.
- La UICN debe encontrar una forma de abordar el tema de la violencia contra los defensores medioambientales a nivel mundial y, en este sentido, debe acercarse al Alto Comisionado de las Naciones Unidas para los Derechos Humanos.
- El análisis de riesgo estratégico y la respuesta de la UICN deben incluir los riesgos que afectan a los Miembros de la UICN.
- La UICN debe desarrollar procedimientos para la certificación y la creación de capacidad de los Miembros de la UICN como asociados en la ejecución de proyectos a gran escala. La estrategia de membresía debe abordar las preguntas difíciles, porque ser Miembro entraña un costo y, aunque todos reciben los mismos beneficios de su membresía, no todos los Miembros gubernamentales y ONG contribuyen al mismo nivel para alcanzar los objetivos de la UICN. La estrategia debe abordar el valor que los Miembros de la UICN obtienen a cambio de las altas cuotas que pagan.
- La UICN debe desempeñar un papel más importante en la inversión privada para la conservación que genere beneficios, recopilando estudios de casos de éxito y capacitando al personal y a los Miembros.

En respuesta a las preguntas y los puntos planteados por los miembros del Consejo, la DG señaló lo siguiente:

- El informe principal de la Secretaría destacará la singularidad de la UICN y, dependiendo del tema seleccionado, se producirá en colaboración con los miembros de las Comisiones, bajo la responsabilidad de la DG, sobre cuestiones en las que la conservación se entrecruza con cuestiones de alcance mundial, mediante la exploración del horizonte por parte del Equipo de Conocimiento Científico y Económico de la UICN. Se está identificando socios y recursos para una primera publicación prevista en 2017.
- El trabajo sobre el terreno del programa de ciencias sociales de la UICN debe mantenerse, además de su trabajo analítico, razón por la cual el programa de ciencias sociales permanece en su entorno actual en vez de ser trasladado a la Unidad de Ciencia y Conocimiento. Además, se está creando un equipo económico.
- La Unión publica alrededor de 70 a 90 informes por año. De estos, unos 35 son producidos por la Secretaría con una manifiesta necesidad de mayor coherencia en cuanto a calidad y pertinencia. Las publicaciones producidas por la Secretaría requerirán en lo sucesivo una consulta previa para determinar la necesidad o el papel que puede cumplir una publicación potencial antes de que se empiece a trabajar en ella, la estrategia de difusión y el proceso de revisión por pares. Si bien las Comisiones aplican un sistema diferente, la DG señaló que es preciso garantizar que existan procesos de revisión por pares para las publicaciones de la Secretaría de la UICN, así como cierto grado de coordinación para planificar la máxima divulgación de publicaciones importantes.
- La DG continúa recaudando fondos para el programa para jóvenes. Los jóvenes que participaron en el Congreso 2016 solicitaron la designación de un coordinador del programa para jóvenes dentro de la Secretaría para aprovechar este trabajo. Al respecto, la DG señaló que agradecería el apoyo de alguna organización que pudiera aportar un pasante en Gland, con su respectivo financiamiento, para ayudar en el desarrollo del programa para jóvenes.
- La DG expresó su reconocimiento por el fuerte apoyo recibido del Consejo actual y el anterior para realizar los cambios necesarios hacia la sostenibilidad financiera. Señaló que cada proceso de cambio es diferente y precisa emplear las mejores prácticas en términos de transparencia y comunicación. Se han celebrado varias reuniones mundiales que permitieron la participación de todo el personal de la Sede y las regiones. Abundante información se puso a disposición de todo el personal a través de una plataforma compartida en línea. El Director del proceso de cambio, Mark Smith, estuvo asequible para todo el personal, mientras que un consultor externo había sido contratado como función de escucha (para salvaguardar el anonimato). Los ahorros se lograron principalmente a través de eficiencias identificadas por el propio personal de la UICN en lugar de contratar a un costoso consultor externo. En respuesta a una pregunta específica, la DG mencionó que había pedido a Cyrie Sendashonga que recogiera las lecciones extraídas de los cambios estructurales anteriores en África y que identificara formas de fortalecer nuestro compromiso en África, reafirmando que no pretendía reducir la huella en la región.
- Con respecto a la gestión del espacio en Gland, se implementará una mayor densificación de los espacios de trabajo en Gland para utilizar de manera más eficiente el espacio de oficinas y así crear el espacio de oficina requerido para WWF International (asumiendo la firma del contrato de arrendamiento) sin la terminación de los contratos de arrendamiento vigentes.
- Si bien la UICN pretende aumentar la capacidad de las ONG Miembros de la UICN para competir por subvenciones, la DG señaló que los recursos del FMAM y el FVC están a disposición de los Estados signatarios de los acuerdos mundiales sobre el medio ambiente y que ellos escogen a la UICN para que actúe como organismo de ejecución en razón de la ciencia y las competencias que la UICN puede aportar al Estado en cuestión. Los recursos se reciben en consonancia con las políticas internacionales de asistencia para el desarrollo y no se ponen a disposición de la UICN para traspasarlos como subvenciones a las ONG Miembros.
- La Coalición para la Inversión Privada en Conservación, dirigida por la comunidad bancaria, todavía estaba en sus primeras etapas. Se tiene previsto que para 2020 se habrán realizado algunas inversiones.

- La DG se mostró de acuerdo con la sugerencia de acercarse al Alto Comisionado de las Naciones Unidas para los Derechos Humanos para resaltar la imperiosa necesidad de tomar medidas para salvaguardar a los defensores ambientales.
- La DG sugirió que entre los temas importantes a abordar en la estrategia de membresía se debería incluir preguntas difíciles tales como: ¿cómo aumentar el número de Miembros con interés y experiencia real en las esferas básicas del mandato de la UICN? ¿Debería haber un límite en el número de Miembros? ¿Debería mantenerse la categoría de Afiliados? ¿Debería permitirse que los Comités Nacionales actúen como ONG independientes con personería jurídica para trabajar como ONG fuera de los límites del país del Comité Nacional utilizando la marca de la UICN pero sin ninguna supervisión del Consejo? La DG señaló que si esto prosigue sin ningún control, la UICN corre el riesgo de convertirse en una organización de franquicias sin gobernanza ni supervisión y, obviamente, sin capacidad para movilizar recursos para el mandato básico de la Unión, ya que los donantes bilaterales financiarían lo que entenderían y percibirían como "ONG nacionales de la UICN". La estrategia de membresía se desarrollaría con el aporte del Consejo y la consulta con los Miembros de la UICN.
- El enfoque de Un solo Programa mencionado en el Plan de Trabajo 2017 consiste en maximizar la participación de los Miembros y las Comisiones en las actividades de la UICN, comprendiendo que con un programa relativamente pequeño y con más de 1.400 Miembros, sería imposible que todos los Miembros participen directamente en un proyecto gestionado por la Secretaría de la UICN.
- Los Compromisos de Hawai'i identificaron siete orientaciones estratégicas. Se ha logrado avances en algunos de ellos, mientras que en otros se avanzará durante este período del Programa. El programa de medio ambiente urbano, hasta ahora bastante pequeño y limitado a Europa, se podría ampliar si se obtenían recursos adicionales. En cuanto a los aspectos de la Alianza Urbana, la DG espera que el Consejo asuma su función de liderazgo como se exige en la Resolución WCC-2016-Res-029. Lo mismo se aplica a la dimensión de la conservación de la salud humana más allá de los parques, en la que se esperaba que los Miembros de la UICN con la experiencia requerida asuman el liderazgo. La UICN está fortaleciendo su capacidad en torno a la agricultura y los sistemas alimentarios, habida cuenta de que la agricultura y los cambios en el uso de la tierra ocupan un lugar central en las pérdidas de biodiversidad, y otras 100+ Resoluciones adoptadas por la UICN a lo largo de los años se centran en el imperativo de abordar el desafío de la agricultura y los sistemas alimentarios para la biodiversidad. Como parte de los planes de trabajo de las Comisiones, se podría amplificar #NatureforAll mediante comunicaciones de la Secretaría.

Por limitaciones de tiempo, el Presidente de la UICN propuso aplazar el punto 3 del orden del día - Discusión estratégica anual del Consejo para la sesión del jueves por la mañana. [Véase el punto 5]

#### **Punto 4 del orden del día (Parte I). Establecimiento y nombramiento de los presidentes, presidentes adjuntos y miembros de los comités del Consejo [documentos del Consejo C/92/4/1 a C/92/4/3]**

El Presidente de la UICN explicó que, luego de su nombramiento, se había reunido con los Vicepresidentes que constituían el Comité de Candidaturas [artículo 48 (c) (ii) del Reglamento] para el nombramiento de los miembros de los comités permanentes del Consejo, teniendo en cuenta las expresiones de interés recibidas de casi todos los miembros del Consejo y la propuesta de Términos de Referencia de los comités. El Presidente de la UICN designó a las siguientes personas para que presidieran los comités permanentes que se reunirían por la tarde: Comité de Programa y Políticas (CPP): Jan Olov Westerberg (presidente adjunto: Amran Hamzah); Comité de Finanzas y Auditoría (CFA): Ayman Rabi (presidente adjunto: Marco Vinicio Cerezo Blandón); Comité de Constituyentes y Gobernanza (CCG): Jennifer Mohamed-Katerere (presidenta adjunta: Jenny Gruenberger).

Posteriormente, tres Vicepresidentes presentaron la lista provisional de miembros de los comités permanentes. Los miembros definitivos, los presidentes y los presidentes adjuntos, así como los Términos de Referencia de los comités, se propondrán al Consejo para su aprobación al día siguiente. [Cf. la decisión C/92/3 y los Anexos 2 a 4] El Consejo acordó proceder de la manera propuesta.

El Presidente de la UICN explicó que, basándose en su experiencia durante el anterior Consejo y con el apoyo de los nuevos Vicepresidentes, esperaba que el Consejo formulara dos o tres prioridades y objetivos para ayudar a la UICN a avanzar hacia el logro de resultados positivos en 2020 en cuestiones de importancia estratégica, sin dejar de exhortar a que los recursos de la Secretaría para estos objetivos se mantengan en un mínimo estricto. Se refirió como ejemplo a la revisión del proceso de las mociones aprobado por los Miembros de la UICN en 2015 a propuesta del Consejo, que había invertido una considerable cantidad de tiempo y esfuerzo para llegar a un consenso. Invitó a los comités a contribuir con ideas, recordando al Consejo la utilidad de los grupos de trabajo y de tareas que ofrecían mucha más flexibilidad que los comités permanentes. Los miembros del Consejo, la Secretaría y las Comisiones podrían formar parte de los grupos de tareas en igualdad de condiciones.

#### **Miércoles 8 de febrero de 2017 de las 13:00 a las 14:20 – Almuerzo de trabajo**

##### **Presentación de los programas regionales y globales por los Directores Regionales y los Directores Globales Temáticos**

*Durante la pausa del almuerzo, los siguientes Directores Regionales realizaron presentaciones sobre sus prioridades de trabajo, sus logros y desafíos con el propósito de familiarizar a los miembros del Consejo con la Secretaría descentralizada:*

1. Luther Bois Anukur, Director Regional, Oficina Regional para el Este y el Sur de África, Nairobi (Anexo B)
2. Antonio Troya, Director, Centro de Cooperación del Mediterráneo, Málaga (Anexo C)

## **Miércoles 8 de febrero de 2017 de las 14:30 a las 18:30 – Reuniones de los comités permanentes del Consejo de la UICN**

### **Punto 5 del orden del día. Reuniones de los comités del Consejo**

[Nota: véase el orden del día de la 92ª Reunión del Consejo (Anexo 1) para el orden del día y los documentos del Comité de Programa y Políticas (CPP) (punto 5.1 del orden del día), Comité de Finanzas y Auditoría (CFA) (punto 5.2 del orden del día) y Comité de Constituyentes y Gobernanza (CCG) (punto 5.3 del orden del día)]

## **Miércoles 8 de febrero de 2017 de las 19:00 a las 20:30 – Cena del Consejo con la Directora General**

El Consejo celebró su tradicional cena de trabajo con la Directora General. Esta reunión fue confidencial de conformidad con el artículo 58 de los Estatutos

## **Jueves 9 de febrero de 2017 de las 8:30 a las 13:00 – SEGUNDA SESIÓN PLENARIA**

### **Punto 4 del orden del día (Parte II). Establecimiento y nombramiento de los presidentes, presidentes adjuntos y miembros de los comités del Consejo**

El Presidente de la UICN explicó que los Vicepresidentes que constituyen el Comité de Candidaturas le informaron que durante sus reuniones del día anterior los comités permanentes habían confirmado su composición, presidente y presidente adjunto, con dos pequeñas modificaciones. A la luz de la carga de trabajo del CFA y de la ocupada agenda del presidente adjunto del CFA en su propia organización, los Vicepresidentes propusieron nombrar un segundo presidente adjunto, el Sr. Rick Bates (Canadá), con experiencia en administración ecológica, finanzas y administración de empresas, ONG, sector privado y gobierno.

### **DECISIÓN DEL CONSEJO C/92/3<sup>3</sup>**

El Consejo de la UICN,

*por recomendación de los Vicepresidentes que constituyen el Comité de Candidaturas [artículo 48 (c) (ii) del Reglamento], nombra los Presidentes, Presidentes Adjuntos y miembros de los comités permanentes del Consejo de la UICN.<sup>4</sup>*

### **Punto 3 del orden del día. Discusión estratégica anual del Consejo**

Comenzando la discusión sobre la base de la "matriz de riesgos estratégicos" [diapositivas 13 a 15 del Anexo A], la Directora General explicó que la discusión estratégica del Consejo se derivó de las reformas de gobernanza aprobadas por el Consejo en 2016 en respuesta a la Evaluación Externa sobre Aspectos relacionados con la Gobernanza de la UICN. Tenía el propósito de evaluar los riesgos estratégicos a los que se enfrenta la Unión y explorar el horizonte para posibles cambios en el entorno operativo interno y externo más allá de la auditoría de riesgos o del nivel de riesgos del Programa o de los proyectos. Invitó al Consejo a debatir sobre cuáles son los riesgos más urgentes e importantes y qué podría o haría la dirección de la UICN para garantizar la viabilidad a largo plazo de la UICN.

El Presidente de la UICN, citando un proverbio asiático, "previendo se hace usted invencible, pero en lo que no prevea está destinado a fracasar", resaltó la importancia de ser proactivo en lugar de reacio al riesgo, y convertir el riesgo en oportunidad. El Consejo debía preparar a la UICN para el orden mundial del siglo XXI que todavía tenía muchas incertidumbres.

Durante la discusión, se trataron los siguientes puntos:

- Además de identificar los riesgos estratégicos, el Consejo también debía discutir cómo abordarlos y cómo aprovechar las oportunidades, así como evaluar regularmente nuestra actuación con respecto a estos riesgos.
- En lo concerniente al "riesgo estructural", la DG y el personal de la UICN en las regiones estaban cada vez más preocupados por ciertos componentes de la UICN que actúan como ONG con personería jurídica fuera de la supervisión del Consejo de la UICN, utilizando la marca de la UICN, y dejando a la UICN sin capacidad para movilizar recursos para el mandato básico de la Unión, ya que los donantes bilaterales financiarían lo que entenderían y percibirían como "ONG nacionales de la UICN", o sobre los componentes que utilizan la marca de la UICN, pero sin la supervisión del Consejo.

<sup>3</sup>Con el fin de publicar un conjunto coherente de decisiones del Consejo, esta decisión se fusionará con las decisiones relacionadas con la aprobación de los Términos de Referencia de los comités aprobados por el Consejo por recomendación de los comités respectivos [véase la pág. 6 (CPP), pág. 7 (CFA) y pág. 8 (CCG)].

<sup>4</sup> Los nombres de los Presidentes, Presidentes Adjuntos y miembros de los comités permanentes figuran en los Términos de referencia del comité correspondiente.

- En términos de los "riesgos pertinentes", si bien la UICN tenía el deber de ser optimista, también debía advertir al mundo acerca de los límites en el uso de los recursos naturales. La UICN necesitaba una mayor visibilidad y credibilidad sobre la base de nuestro trabajo a nivel nacional y global. La UICN necesitaba informar, inspirar y conectar a las personas a escala comunitaria, sin dejar de ser realista acerca de lo que podía ofrecer. La UICN necesitaba equilibrar su trabajo en todos los ODS y equilibrar su atención con respecto a los recursos terrestres y marinos.
- La pérdida de Miembros debía agregarse como un riesgo importante a ser abordado por la estrategia de membresía.
- En lo que respecta a la gobernanza corporativa, también era fundamental velar por la coherencia de las actividades a través de la Unión.

**Punto 6 del orden del día. Aprobación del Plan de Trabajo y Presupuesto 2017** (*documento del Consejo C/92/6 – El Plan de Trabajo y Presupuesto de la UICN para 2017; C/92/7/1 Informe escrito del CPP al Consejo y C/92/7/2 Rev1 Informe escrito del CFA al Consejo*)

Al presentar las conclusiones y recomendaciones del comité con respecto al proyecto de plan de trabajo 2017, el Presidente del Comité de Programa y Políticas (CPP) explicó que el CPP acordó recomendar al Consejo que apruebe el plan de trabajo 2017 siempre que se incorporara un pequeño número de cambios, incluyendo referencias a, entre otros, el ODS 3.

Al presentar las conclusiones y recomendaciones del comité en relación con el proyecto de presupuesto 2017, el Presidente del Comité de Finanzas y Auditoría (CFA) señaló que el presupuesto total de gastos era de 149 millones de francos suizos (CHF), que comprendían CHF 119 millones de gastos para proyectos y CHF 30 millones de gastos básicos. Se presupuestó un déficit de CHF 2 millones, compuesto por un déficit operativo de CHF 0,4 millones, costos del cambio organizativo de CHF 1,0 millones, costos de gestión de cambios de CHF 0,2 millones e inversiones en sistemas de CHF 0,4 millones. Los principales riesgos para el presupuesto eran:

- Confirmación de los acuerdos marco;
- Demoras en la implementación de proyectos ;
- Incumplimiento en el pago de las cuotas de los Miembros;
- Demoras en la implementación de ahorros de costos.

El CFA acordó recomendar que el Consejo apruebe el presupuesto de 2017, pero señaló que un miembro del CFA expresó su disconformidad con la partida de gastos excepcionales de CHF 1,6 millones que se extraerá de las reservas.

El Tesorero señaló que el documento sobre el presupuesto había sido cuidadosamente preparado y que la UICN tendría los mismos recursos que en años anteriores para administrar una cartera de programas más amplia, lo que resultaría en más presiones sobre la organización, y que el presupuesto de 2017 acarrearía más incógnitas que en años anteriores. Los ahorros eran importantes para mantener los costos dentro del presupuesto y reducir su impacto sobre las reservas. Se exhorta a los miembros del Consejo a que ayuden a la Secretaría a procurar financiación de los Estados Miembros y otras entidades a las que los miembros del Consejo están afiliados.

En respuesta a las preguntas sobre el costo excepcional y la política de despidos, la Directora General se refirió a la sección "Costos excepcionales" del proyecto de Presupuesto 2017 de la UICN. Recordó al Consejo que el 62% de los costos están relacionados con el personal. La creación de centros ("hubs") mundiales y regionales de finanzas, recursos humanos y sistemas de informática fue la solución identificada por el personal que trabajó en el proceso de cambio para hacer frente a las ineficiencias resultantes del desarrollo orgánico de estas funciones a medida que el Programa se iba expandiendo. La DG explicó la política de despidos citando la Política global sobre recursos humanos aprobada por el Consejo de la UICN en 2003 (sección 17.2). En lo tocante a la sede en Gland, que se rige por la legislación laboral suiza, citó las Condiciones de Servicio para la Sede, versión de 2011 (sección 8.2). La DG reiteró que no sería necesario el despido colectivo de más del 10% de la fuerza laboral tal como se define en la legislación suiza.

**DECISIÓN DEL CONSEJO C/92/6**

El Consejo de la UICN,

*por recomendación de*, respectivamente, su Comité de Programa y Políticas y su Comité de Finanzas y Auditoría, **aprueba** el Plan de Trabajo 2017 de la UICN, en su forma revisada, y el Presupuesto 2017 de la UICN. (**Anexo 5**)

El Presidente de la UICN invitó al Consejo a que también apruebe los objetivos de la Directora General para 2017 tal como fueron presentados por la DG en el documento del Consejo C/92/2/3 y resumidos por ella el 8 de febrero durante la presentación de su informe al Consejo.

En respuesta a una pregunta, la Directora General aclaró que los objetivos para 2017 incluían el "Apoyo a la gobernanza", como se muestra en su presentación de diapositivas [*diapositiva 2 del Anexo A*], pero que no figuraban en el documento del Consejo.

**DECISIÓN DEL CONSEJO C/92/7**

El Consejo de la UICN,

**aprueba** los objetivos de la Directora General para 2017. (**Anexo 6**)

**Punto 7 del orden del día. Informes de los Comités**



El Presidente de la UICN explicó que, de conformidad con el nuevo procedimiento de presentación de los informes de los comités al Consejo, cada comité había presentado un informe escrito para la aprobación del Consejo sin debate, a menos que algún miembro del Consejo deseara reabrir el debate sobre alguno de los elementos del informe escrito. El debate en el pleno del Consejo se limitaría a las cuestiones de importancia estratégica presentadas verbalmente por los comités. El nuevo procedimiento tenía por objeto acortar el tiempo requerido para que los comités informaran al Consejo y evitar la duplicación de los debates, de modo que el pleno del Consejo dispusiera del mayor tiempo posible para las cuestiones estratégicas.

**7.1 Informe del Comité de Programa y Políticas (CPP)** (*documento del Consejo C/92/7.1 – Informe escrito del CPP al Consejo y C/92/7.1/2 PPT – Proyecto de decisiones presentadas por el CPP al Consejo que se adjunta como Anexo D*)

El Presidente del CPP, tras informar al Consejo acerca de un pequeño cambio realizado al informe escrito del CPP después de su distribución al Consejo ("agricultura y sistemas alimentarios"), limitó su informe oral a las recomendaciones del comité al Consejo.

**Términos de Referencia (TdR) del CPP** (*documento del Consejo C/92/4/1 Proyecto de TdR del CPP*)

El CPP hizo una adición a los TdR para indicar claramente que el CPP asesora al Consejo sobre los planes de trabajo de las Comisiones.

**DECISIÓN DEL CONSEJO <sup>5</sup>**

El Consejo de la UICN,

por recomendación del Comité de Programa y Políticas,

aprueba los Términos de referencia del Comité de Programa y Políticas, en su versión modificada (**Anexo 2**)

**Seguimiento de las Resoluciones del Congreso 2016 en general y de las Resoluciones específicas que precisan acciones concretas del Consejo** (*documento del Consejo C/92/5.1.3.3*)

Con respecto a la WCC-2016-Res-075 "Afirmación del papel de las culturas indígenas en los esfuerzos de conservación a nivel mundial", el CPP propuso un proyecto de decisión del Consejo solicitando un mayor análisis antes de tomar una decisión.

**DECISIÓN DEL CONSEJO C/92/9**

El Consejo de la UICN,

por recomendación del Comité de Programa y Políticas,

recomienda que el Presidente de la Comisión de Política Ambiental, Económica y Social

(CPAES) colabore con la Secretaría y con los miembros de otras Comisiones para determinar qué debería o podría hacer el Consejo en respuesta a la Resolución WCC-2016-Res-075.

**Grupos de tareas**

En cuanto a los grupos de tareas establecidos por los comités permanentes de conformidad con el artículo 59 del Reglamento, el Presidente del CPP explicó los principios contemplados por el CPP para apoyar el establecimiento de grupos de tareas: los grupos de tareas debían abordar cuestiones específicas de importancia para el Consejo y no ser un estrato adicional de gobernanza; los TdR deberían incluir una cláusula de caducidad que exija una nueva decisión una vez que se haya completado la tarea asignada al grupo de tareas y se deba definir una nueva tarea o nuevos TdR.

Se debería establecer un Grupo de tareas sobre el sector privado, tal como lo había recomendado el Consejo anterior, que sea presidido por John Robinson, con TdR actualizados a ser elaborados por el grupo de tareas. Con miras a establecer un Grupo de tareas sobre las dimensiones urbanas de la conservación, se creó un "grupo básico" (grupo preparatorio), presidido por Jonathan Hughes, para establecer las conexiones pertinentes con la Alianza Urbana establecida conforme a la Resolución WCC-2016-Res-029 y desarrollar los TdR. El CPP aún no había decidido si establecería este grupo de tareas bajo el CPP o si presentaría la propuesta para establecer dicho grupo de tareas en la próxima reunión del Consejo para la aprobación del Consejo. Observando que el Grupo de tareas sobre cambio climático del anterior Consejo había completado su tarea, el CPP consideró necesario establecer un nuevo Grupo de tareas sobre cambio climático con nuevos TdR. Se estableció un "grupo básico", presidido por Ana Tiraa para desarrollar los TdR.

El Presidente de la UICN informó al Consejo que estaba de acuerdo con los Vicepresidentes en cuanto a que, en el espíritu de la democracia y la responsabilidad colectiva, los grupos de tareas debían ser presididos por otros miembros del Consejo aparte de los Vicepresidentes, y refirió de nuevo al CPP el tema de los presidentes de los grupos de tareas. Habida cuenta de la importancia de la equidad de género, invitó al CPP a considerar la posibilidad de nombrar un "punto focal de género" o equivalente, en lugar de un grupo de tareas y complementar la labor de la Secretaría sin constituir una carga para ella. Inspirado en la decisión del Congreso 2016 de crear una nueva categoría de miembros para las organizaciones de pueblos

<sup>5</sup>Con el fin de publicar un conjunto coherente de decisiones del Consejo, esta decisión se incorporará en el documento C/92/3 sobre el establecimiento de los comités permanentes del Consejo (véase la pág. 5).

indígenas, el Presidente de la UICN alentó al Grupo de tareas sobre el sector privado y al CCG a ser innovadores en términos de asociar el sector privado y los Estados con la UICN.

Durante el debate, la cuestión del género se contempló desde varios ángulos, desde el establecimiento de un grupo de tareas sobre género (que el CPP había desaconsejado) hasta la designación de un punto focal de género debido a su importancia como tema transversal (se nominó a Jesca Eriyo Osuna) , o el fortalecimiento de la presentación de informes al Consejo sobre la labor de la UICN en materia de género, en punto a lo cual la UICN había sido una voz destacada a escala mundial durante más de 35 años y que abarcaba todas las áreas programáticas. A este respecto, los miembros del Consejo deseaban que se aprobara los TdR antes de nombrar un punto focal de género y plantearon la cuestión de si se debía nombrar al "Punto Focal Mundial del Consejo de la UICN para los Océanos" de acuerdo con el artículo 45bis del Reglamento o si se debía modificar esta disposición para que se refiera de manera más genérica a los "puntos focales". Un miembro del Consejo hizo hincapié en que la Alianza Urbana que se pedía en la Resolución WCC-2016-Res-029 necesitaba capital inicial para ponerla a caminar. Era necesario considerar un nombre adecuado para el "grupo de tareas urbano" para evitar confusión con entidades existentes. Se debatió la cuestión de si el Consejo es quien debería establecer formalmente los grupos de tareas, dada su importancia para el funcionamiento del Consejo en los próximos cuatro años y como señal para los Miembros de la UICN, o si debían establecerse únicamente por decisión de los comités. El Presidente del CPP indicó que el comité no estaba preparado para hacer una recomendación al respecto. La Vicepresidenta Ana Tiraa informó al Consejo que había aceptado renunciar a la presidencia del Grupo de tareas sobre cambio climático y que Angela Andrade había aceptado presidir el "grupo básico" para preparar el establecimiento del grupo de tareas. El Vicepresidente John Robinson informó al Consejo que había aceptado renunciar a la presidencia del Grupo de tareas sobre el sector privado.

Al concluir el debate, el Presidente de la UICN tomó nota del apoyo del Consejo para el establecimiento de los grupos de tareas, según se señaló en el informe del CPP y para nombrar a Jesca Eriyo Osuna como punto focal de género. Con el acuerdo del Presidente del CPP y del Consejo, el Presidente pidió al CPP que examine todas las cuestiones planteadas por el Consejo y, según corresponda, adopte las decisiones o formule las propuestas a la Junta Directiva sobre asuntos que no puedan esperar hasta la próxima reunión del Consejo. También sugirió que el CPP considerara la designación de miembros del Consejo aparte de los Vicepresidentes y Presidentes de Comisiones como presidentes de los grupos de tareas.

#### **Informe escrito del CPP (documento del Consejo C/92/7.1)**

El Presidente invitó al Consejo a aprobar el informe escrito del CPP, observando y apoyando el establecimiento de grupos de tareas y teniendo en cuenta los resultados de la deliberación sobre los grupos de tareas.

#### **DECISIÓN DEL CONSEJO C/92/8<sup>6</sup>**

El Consejo de la UICN,

por recomendación del Comité de Programa y Políticas,

aprueba los informes escritos<sup>7</sup> del Comité de Programa y Políticas, observando y apoyando el establecimiento de grupos de tareas y teniendo en cuenta los resultados de la deliberación en el Consejo (**Anexo 7**)

#### **7.2 Informe del Comité de Finanzas y Auditoría (CFA) (documento del Consejo C/92/7.2Rev1 – Informe escrito del CFA al Consejo y C/92/7.2/2 PPT – Informe oral del CFA al Consejo que se adjunta como Anexo E)**

#### **Términos de Referencia del CFA (documento del Consejo C/92/4/2 Proyecto de TdR del CFA)**

El Presidente del CFA informó que el comité no tenía comentarios sobre su proyecto de Términos de Referencia y recomendaba su aprobación.

#### **DECISIÓN DEL CONSEJO <sup>8</sup>**

por recomendación del Comité de Finanzas y Auditoría,

aprueba los Términos de referencia del Comité de Finanzas y Auditoría (**Anexo 3**)

#### **Reglamento Financiero de las Comisiones (documento del Consejo C/92/5.2.5 Reglamento Financiero de las Comisiones de la UICN)**

Se han logrado avances en torno a la finalización del Reglamento Financiero de las Comisiones, faltando pocos puntos por acordar. El CFA había decidido, con base en una solicitud de los actuales Presidentes de las Comisiones, aplazar este punto hasta que las Comisiones y la Secretaría se hubieran puesto de acuerdo y fueran aprobados a distancia por el CFA, pero antes del 31 de marzo de 2017. Las recomendaciones del CFA se transmitirán posteriormente a la Junta Directiva.

<sup>6</sup>Con el fin de publicar un conjunto coherente de decisiones del Consejo, las decisiones sobre la aprobación de los informes escritos del CPP, CFA y CCG se fusionarán en una decisión: C/92/8.

<sup>7</sup>Las decisiones del Consejo presentadas en los informes escritos de los comités permanentes se enumeran más adelante, revisadas por el Consejo, según corresponda.

<sup>8</sup>Con el fin de publicar un conjunto coherente de decisiones del Consejo, esta decisión será incorporada en C/92/3 sobre el establecimiento de los comités permanentes del Consejo (véase la pág. 5).



**DECISIÓN DEL CONSEJO C/92/10**

El Consejo de la UICN,

por recomendación del Comité de Finanzas y Auditoría (CFA),

solicita que la Secretaría trabaje con los Presidentes de las Comisiones para ultimar el Reglamento Financiero de las Comisiones antes del 31 de marzo de 2017, incluyendo la revisión por parte del CFA y la aprobación de la Junta Directiva.

Informe escrito del CFA al Consejo (*documento del Consejo C/92/7.2 Rev1*)

**DECISIÓN DEL CONSEJO <sup>9</sup>**

El Consejo de la UICN,

por recomendación del Comité de Finanzas y Auditoría,

aprueba los informes escritos<sup>10</sup> del Comité de Finanzas y Auditoría (**Anexo 8**)

**7.3 Informe del Comité de Constituyentes y Gobernanza (CCG)** (*documento del Consejo C/92/7.3 – Informe escrito del CCG al Consejo y C/92/7.3/2 PPT – Informe oral del CCG al Consejo que se adjunta como Anexo F*)

A solicitud del Presidente de la UICN, el Vicepresidente Malik Amin Aslam Khan presidió la parte de la reunión del Consejo relativa al punto 7.3 del orden del día.

**Términos de Referencia del CCG** (*documento del Consejo C/92/4/2 Proyecto de TdR del CCG*)

La Presidenta del CCG, Jennifer Mohamed-Katerere, informó al Consejo que el CCG proponía que se revisaran los TdR para que incluyan nuevos TdR:

TdR 2 (propuesto) Asesorar y ayudar al Consejo en la implementación de la Carta para Un solo Programa con relación a la gobernanza y estabilidad y desarrollo de las partes constituyentes;

TdR 7 (propuesto) Asesorar y ayudar al Consejo en su función de ofrecer supervisión y dirección estratégica en asuntos que afectan la fortaleza, la estabilidad de la Unión y de todas las partes constituyentes;

TdR 8 (propuesto) Asesorar sobre asuntos que impliquen la adopción o cambios y reformas a las Políticas sobre Recursos Humanos relacionados con los recursos humanos de la UICN y la formulación de estrategias nuevas y revisadas relacionadas con RH.

La Directora General se pronunció en contra de la adopción del proyecto de TdR 8 y recordó al Consejo que la delimitación de las responsabilidades de los comités permanentes fue acordada como parte de las reformas del Consejo aprobadas en 2016. En ese momento el Consejo delegó en el CFA la supervisión de las políticas de recursos humanos.

La Presidenta del CCG aclaró que el CCG se ocupaba de los aspectos relacionados con la gobernanza y los constituyentes a diferencia de los aspectos financieros de la Política sobre Recursos Humanos.

Tras una breve discusión, la Presidenta del CCG aceptó suprimir el TdR 8 (propuesto).

**DECISIÓN DEL CONSEJO <sup>11</sup>**

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza,

aprueba los Términos de referencia del Comité de Constituyentes y Gobernanza, en su versión modificada (**Anexo 4**)

**Seguimiento a las Resoluciones del Congreso 2016 que precisan acciones concretas del Consejo** (*documento del Consejo C/92/5.3.2.2*)

La Presidenta del CCG invitó a los miembros del Consejo a unirse a un grupo de trabajo previo que determinará la composición final del grupo de trabajo completo y los Términos de Referencia específicos del grupo de trabajo sobre el papel y la condición de Miembro de los gobiernos locales y regionales en la UICN (WCC-2016-Res-003), y a escribirle a ella y a la Presidenta Adjunta del CCG, Jenny Gruenberger. Un miembro del Consejo pidió al grupo de trabajo previo que se asegurara de que la integración del grupo fuera equilibrada y que contara con representantes de los Estados y las ONG.

**Solicitudes de admisión** (*documento del Consejo C/92/5.3.3.1 Admisión de Miembros de la UICN*)

La Presidenta del CCG presentó la recomendación del CCG para que el Consejo admita a 28 nuevos Miembros de la UICN cuyas solicitudes no habían planteado objeciones. En respuesta a una pregunta acerca de si el CCG había discutido la particularidad de la solicitud del Municipio de Haikou, la Presidenta del CCG confirmó que había consenso en el CCG y

<sup>9</sup> Con el fin de publicar un conjunto coherente de decisiones del Consejo, las decisiones sobre la aprobación de los informes escritos del CPP, CFA y CCG se fusionarán en una decisión: C/92/8.

<sup>10</sup> Las decisiones del Consejo presentadas en los informes escritos de los comités permanentes se enumeran más adelante, revisadas por el Consejo, según corresponda.

<sup>11</sup> Con el fin de publicar un conjunto coherente de decisiones del Consejo, esta decisión será incorporada en C/92/3 sobre el establecimiento de los comités permanentes del Consejo (véase la pág. 5).

Enrique Lahmann, Director Global del Grupo para el Fortalecimiento de la Unión explicó que todas las solicitudes habían sido enviadas a todos Miembros de la UICN y no se habían recibido objeciones.

La Presidenta del CCG recomendó que el CCG pidiera más tiempo para estudiar las solicitudes de Tajjijin – AITA Foundation (China) y Window to Environment Association (Líbano) que habían recibido objeciones, el Consejo pidió al CCG que formulara su recomendación a la Junta Directiva con miras a tomar una decisión en lugar de esperar hasta la próxima reunión del Consejo.

La Presidenta del CCG informó que el CCG había analizado la nueva solicitud de admisión de Fund for Animal Welfare (EE. UU.) y no había llegado a un acuerdo. La Presidenta del CCG resumió los antecedentes de la solicitud de admisión de IFAW, que había sido inicialmente presentada en 1993 pero rechazada por el Consejo, después de lo cual el recurso interpuesto por el solicitante había sido considerado por el Congreso Mundial de la Naturaleza 1996, pero no obtuvo la mayoría necesaria de 2/3 de los votos para revocar la decisión del Consejo. La nueva solicitud presentada en julio de 2016 recibió seis objeciones de los Miembros de la UICN y fue considerada en la 90ª reunión del Consejo el 31 de agosto de 2016, que decidió aplazar su consideración para el próximo Consejo. El CCG no había llegado a un acuerdo sobre la nueva solicitud y pidió al Consejo que examinara tres opciones: 1) recomendar la admisión, 2) aplazar la decisión para la 93ª reunión del Consejo, o 3) rechazar la nueva solicitud. Si el Consejo recomendaba la admisión, la nueva solicitud tendría que ser sometida al Congreso Mundial para decisión al tenor del artículo 11 de los Estatutos de la UICN. La decisión podría ser tomada por el Congreso 2020 o antes mediante la votación electrónica de los Miembros de la UICN, de acuerdo con el artículo 94 de los Estatutos.

Durante la discusión, se plantearon los siguientes puntos:

- A varios miembros del Consejo que habían sido contactados por Miembros de la UICN les preocupaba sobremanera la solicitud de IFAW porque el uso sostenible era esencial para los pueblos indígenas. La admisión de IFAW sería inconsistente con las propias políticas de la UICN. Admitir a organizaciones con puntos de vista en abierta oposición a las políticas de la UICN dificultaría la creación de consenso en la UICN.
- Algunos miembros del Consejo apoyaron la solicitud de IFAW e instaron al Consejo a aprovechar esta oportunidad para resolver una cuestión fundamental que había estado presente durante muchos años. Básicamente había dos posiciones extremas: una derivada del sector de los derechos de los animales que se oponía a a los trofeos de caza; y otra que ve los trofeos de caza como una manera importante de contribuir a la conservación. La UICN invirtió mucho tiempo y esfuerzo para definir su política sobre el uso sostenible, que capturaba una base amplia alrededor del uso sostenible, reconociendo tanto el uso consuntivo como no consuntivo, así como los trofeos de caza. IFAW no estaba en contra de la caza comercial o de subsistencia, sino contra los trofeos de caza. Muchos de los argumentos en contra son legítimos, sin embargo, son vistos como antitéticos frente a los objetivos de la UICN. Los objetivos de la UICN reconocen la importancia del uso de los recursos naturales sin definir qué es precisamente consuntivo o no consuntivo. Por lo tanto, la pregunta es “dónde trazar la línea”. La perspectiva personal de algunos miembros del Consejo es que la UICN no puede excluir a organizaciones que no pasan una prueba particular, es decir, que están en contra de los trofeos de caza u otra prueba particular, es decir, que ven los trofeos de caza como la única estrategia legítima. Ambas son pruebas inapropiadas. Por lo tanto, instaron al Consejo a que admita a IFAW a la UICN. Sin embargo, otros miembros del Consejo sostuvieron que las posiciones en materia de políticas tenían que ser apoyadas en su conjunto.
- Algunos miembros del Consejo apoyaron la solicitud porque la diversidad de puntos de vista, frente a la exclusión, se consideraba saludable para la UICN. Para otros, la tolerancia a puntos de vista opuestos tenía límites cuando las políticas y los valores fundamentales de la UICN estaban en juego, en particular, cuando un solicitante intentaba desacreditar un aspecto básico de la política de la UICN.
- Algunos miembros del Consejo cuestionaron si todos los Miembros cumplían todas las condiciones de admisión. Por cuanto sería difícil encontrar un consenso en el Consejo y, como de todos modos, en este caso, los Estatutos exigían una decisión de los Miembros de la UICN como condición definitiva, propusieron que el Consejo recomendara la admisión para que la cuestión pudiera ser remitida a todos los Miembros de la UICN para una decisión.
- Algunos miembros del Consejo pidieron más tiempo para estudiar y comprender plenamente todas las políticas pertinentes y las implicaciones de las opciones disponibles para el Consejo a este respecto. La Directora General ofreció enviar a todos los miembros del Consejo copias de la política sobre uso sostenible y un documento sobre los trofeos de caza, así como cualquier otro documento pertinente que el Presidente de la Comisión de Supervivencia de Especies y el Director del Programa Mundial de Especies consideraran útil a este respecto .

Como conclusión al debate, el Presidente indicó que había acuerdo en remitir el asunto a la próxima reunión del Consejo para tomar una decisión informada después de que los miembros del Consejo hubieran tenido la oportunidad de estudiar los materiales de referencia incluyendo las políticas y los documentos relacionados que serían distribuidos por la Secretaría.

### DECISIÓN DEL CONSEJO C/92/13

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza (CCG),

1. aprueba la admisión de 28 organizaciones y/o instituciones que desean convertirse en Miembros de la UICN; (**Anexo 11**)
2. solicita al CCG que examine las solicitudes de Tajjijin - AITA Foundation (China) y Window to Environment Association (Líbano) y que presente su recomendación a la Junta Directiva con vistas a una decisión;

3. aplaza la decisión sobre la solicitud de International Fund for Animal Welfare (IFAW) hasta la próxima reunión del Consejo.

**Recurso interpuesto contra la decisión C/88/21 del Consejo sobre la admisión de Born Free Foundation** (*documento del Consejo C/92/5.3.3.3 Recursos interpuestos contra las decisiones del Consejo sobre solicitudes de admisión*)

Resumiendo la historia del recurso interpuesto contra la decisión C/88/21 del Consejo (abril de 2016) de admitir a Born Free Foundation, la Presidenta del CCG recordó que en octubre de 2016 se informó a los miembros del Consejo que un recurso de apelación había sido recibido de al menos 10 Miembros de la UICN con derecho a voto. Según el artículo 10 de los Estatutos "El Congreso Mundial de la Naturaleza podrá invalidar la decisión del Consejo por mayoría de dos tercios de los votos emitidos en la Categoría A y por mayoría de dos tercios de los votos emitidos en las Categorías B y C combinadas", y de acuerdo con el artículo 94 de los Estatutos "Todo asunto en el que el Congreso Mundial sea competente podrá resolverse mediante votación por correspondencia". Por lo tanto, se invita al Consejo a tomar una decisión sobre el proceso, no sobre el fondo del recurso. Las dos opciones son: 1) Remitir el recurso de apelación al Congreso 2020; o 2) Someter el recurso de apelación a la votación electrónica de los Miembros de la UICN de conformidad con el artículo 94 de los Estatutos y el artículo 94 del Reglamento. El CCG recomienda someter la decisión a los Miembros de la UICN mediante votación electrónica a cuyo efecto mostró el calendario para la discusión electrónica seguida por la votación electrónica, así como las preguntas que se someterán a votación, aprobadas por la Asesora Jurídica de la UICN: "¿Está usted de acuerdo en revocar la decisión C/88/21 del Consejo de admitir a Born Free Foundation y al hacerlo aceptar que deja de ser Miembro de la UICN con efecto inmediato? (Nota: Si una mayoría de dos tercios de los votos emitidos en la Categoría A y una mayoría de dos tercios de los votos emitidos en las Categorías B y C combinadas votan "sí" a esta pregunta, aceptando así el recurso de apelación e invalidando la decisión C/88/21 del Consejo, Born Free Foundation dejará de ser Miembro de la UICN con efecto inmediato".

Tras una serie de preguntas para aclaración, el Consejo aprobó la siguiente decisión:

**DECISIÓN DEL CONSEJO C/92/15**

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza,

somete el recurso contra la decisión C/88/21 del Consejo para la admisión de Born Free Foundation a una consulta en línea seguida por una votación electrónica de los Miembros de la UICN, de conformidad con el artículo 94 de los Estatutos y el artículo 94 del Reglamento.

La Presidenta del CCG informó que el recurso contra la decisión C/88/21 del Consejo rechazando la solicitud de admisión de Animal Legal Defense Fund había sido retirado el 8 de febrero de 2017 y, por consiguiente, no se tendría en cuenta.

**Informe escrito del CCG al Consejo** (*documento del Consejo C/92/7.3*)

**DECISIÓN DEL CONSEJO <sup>12</sup>**

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza,

aprueba los informes escritos<sup>13</sup> del Comité de Constituyentes y Gobernanza (**Anexo 9**).

[Nota: las decisiones del Consejo aprobadas como parte del informe escrito, sin debate en el Consejo, se enumeran a continuación].

**DECISIÓN DEL CONSEJO C/92/11**

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza,

1. toma nota de los resultados de la primera reunión del Grupo mundial para el desarrollo de los Comités Nacionales y Regionales<sup>14</sup> establecido con arreglo a la Resolución WCC-2016-Res-002;
2. reconoce el Grupo mundial, con la inclusión de un miembro del Consejo, como el órgano responsable de la implementación de la Resolución WCC-2016-Res-002 y toma nota del presupuesto estimado;
3. espera con interés recibir las actualizaciones anuales sobre el progreso realizado en torno a la implementación de la Resolución WCC-2016-Res-002;
4. brinda su apoyo a todos los Miembros y Comités de la UICN involucrados, así como a la Secretaría, por su constante compromiso y apoyo al desarrollo de los Comités Nacionales y Regionales.

**DECISIÓN DEL CONSEJO C/92/12**

El Consejo de la UICN,

por recomendación del Comité de Constituyentes y Gobernanza,

<sup>12</sup>Con el fin de publicar un conjunto coherente de decisiones del Consejo, las decisiones sobre la aprobación de los informes escritos del CPP, CFA y CCG se fusionarán en una decisión: C/92/8.

<sup>13</sup> Las decisiones del Consejo presentadas en los informes escritos de los comités permanentes se enumeran más adelante, revisadas por el Consejo, según corresponda.

<sup>14</sup> Cf. documento del Consejo C/92/5.3.2.2/2 Informe de la primera reunión del Grupo mundial para el desarrollo de los Comités Nacionales y Regionales.

aprueba en segunda lectura las modificaciones al Reglamento derivadas de la aprobación por parte del Congreso Mundial 2016 de las enmiendas a los Estatutos para posibilitar la incorporación de las organizaciones de pueblos indígenas (OPI) a la UICN. (**Anexo 10**)

#### DECISIÓN DEL CONSEJO C/92/14

El Consejo de la UICN,

*por recomendación del Comité de Constituyentes y Gobernanza,*

1. aprueba la lista de los Miembros actuales de la UICN que serán trasladados de la Categoría B Organizaciones no gubernamentales (ONG) a la Categoría C Organizaciones de pueblos indígenas (OPI); (**Anexo 12**)
2. aprueba las cotizaciones de 2017-2020 para las Organizaciones de pueblos indígenas<sup>15</sup>;
3. solicita que el Comité de Finanzas y Auditoría y el Comité de Constituyentes y Gobernanza revisen las cotizaciones de 2021-2024 para las Organizaciones de Pueblos Indígenas a tiempo para que sean examinadas por el Congreso 2020;
4. actualiza la decisión C/82/23 del Consejo en la que se avala la práctica relativa a las cartas de respaldo, que en adelante también se aplicará a las organizaciones de pueblos indígenas.

#### DECISIÓN DEL CONSEJO C/92/16

El Consejo de la UICN,

*por recomendación del Comité de Constituyentes y Gobernanza,*

aprueba el reconocimiento del Comité Nacional de Miembros de UICN en los Estados Unidos de América.

#### DECISIÓN DEL CONSEJO C/92/17

El Consejo de la UICN,

*por recomendación del Comité de Constituyentes y Gobernanza,*

1. aprueba la solicitud planteada por dos Miembros de la UICN, la Office National des Forêts (Oficina Nacional Forestal) en Francia y el Ayuntamiento de Málaga en España para cambiar su categoría de Miembro de Agencia gubernamental a Afiliado.
2. toma nota del cambio de nombre de ocho organizaciones de Miembros.<sup>16</sup>

La Presidenta del CCG señaló a la atención del Consejo las aportaciones de los miembros del CCG para la discusión estratégica del Consejo, que figuraban en el informe escrito del CCG y serían presentadas por la tarde bajo el punto 8 del orden del día.

#### Punto 9 del orden del día. Nombramiento de los Vicepresidentes y otros miembros de la Junta Directiva del Consejo de la UICN (Continuación)

El Vicepresidente John Robinson propuso las candidaturas presentadas por los Vicepresidentes que constituyen el Comité de Candidaturas, para dos Vicepresidentes y dos Consejeros Regionales en la Junta Directiva. Las candidaturas de los Consejeros Regionales tuvieron en cuenta las regiones aún no representadas en la Junta Directiva. El Presidente de la UICN explicó que también la Directora General es miembro de la Junta Directiva sin derecho a voto al tenor del artículo 80 de los Estatutos. En nombre de los Presidentes de las Comisiones de la UICN, Kathy MacKinnon, Presidenta de la CMAP, anunció que los Presidentes habían designado a Antonio Benjamin como su representante en la Junta Directiva para la primera mitad del mandato.

#### DECISIÓN DEL CONSEJO C/92/4

El Consejo de la UICN,

*por recomendación de los Vicepresidentes que constituyen el Comité de Candidaturas al tenor del artículo 48 (c) (ii) del Reglamento;*

nombra a los siguientes miembros del Consejo como miembros de la Junta Directiva, además del Presidente, el Tesorero, el representante de los Presidentes de las Comisiones y los presidentes de los comités permanentes del Consejo que, con arreglo al artículo 57 (a) del Reglamento, son miembros de la Junta Directiva:

- Malik Amin Aslam Khan (Vicepresidente)
- Ali Kaka (Vicepresidente)
- Peter Cochrane (Consejero Regional)
- Rustam Sagitov (Consejero Regional).

Varios miembros del Consejo sugirieron que el Consejo, al considerar los nombramientos a mitad de período, haga lo posible por abordar el desequilibrio de género en la Junta Directiva.

### **Jueves 9 de febrero de 2017 de las 14:00 a las 18:00 – TERCERA SESIÓN PLENARIA**

#### Punto 8 del orden del día (Parte I). Objetivos y prioridades estratégicas del Consejo para 2017-20

<sup>15</sup> Tal como se presentó en el documento del Consejo C/92/5.3.3.2 Rev2 Categoría C de Miembros.

<sup>16</sup> La lista se presenta en el documento del Consejo C/92/5.3.3.5 Rev1 – Cambio de categoría y nombre de Miembros de la UICN.

*[Discusión en pequeños grupos para determinar los objetivos y prioridades estratégicas para cada uno de ellos así como elementos de un plan de trabajo del Consejo para los próximos cuatro años. La idea de formular prioridades para el Consejo al comienzo de cada mandato, como parte del papel del Consejo para establecer la dirección estratégica de la Unión, derivó de las reformas de gobernanza aprobadas por el Consejo en abril de 2016 en respuesta a la Evaluación Externa sobre los Aspectos de Gobernanza de la UICN (2015), y posteriormente fue codificado en el (nuevo) artículo 44bis del Reglamento. El taller fue facilitado por Gillian Holmes, Directora de Alianzas Estratégicas Globales. A petición del Presidente de la UICN, tres Vicepresidentes presidieron cada uno de los tres grupos separados: Ali Kaka, John Robinson y Ana Tiraá. Tres Directores Regionales colaboraron con los presidentes de los grupos separados para tomar notas: Luc Bas, Luther Bois Anukur y Boris Erg].*

**Punto 8 del orden del día (Parte II). Objetivos y prioridades estratégicas del Consejo para 2017-20** *[Cf. las diapositivas presentadas en nombre de los tres grupos se adjuntan como Anexo G]*

El Presidente de la UICN invitó a los presidentes de los tres grupos separados a presentar los resultados de las discusiones de los grupos:

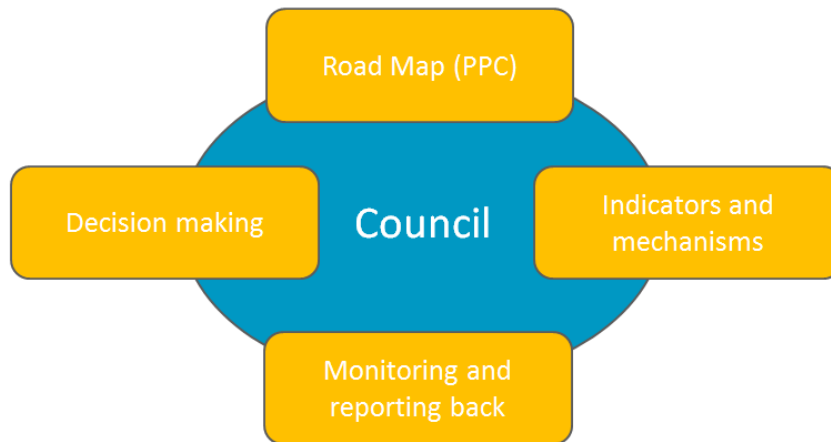
Grupo 1: John Robinson informó que su grupo se centró en la "estabilidad del ingreso" como un área prioritaria para el Consejo, que se diferenciara de la estabilidad financiera y la movilización de recursos, muchos de cuyos aspectos eran responsabilidad de la Secretaría. En cuanto a la estabilidad del ingreso, se exploraron varios enfoques y se discutieron ideas sin priorizarlos, reconociendo que algunos eran mutuamente excluyentes. Un enfoque para el Consejo era centrarse en los gobiernos, los donantes con acuerdo marco y las grandes fundaciones. Las ideas sobre lo que los miembros del Consejo podían hacer iban desde establecer redes, acciones diplomáticas, una sólida propuesta de valor y comunicaciones y campañas sistemáticas en particular para los donantes. Otro enfoque para el Consejo era invertir en productos del conocimiento, aunque también había escepticismo en cuanto al grado en que podían generar ingresos estables. Se planteó la cuestión de si se debería limitar el número de productos, ya que absorben recursos financieros y tiempo del personal. Un tercer enfoque consistió en estructurar la prestación de servicios a nivel regional de la UICN, generando tanto apoyo institucional como apoyo a proyectos, estructurando oficinas de país por la importancia para los gobiernos de las regiones, vinculando la representación política para obtener estabilidad a través de diversas oportunidades como las que se ofrecen mediante el FVC/FMAM. Un cuarto enfoque consistía en involucrar al sector empresarial, por ejemplo, las grandes empresas familiares (además de las grandes corporaciones multinacionales en las que la UICN se había estado centrando) y vinculando la RSE a las empresas y los productos del conocimiento, aunque había cierta cautela para gestionar las expectativas al respecto. Un quinto enfoque era considerar la posibilidad de abrir nuevos caminos con programas novedosos e innovadores, identificando un nicho para la UICN, como los sistemas alimentarios y la urbanización. En este sentido, las fundaciones, personas con altos recursos económicos, los emprendedores y las celebridades podrían aportar capital inicial. Un sexto enfoque reiteró el debate de acciones a gran y pequeña escala (wholesaling and retailing), para lo cual era preciso continuar invirtiendo en el FMAM y el FVC. Tratando de identificar lo que el Consejo podía hacer, el grupo planteó las siguientes ideas:

- Que el CFA desarrolle una hoja de ruta para buscar financiamiento e informar al Consejo en cada reunión acerca de los avances en términos de generar estabilidad de ingresos en la organización y cómo fortalecer este aspecto;
- Que el Grupo de tareas sobre el sector privado evalúe las estrategias de participación empresarial;
- Administrar más activamente la membresía, incluyendo la idea de limitar el número de Miembros y lograr un mejor equilibrio entre Gobiernos y ONG;
- Aprovechar los productos del conocimiento;
- Tratar de crear un fondo inicial/innovación para nuevas iniciativas.

Grupo 2: Ali Kaka informó que hubo un acuerdo general para revisar la propuesta de valor de la UICN para determinar si sigue siendo pertinente, si abarca las nuevas cuestiones que están surgiendo en el mundo de hoy, si se ajusta a la dirección estratégica de la UICN, si garantiza uniformidad entre las prioridades existentes y futuras de los Miembros, y si apoya el papel de liderazgo de la UICN como co-iniciador del CDB, la IPBES, etc., teniendo en cuenta las adaptaciones realizadas con miras a una Secretaría de la UICN pertinente y estable. Un objetivo estratégico, el Consejo debería tomar la iniciativa para abordar la propuesta de valor, posiblemente bajo la dirección del CCG, con la ayuda de un pequeño grupo que involucre a algunas de las Comisiones, en particular la CEC, para tener la certeza de que sea una marca que podemos vender y posteriormente poner a prueba su pertinencia con los Miembros y asociados. El papel de los Consejeros sería llegar como embajadores a los Miembros en las regiones, ayudando las Oficinas Regionales y los Comités Nacionales a los miembros del Consejo a proporcionar esa plataforma para vender la propuesta de valor y un compromiso más regular de los Miembros para garantizar que todos giremos en torno a la propuesta de valor. Los hitos serían: ponerse de acuerdo y revisar periódicamente la propuesta de valor, los Consejeros se han convertido en embajadores en su región, la UICN ha atraído a más Estados Miembros como resultado de la propuesta de valor renovada, y la UICN tiene un alcance estructural fuera de la "familia" de la conservación.

Grupo 3: Ana Tiraá presentó un resumen de los debates del grupo que se centraron en el enfoque de Un solo Programa. El CPP elaboraría una hoja de ruta para monitorear e informar al Consejo sobre la implementación de la Carta para Un solo Programa. La hoja de ruta incluiría indicadores, tanto cuantitativos como cualitativos (datos desglosados), para facilitar la presentación de informes al Consejo y para poder analizar y comunicar los resultados en todos los niveles. El monitoreo y la presentación de informes influirían en la toma de decisiones (por ejemplo, dónde se debería asignar recursos). De ahí que debería ser posible identificar mecanismos e incentivos para mejorar la cooperación y el trabajo a través de la UICN. Parte de la hoja de ruta podría ser el desarrollo de un modelo de implementación conjunta para la ejecución de

programas/proyectos (por parte de las Comisiones, Miembros y Secretaría), estableciendo normas y directrices. Se identificaron los siguientes temas transversales: comunicación (llegar de manera efectiva a todos los componentes); colaboración y compromiso; intercambio de experiencias y lecciones extraídas relacionadas con el enfoque de Un solo Programa (como por ejemplo, el caso de Guinea-Bissau); y una mejor comprensión del enfoque de Un solo Programa. El grupo resumió sus sugerencias en el siguiente diagrama:



TRANSLATION:

Hoja de ruta (CPP)

Toma de decisiones

Consejo

Indicadores y mecanismos

Monitoreo e informes de seguimiento

El Presidente de la UICN concluyó que este había sido un primer paso muy productivo en el proceso que condujo a la definición de prioridades estratégicas y objetivos mensurables para el Consejo para los próximos 4 años. Sugirió que los Vicepresidentes examinaran estos asuntos con la colaboración de la DG y la Secretaría e informaran a la Junta Directiva con miras a preparar una decisión del Consejo que pudiera finalizarse mediante comunicación electrónica antes de la próxima reunión del Consejo, e invitar a todos los miembros del Consejo a escribir al Presidente, a los Vicepresidentes, a la DG o al Secretario del Consejo, aportando otras ideas para los Vicepresidentes. Por último, expresó el agradecimiento del Consejo a Gillian Holmes por facilitar el taller.

#### Punto 10 del orden del día. Nombramiento del Asesor Jurídico

Al presentar a Sandrine Friedli Cela, la Directora General propuso al Consejo renovar su nombramiento como Asesora Jurídica, recordando que Sandrine había sido nombrada por el Consejo tras ser contratada por la anterior Directora General luego de un proceso de selección en el que habían participado el Presidente de la CMDA y la Consejera Regional Nilufer Oral.

#### DECISIÓN DEL CONSEJO C/92/5

El Consejo de la UICN,

por recomendación de la Directora General,

renueva el nombramiento de la Sra. Sandrine Friedli Cela como Asesora Jurídica, de conformidad con el artículo 46 (o) de los Estatutos y los artículos 45 (d) y 87 del Reglamento.

#### Punto 11 del orden del día. Nombramientos adicionales de miembros de los Comités Directivos de las Comisiones de la UICN (documento del Consejo C/92/11 Rev3 – Candidaturas adicionales para los Comités Directivos de las Comisiones de la UICN)

El Presidente de la UICN invitó a los Presidentes de las Comisiones a formular observaciones sobre sus propuestas de candidaturas adicionales a las aprobadas por el Consejo el 10 de septiembre de 2016, recordando que el Consejo había pedido que se tuviera en cuenta la representación geográfica, el equilibrio de género, las habilidades y competencias necesarias al presentar sus propuestas adicionales. Mencionó que el Presidente de la CMDA le había informado que estaba preparando candidaturas adicionales para el Comité Directivo de la CMDA.

Al proponer seis nombres adicionales, el Presidente de la CEC informó al Consejo que aún estaba en proceso de identificar a candidatos de América Latina, Asia y África, y también ajustaría el equilibrio de género e identificaría a un candidato joven.

La Presidenta de la CPAES aclaró que en la próxima reunión del Consejo propondría candidaturas adicionales para el Comité Directivo de la CPAES.



**DECISIÓN DEL CONSEJO C/92/18**

El Consejo de la UICN,

por recomendación del Presidente de la Comisión correspondiente,

nombra a las siguientes personas como miembros de los comités permanentes de las Comisiones correspondientes de la UICN, además de los nombramientos efectuados por el Consejo en su 91ª reunión (decisión C/91/3):

1. Comisión de Gestión de Ecosistemas: Sra Birguy Lamizana-Diallo (Kenia, Presidenta Regional para África) y Prof. Dong ShiKui (China, Presidente Regional para el Este asiático).
2. Comisión de Supervivencia de Especies: Prof Luigi Boitani (Italia); Dra Onnie Byers (EE. UU.); Dr Claudio Campagna (Argentina); Prof Topiltzin Contreras MacBeath (México); Dra Rosie Cooney (Australia); Prof John Donaldson (Sudáfrica); Dr Piero Genovesi (Italia); Dr Brahim Haddane (Marruecos); Dr Axel Hochkirch (Alemania); Mike Hoffmann (RU); Prof Vololoniaina Jeannoda (Madagascar); Olga Krever (Federación de Rusia); Dra Mirza Kusriani (Indonesia); Dr Frédéric Launay (EAU); Dra Gabriela Lichtenstein (Argentina); Dr Russell Mittermeier (EE. UU.); Dr Gregory Mueller (EE. UU.); Nunia Thomas (Fiji); Dra Yan Xie (China); Vivek Menon (India); Dra Pricelia Tumenta (Camerún); Prof Amanda Vincent (Canadá); Ehab Eid (Jordania); Dmitry Geltman (Federación de Rusia).
3. Comisión de Educación y Comunicación: Dr. Balakrishna Pisupati (India, Vicepresidente Regional, Sur y Este asiático); Tommy Garnet (Sierra Leona, Vicepresidente Regional, África); Brahim Haddane (Marruecos, Vicepresidente Regional, Mediterráneo); David Ainsworth (Canadá, Oficial de Información, CDB); Daniel Cooney (Director Adjunto de Comunicaciones, Medio Ambiente, ONU); Dr Alex Zavarzin (Federación de Rusia, Vicepresidente Regional, Europa Oriental y Asia Central).
4. Comisión Mundial de Áreas Protegidas: Mariasole Bianco (Italia, Vicepresidenta de Jóvenes Profesionales), Agus Budi Utomo (Indonesia, Vicepresidente Regional, Sur y Este asiático), Karen Keenleyside (Canadá, Vicepresidenta Gente y naturaleza), Dr Vinod B. Mathur (India, Vicepresidente Regional para el Sur de Asia), Sergey Shirokiy (Rusia, Vicepresidente Regional, Norte de Eurasia), Allan Valverde Blanco (Costa Rica, Vicepresidente Regional, América Central), Dr John Waithaka (Kenia, Vicepresidente Regional, África oriental y meridional), Dr. Craig Groves (EE. UU., editor de publicaciones).

A falta de objeciones, el Presidente de la UICN aceptó la solicitud de un miembro del Consejo de que el Consejo remitiera a la Junta Directiva la decisión sobre el nombramiento del Punto Focal Mundial sobre Océanos del Consejo de la UICN (artículo 45bis del Reglamento).

**Punto 12 del orden del día. Otros asuntos**

- 12.1 La Consejera Regional Jenny Gruenberger señaló a la atención del Consejo la carta de CODEFF (Chile) en la que solicitaba apoyo financiero y técnico de la UICN para abordar el impacto de los incendios forestales, lo que podría brindar la oportunidad de acercarse al Gobierno de Chile con apoyo técnico e invitarlo a unirse a la UICN como Estado Miembro. La Directora General se comprometió a responder a CODEFF en nombre de la Unión recurriendo a la experiencia de los Miembros de la UICN y el asesoramiento de los miembros del Consejo de la región.
- 12.2 Los Consejeros Regionales Jenny Gruenberger y Carlos Durigan señalaron también a la atención del Consejo la carta del Comité Sudamericano que planteó varias cuestiones, entre ellas, una solicitud para recibir los documentos del Consejo con tiempo suficiente antes del Consejo y en todos los idiomas oficiales de la UICN. Enrique Lahmann, Director Global del Grupo para el Fortalecimiento de la Unión, explicó que el Presupuesto de la UICN no podía absorber el costo considerable de traducir todos los documentos del Consejo en los otros dos idiomas oficiales. También plantearía un serio problema práctico, ya que habría que preparar los documentos muchas semanas antes de la reunión del Consejo, a fin de dejar tiempo suficiente para la traducción. La práctica de larga data ha consistido en poner a disposición en todos los idiomas oficiales: 1) el proyecto de orden del día del Consejo antes de cada reunión del Consejo; 2) las decisiones del Consejo después de cada reunión del Consejo; y 3) todos los documentos del Congreso. El Consejero de Suiza, Norbert Baerlocher, hizo constar que él aceptaba que se continuara con la práctica acostumbrada en lo que respecta a la traducción de los documentos del Consejo, pero esperaba que esto evitara que la UICN se deslizará gradualmente hacia una política de solo inglés.
- 12.3 El Consejero Regional Rustam Sagitov informó al Consejo que el año 2017 había sido declarado "Año del Medio Ambiente y Áreas Protegidas" en Rusia. Mencionó algunos de los eventos más interesantes para la UICN, para los que pronto se enviarían invitaciones:
  - El Día del Mar Báltico, San Petersburgo, marzo 22-23
  - El Día del Mar Caspio, Astrakhan, agosto 10-11
  - Reunión de alto nivel de los Ministros de Medio Ambiente de la Comunidad de Estados Independientes (CEI) (fecha sin fijar)
  - Conferencia de Negocios y Biodiversidad (fecha sin fijar)
  - Foro Internacional sobre Áreas Protegidas: Cien Años de Conservación de la Naturaleza - octubre 19-21 en Sochi
- 12.4 La Directora General distribuyó copias del Informe Anual 2016 de la UICN que el Consejo aprobó por correo electrónico unas semanas antes de la reunión del Consejo.

## Las observaciones finales del Presidente de la UICN

El Presidente de la UICN agradeció a todos los miembros del Consejo por una reunión productiva y constructiva, demostrando una clara cultura de democracia, transparencia y armonía.

Durante el Retiro del Consejo de los días 6 y 7 de febrero, el Consejo entró en detalles sobre el papel del Consejo y los instrumentos disponibles para ejercer su dirección estratégica y supervisión, revisó en profundidad cómo se implementa el Programa e informó acerca de cómo se administraban, auditaban y reportaban las finanzas de la UICN y cómo se admitían nuevos Miembros y se reconocían Comités Nacionales y Regionales. Las discusiones fueron extremadamente interesantes y abordaron los principales desafíos que el Consejo necesitaba abordar en los próximos cuatro años. Los talleres de la tarde del 6 de febrero fueron una excelente oportunidad para actualizar el nivel de conocimiento de los Consejeros sobre el trabajo programático de la UICN. Y en la tarde del 7 de febrero el Consejo practicó las herramientas y el protocolo para reuniones virtuales efectivas. La retroalimentación de los miembros del Consejo sobre el Retiro había sido extremadamente positiva. El Presidente agradeció a la Directora General y al equipo de la Secretaría por todos los esfuerzos realizados para preparar a los Consejeros para los próximos cuatro años.

El Presidente agradeció a Norbert Baerlocher por la iniciativa de organizar una excelente cena ofrecida por la Confederación Suiza el 7 de febrero, a la que asistieron representantes de alto nivel de la Confederación, del cantón y de la ciudad de Gland.

El Presidente se mostró complacido con una excelente reunión del Consejo durante la cual el Consejo estableció la estructura para completar con éxito su mandato mediante la designación de los comités permanentes, sus presidentes y presidentes adjuntos, los Vicepresidentes y la Junta Directiva. El Consejo aprobó el plan de trabajo y el presupuesto de 2017 y varias otras decisiones importantes sobre las finanzas, el Programa y las políticas y la gobernanza y los componentes de la UICN y sostuvo discusiones productivas sobre los asuntos estratégicos que enfrenta la Unión.

A medida que se crea un nuevo orden mundial, aunque con mucha imprevisibilidad e incertidumbre, es importante vigilar el entorno externo que es volátil y evaluar cómo posicionar al Consejo. Con este fin, el Presidente de la UICN pretende establecer un pequeño grupo de experimentados miembros de segundo mandato del Consejo, presidido por Andrew Bignell, para trabajar en estrecha colaboración con el Presidente.

El Presidente de la UICN invitó a los miembros del Consejo a escribirle o llamarlo en cualquier momento con ideas y comentarios.

## La reunión se dio por finalizada

Preparado por Luc De Wever, Secretario del Consejo  
3 de abril de 2017

**92<sup>nd</sup> Meeting of the IUCN Council**  
Gland, 8-9 February 2017

Agenda approved by Council

**Wednesday, 8 February 2017 – 92<sup>nd</sup> Council Meeting <sup>1</sup>**

(Location: Main Room)

Agenda Item/Content
<p><b>Item 1:</b> <b>The President's opening remarks and approval of the agenda</b></p>
<p><b>Item 2:</b> <b>Oral report of the Director General (DG) and presentation of the 2017 Work Plan and Budget including the DG's proposed steps towards a relevant and stable IUCN Secretariat</b></p> <p><i>Presentation followed by Q&amp;A and discussion. The draft 2017 Work Plan and Budget will first be discussed in the Committees and presented for approval under Item 6 on 9 February taking into account the Committees' recommendations. It will include the DG's follow-up to <a href="#">Bureau decision B/68/4</a> (p. 232) "Towards a relevant and stable IUCN Secretariat". The DG will also report back on the DG's priorities 2016, and present the DG's priorities for 2017. The lunch time presentations of regional programs form part of the DG's report to Council.</i></p>
<p><b>Item 3:</b> <b>Annual strategic discussion of the Council</b></p> <p><i>Based on the Director General's presentation of a "strategic risk matrix" and the DG's proposed steps towards a relevant and stable IUCN Secretariat, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability. Actions to be taken as a result of this discussion will be documented and kept under review.</i></p>
<p><b>Item 4 (Part I):</b> <b>Establishment, and appointment of the chairs, deputy chairs and members of the Council committees</b></p> <p><i>Based on draft terms of reference, and Council members' expressions of interest received prior to the Council meeting, the President will propose that the committees hold their first meeting on the basis of a preliminary proposal for their membership and designate a chair only for the purpose of chairing the first meeting. The definitive membership of the committees, incl. chairs and deputy chairs, will be decided on 9 February.</i></p>
<p><b>Working lunch: Presentation of Regional and Global Programs by Regional and Global Thematic Directors</b> (Location: Think Tank)</p> <p><i>During the previous terms, the Director General, as part of her Report to Council, used to offer at each Council meeting a presentation by a Regional and/or a Global Thematic Director about their work priorities, achievements and challenges in order to enable Council members to familiarize themselves with the decentralized Secretariat:</i></p> <ol style="list-style-type: none"> <li>Luther Bois Anukur, Regional Director, Eastern and Southern Africa Regional Office, Nairobi</li> <li>Antonio Troya, Director, Centre for Mediterranean Cooperation, Málaga</li> </ol>
<p><b>Item 5:</b> <b>Council committee meetings</b></p>
<p><b>5.1 Programme and Policy Committee (PPC)</b></p>
<p><b>5.1.1 Terms of Reference of the PPC</b></p>
<p><b>5.1.2 Draft 2017 IUCN Work Plan and Budget</b></p>

<sup>1</sup> Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

### **5.1.3 Specific Programme and Policy issues:**

#### **5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one**

*The [2016 IUCN Congress Participant Survey Report](#), dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also [Reflections from the 2016 WCC Resolutions Committee](#) received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017.*

#### **5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the [One Programme Approach](#))**

#### **5.1.3.3 Follow-up to the [2016 Congress Resolutions](#) in general and specific Resolutions requiring action from Council**

*With regard to WCC-2016-Res-029, see the note ["The IUCN Urban Alliance - Summary of an informal discussion, London, 20 January 2017"](#) (by Ted Trzyna) received on 30 January 2017.*

#### **5.1.3.4 Implementation of the [Hawai'i Commitments](#)**

### **5.1.4 Input to the strategic objectives and priorities of Council 2017-20**

*The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.*

## **5.2 Finance and Audit Committee (FAC)**

### **5.2.1 Terms of Reference of the FAC**

### **5.2.2 Financial forecast 2016**

### **5.2.3 Resource mobilization update**

### **5.2.4 Draft 2017 IUCN Work Plan and Budget**

### **5.2.5 Commission financial rules**

### **5.2.6 Update from the Head of Oversight**

### **5.2.7 Update from the Legal Adviser**

### **5.2.8 Input to the strategic objectives and priorities of Council 2017-20**

*The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.*

## **5.3 Governance and Constituency Committee (GCC)**

### **5.3.1 Approval of Terms of Reference of the GCC**

### **5.3.2 Governance issues:**

#### **5.3.2.1 Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one**

*The [2016 IUCN Congress Participant Survey Report](#), dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also [Reflections from the 2016 WCC Resolutions Committee](#) received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These*

documents will inform Council at future meetings when considering Congress related matters, with the exception of the length and format of the next Congress on which the Secretariat seeks guidance from Council at this 92<sup>nd</sup> meeting, in order to be able to launch the bidding process for the next Congress immediately after the Council meeting.

#### **5.3.2.2 Follow-up to 2016 Congress Resolutions requiring specific action from Council:**

- i. [WCC-2016-Res-003](#): establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN

*The GCC recommends a process for the establishment of the working group.*

- ii. [WCC-2016-Res-002](#): recognize the Global Group for National and Regional Committee Development

*Council received a document – with a draft Council decision - from Chris Mahon with a report on the first meeting of the Global Group for National Committee Development held on 18 January 2017.*

#### **5.3.2.3 Adoption in 2<sup>nd</sup> reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations**

*Following the 2016 Congress adoption of amendments to the Statutes and the Rules of Procedure, and taking into account any comments or objections which IUCN Members may submit by 26 January 2017, the Council is invited to adopt, in 2<sup>nd</sup> reading, the consequential amendments to the Regulations which were approved by Council in 1<sup>st</sup> reading in April 2016 ([decision C/88/12](#)).*

#### **5.3.2.4 Revision of the Council Handbook required by [Council decision C/88/7](#) (Council Agenda Item 12)**

*In April 2016, the Council approved "Enhanced practices and reforms of IUCN's governance" (Council decision C/88/7) and requested that the Council Handbook be updated accordingly. The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council will draw the GCC's attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed. The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau.*

#### **5.3.2.5 Council input to the Management Response to the External Review 2015 (on aspects related to IUCN governance)**

*As required by Council decision C/88/7, the Council will receive the Management Response to the [External Review 2015](#) in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions.*

#### **5.3.3 Constituency issues:**

##### **5.3.3.1 Approval of membership applications, incl. applications deferred from the previous Council ([Council decision C/90/3](#))**

*The GCC makes recommendations on a number of membership applications on the basis of the due diligence carried out by the Secretariat, including three applications that met with objections from the IUCN membership and were deferred by the previous Council.*

##### **5.3.3.2 Membership in Category C – indigenous peoples' organizations: membership dues and transfer between Membership Categories of current indigenous peoples' organization Members**

*Subject to Council approving the amendments to the Regulations (Cf. Agenda Item 5.3.2.3), the GCC makes a recommendation regarding the requests from indigenous peoples' organizations that are*

currently Members of Category B and wish to be transferred to the new Category C established by the 2016 Congress. In addition, a recommendation is required regarding the membership dues for Category C.

#### 5.3.3.3 Appeals against [Council decision C/88/21](#) admitting the Born Free Foundation and rejecting the membership application of the Animal Legal Defense Fund;

The GCC makes a recommendation whether to submit the appeals to an electronic vote of the IUCN membership in 2017 or to the 2020 Congress. In addition to the documentation already provided to the Council members with the President's message of 26 October 2016, the Council will receive a proposal from the Secretariat of the timetable and questions on which IUCN Members will be invited to vote in case Council opts for the electronic vote.

#### 5.3.3.4 Recognition of National and Regional Committees

The GCC makes a recommendation regarding the applications for the recognition of National Committees.

#### 5.3.3.5 Transfers between membership categories and Members changing their name

According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category. Several Members have also notified IUCN of a change of their name.

#### 5.3.3.6 Update on the IUCN membership and on the preparation of a membership engagement strategy

The GCC receives an update on the current membership and the preparation of the membership engagement strategy referred to in the [IUCN Programme 2017-20](#) (pp. 47).

#### 5.3.3.7 Information on the status of the work plan of the GCC 2012-16

#### 5.3.4 Input to the strategic objectives and priorities of Council 2017-20.

The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.

#### Council's working dinner with the Director General

(Location: Think Tank)

## Thursday, 9 February 2017 – 92<sup>nd</sup> Council Meeting

(Location: Main Room)

### Agenda Item

#### Item 6:

**Approval of the 2017 Work Plan and Budget including the steps proposed by the DG towards a relevant and stable IUCN**

*Taking into account the recommendations of the Council committees (PPC and FAC).*

#### Item 7: Reports of the Committees

*Note: Regulation 59 (d) revised, and practiced, during the 88<sup>th</sup> Council meeting (April 2016), requires all committees to submit a written report (Word or PowerPoint) by the beginning of Thursday morning's Council meeting with their conclusions and recommended Council decisions on issues for which they are responsible according to their ToR or which in their view do not require to be debated again in Council. The written reports will be approved without debate in Council except if a Council member requests to open debate on a specific issue presented in the written report. The committees present a verbal report (if possible with slides) with their recommendations on the issues they consider necessary to debate with the full Council, followed by decisions on these issues. The*



*committees input to Item 6 will have already been presented.*

**7.1 Report of the Programme and Policy Committee (PPC)**

*Approval of the PPC's written report, and debate and decision on recommendations presented in the PPC's verbal report to Council other than the committee's input for Agenda Item 6.*

**7.2 Report of the Finance and Audit Committee (FAC)**

*Approval of the FAC's written report, and debate and decision on recommendations presented in the FAC's verbal report to Council other than the committee's input for Agenda Item 6.*

**7.3 Report of the Governance and Constituency Committee (GCC)**

*Approval of the GCC's written report, and debate and decision on recommendations presented in the GCC's verbal report to Council.*

**Item 8 (Part I):**

**Council's strategic objectives and priorities for 2017-20**

*Discussion in small groups taking into account the inputs from the Council committees and the outcomes of the strategic discussion. Purpose is to determine priorities, the objective(s) for each one of them as well as elements of a Council work plan for the next four years. The outcomes of this discussion will be presented by two/three Council members (to be designated) in the afternoon under Item 8 (Part II), for discussion and approval.*

**Item 4 (Part II):**

**Appointment of the chairs, deputy chairs and members of the Council committees** (Article 50 of the Statutes and Regulation 59)

*The Council will determine the definitive membership of the three standing committees taking into account feedback from Council members following the first meeting of the committees, and appoint the chairs and deputy chairs of the committees on the basis of a proposal from the President following his consultations with Council members. The chairs will become ex officio members of the Bureau.*

**Item 9:**

**Appointment of the Vice-Presidents and other members of the Bureau of the IUCN Council**

[Regulations 45 (c) and 57 (a)]

*The Council will appoint the members of the Bureau on the proposal of the President following consultation with Council members.*

**Item 10:**

**Appointment of the Legal Adviser**

*The Council shall appoint the Legal Adviser on the recommendation of the Director General (Article 46 (o) of the Statutes, Regulations 45 (d) and 87).*

**Item 11:**

**Additional appointments of members of the Steering Committees of the IUCN Commissions**

**Item 8 (Part II):**

**Council's strategic objectives and priorities for 2017-20**

*Presentation by two/three Council members (to be designated) of the outcomes of the discussion under Part I held at the beginning of the afternoon followed by discussion and Council approval. If necessary, Council agrees a process to prepare a proposal for approval during the next Council meeting.*

**Item 12:**

**Any other business**

1. Announcement by Rustam Sagitov of important forthcoming events in the Russian Federation
2. Letters received from the South American Regional Committee and CODEFF (IUCN Member, Chile)



## Programme and Policy Committee of the IUCN Council (PPC)

### Terms of Reference (2017-20)

(Approved by the IUCN Council at its 92<sup>nd</sup> Meeting, February 2017)

#### 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 with and advises Council in raising IUCN's external policy influence;
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; 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 2017-20.
- b. 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.
- c. 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: Jan Olov Westerberg

Deputy Chair: Amran Hamzah

Members: Angela Andrade, Peter Michael Cochrane, Carlos Durigan, Jonathan Hughes, John Robinson, Rustam Sagitov, Sean Southey, Anna Elizabeth Tiraa, Kristen Walker

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



## Finance and Audit Committee of the IUCN Council (FAC)

### Terms of Reference (2017-20)

(Approved by the Council at its 92<sup>nd</sup> Meeting, February 2017)

#### **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 of the annual statutory audit, including reviewing audit plans and scope, reviewing audit reports and recommendations made by the external auditor and their implementation.
- 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.
- 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 2017-20.
- b. 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.
- c. 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: Ayman Rabi

Deputy Chairs: Marco Vinicio Cerezo Blandón and Rick Bates

Members: Malik Amin Aslam Khan, Norbert Baerlocher, Antonio Herman Benjamin, Andrew Bignell, Said Ahmad Damhoureyeh, Patrick de Heney, Treasurer, Kathy MacKinnon, Jesca Eriyo Osuna, Jon Paul Rodriguez, Mangal Man Shakya



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 (2017-20)

(Approved by the IUCN Council at its 92<sup>nd</sup> Meeting, February 2017)

#### **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 2017-20.
- b. 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.
- c. 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: Jennifer Mohamed-Katerere

Deputy Chair: Jenny Gruenberger

Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Michael Hošek, Sixto Inchaustegui, Ali Kaka, Tamar Pataridze, Lider Sucre, Youngbae Suh

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



***IUCN 2017 Work Plan and Budget***

Approved by the IUCN Council at its 92<sup>nd</sup> Meeting, February 2017

## 2017 Workplan and Budget

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## PART I: THE 2017 WORKPLAN

### Introduction

**The coming four years will be critical for the life support systems of this planet** and IUCN starts its new Programme 2017-2020 aiming to upscale action in support of conservation and development, produce authoritative knowledge and data, while influencing policy at a range of scales and topics.

**This document contains the IUCN Workplan for 2017**, which is the first year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas:

- Valuing and conserving nature;
- Promoting and supporting effective and equitable governance of nature;
- Deploying nature-based solutions to address societal challenges.

The workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions and shows what IUCN will deliver for 2017 in the first year of implementing the IUCN Programme 2017-2020.

This document is organized into three sections – (1) the State of the Project Portfolio, (2) the Annual Workplan and (3) Operational Aspects and Challenges.

**Throughout, the contribution that IUCN will make to the implementation of the Sustainable Development Goals and the Aichi Targets is highlighted.** IUCN will work directly with its State and Government Agency members to provide the knowledge, capacity building and technical advice to enable implementation action of these critical Goals and Targets. In some areas where IUCN possesses the necessary knowledge and skills we will seek to take a global leadership role.

### State of the Project Portfolio

**IUCN activated its new Project Portal in late 2016** and entered basic data for more than 500 project records (main projects and internal agreements) over a three month period.

**Each project record contains all of the project information.** This includes data on the project itself – how it contributes to the IUCN Programme, SDGs and Aichi Targets, its classifications in terms of themes, tools and actions and habitats, its locations and its project area and beneficiaries. The project record contains all financial information, donor information and will shortly contain all procurement information. Engagement of Members, Commissions and National and Regional Committees is included in this data. As projects are often implemented by multiple programmes of IUCN, the linkages between units has been established, project teams identified and internal agreements specified.

### IUCN and the Sustainable Development Goals

**The Sustainable Development Goals represent an improvement by an order of magnitude of how development will be planned, implemented and monitored.** All actors – including the donor community - ascribing to the SDGs are now on a common framework, which will vastly simplify the global project of development. IUCN is fully committed to helping implement the Sustainable Development Goals and working with donors and other partners in realizing their success.



All projects in the Portal are tagged against the SDGs that they are delivering against. The distribution of the project budget gives an indication of the level of effort that IUCN is making to deliver against each of the SDGs.

In addition to budget figures, the IUCN Targets have been mapped against the SDGs, which shows a slightly different picture of how IUCN intends to deliver against the SDGs (as opposed to the current view of how IUCN is delivering against the SDGs) in 2017-2020 period.

IUCN maps 21 Targets against SDG15 (Life on Land), 14 IUCN Targets against SDG14 (Life under water) and 6 against SDG13 (Climate Action).

The IUCN Targets also map well against SDG1 (No Poverty), SDG2 (Zero Hunger), SDG3 (Good Health), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities), SDG12 (Responsible Consumption and Production) and SDG16 (Peace and Justice) which reflects the benefits expected from improving natural resource governance and implementing nature based solutions under the IUCN Programme.

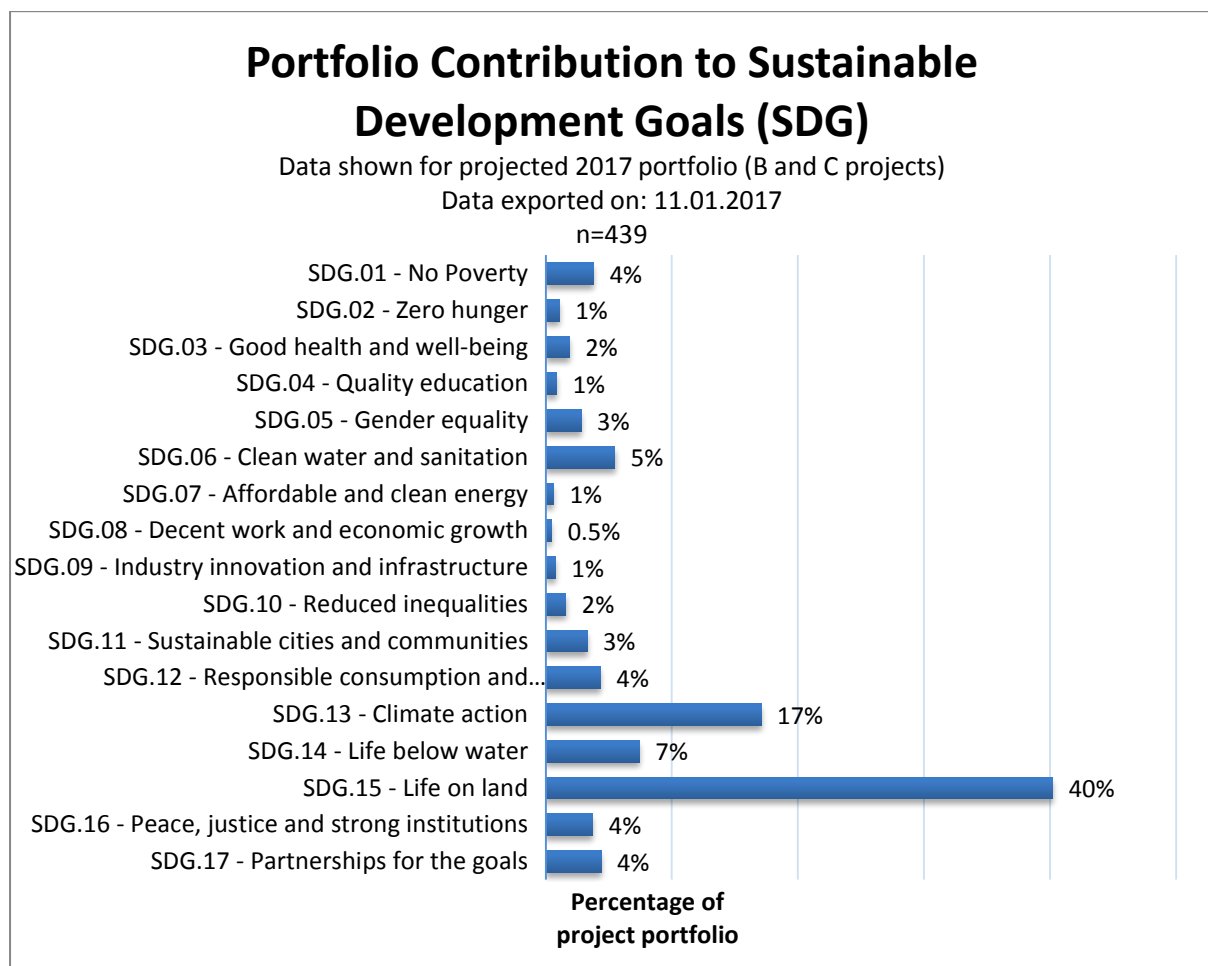


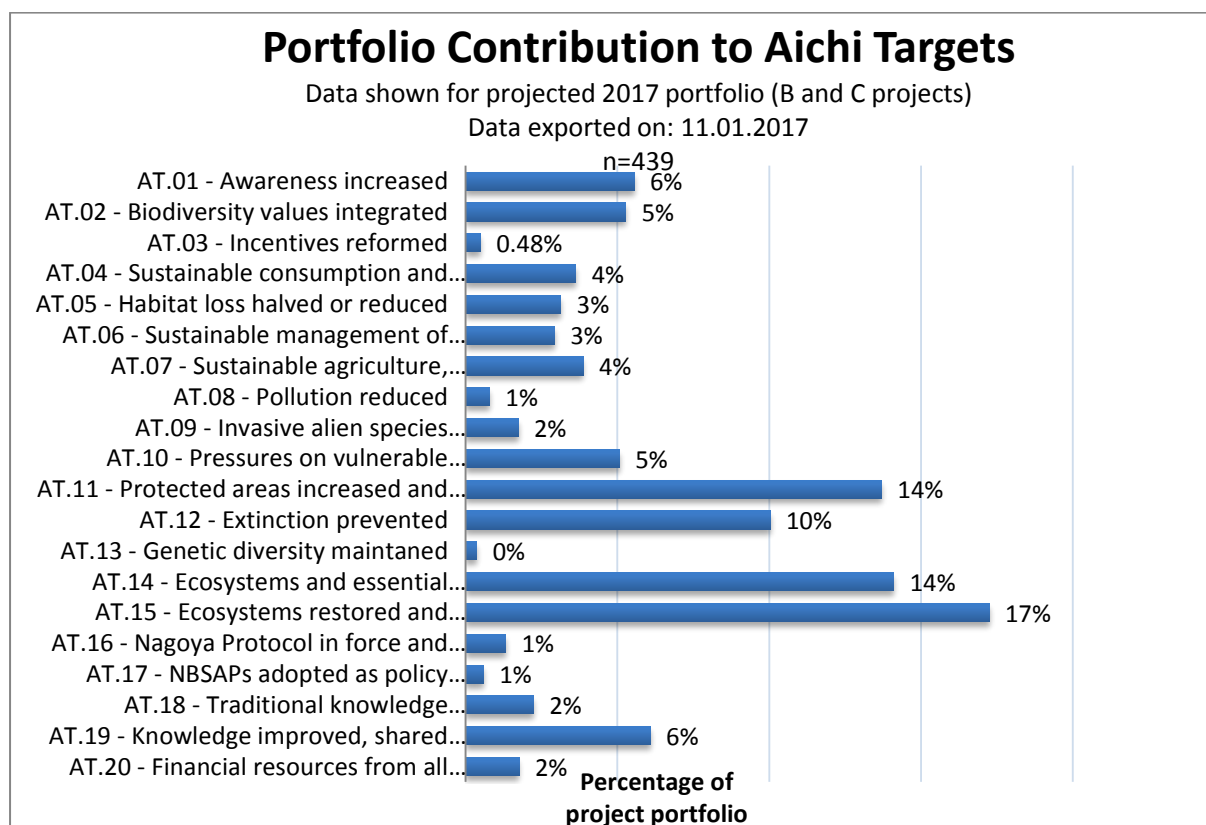
Figure 1 IUCN project portfolio and the Sustainable Development Goals

## IUCN and the Aichi Targets

**Two-thirds of IUCN's project portfolio contributes to six of 20 Aichi Targets of The Strategic Plan for Biodiversity:** Target 15 (Ecosystems restored), Target 14 (Ecosystem Services safeguarded), Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 1 (Awareness) and Target 19 (Knowledge Improved).

In addition to mapping against budgeted expenditure, the IUCN Targets have been mapped against the Aichi Targets and this gives an indication of where the Programme is headed in 2017-2020 in delivering the Aichi Targets.

The IUCN Targets map well against Aichi Target 1 (Awareness) and 18 (Traditional Knowledge); 16 IUCN Targets each), Aichi Target 2 (Biodiversity Values Intact; 14 IUCN Targets), Aichi Target 19 (Knowledge Improved; 10 IUCN Targets); Aichi Targets 4 (Sustainable Production and Consumption), 11 (Protected Areas) and 17 (NBSAPs) (9 IUCN Targets each); Aichi Target 14 (Ecosystem Services Safeguarded; 8 IUCN Targets) and Aichi Target 12 (Extinction Prevented; 7 IUCN Targets).



**Figure 2 IUCN project portfolio and the Aichi Targets**

## The IUCN Portfolio and the One Programme

Data entry on engagement of Members, Commissions and Committees is ongoing and was not complete as of January 2017. Of 205 project records under implementation or in the pipeline worth approximately CHF72m for 2017, only 14 do not list a Member, Commission or Committee as an implementing partner. The trends in this data (ca. 70% of the portfolio list Members, Commissions or Committees as partners) should be generalizable to the entire portfolio and is consistent with historical trends.

In future, the Portal will show the value of contracts awarded to Members, Commission Members and Committees, the percentage of projects that engage Members, Commissions or Committees and the exact number of engagements (noting that a project may engage multiple Members, Commission Member or Committees).

### The IUCN Portfolio mapped against the IUCN Programme 2017-2020

The project portfolio delivers against the three Programme Areas of the IUCN Programme 2017-2020 relatively evenly (see Figure 3).

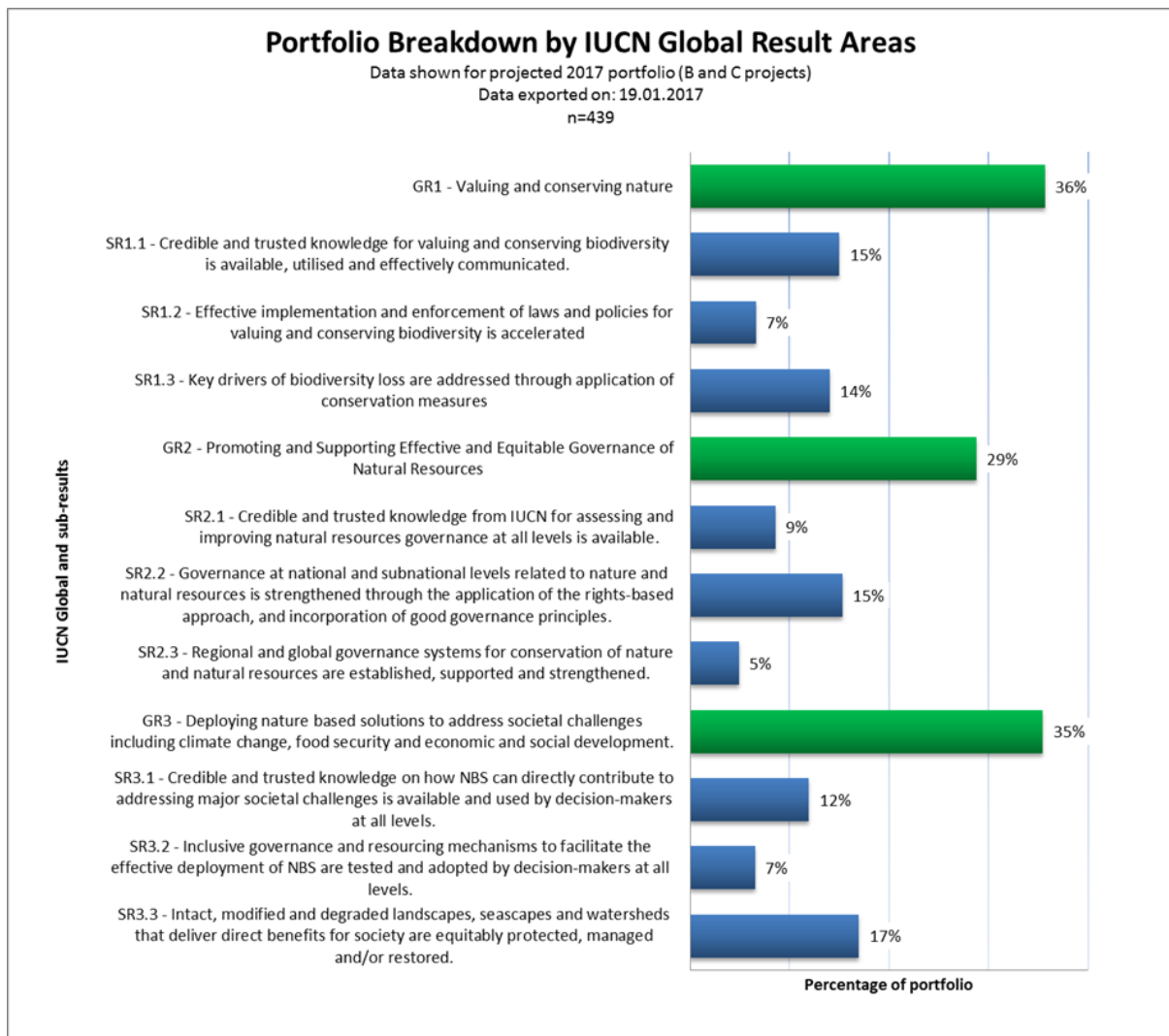


Figure 3 Portfolio Breakdown by Global Result

### The 2017 Workplan

The Workplan is organized into three sections – on Nature-based solutions, Governance of natural resources and Valuing and conserving nature, which correspond to the three Programme Areas of the IUCN Programme 2017-2020.

Within each section, IUCN's work on generating knowledge, influencing policy, action is presented.

This workplan presents the highlights of what IUCN intends to deliver in 2017. For a complete picture, see Annex 1.

The IUCN Programme Areas are presented in the order of Nature-based solutions, Effective and equitable governance of natural resources and Valuing and conserving nature. While is a departure from previous workplans, this workplan aims to showcase IUCN's contribution to the Sustainable Development Goals.

The Sustainable Development Goals are the framing device of IUCN's current work. Table 1 shows the myriad of ways that IUCN contributes to the understanding of how nature and human wellbeing depend on one another, and the ways in which IUCN is providing solutions.

SDG	IUCN's contribution and understanding
1 No poverty	<ul style="list-style-type: none"> <li>• Conservation and restoration go hand-in-hand with poverty eradication for the most poor rural households</li> </ul>
2 Zero hunger	<ul style="list-style-type: none"> <li>• Healthy ecosystems support the long-term productivity of food systems</li> <li>• Forests provide food directly</li> <li>• Soil processes and wild pollinators are key to agricultural productivity</li> </ul>
3 Good health	<ul style="list-style-type: none"> <li>• Healthy ecosystems provide ecosystem services that provide that underpin human health and wellbeing. The spread of disease is enabled by unhealthy environments</li> <li>• Protected areas and other green infrastructure, particularly in urban areas, can contribute directly to people's health and well being</li> </ul>
4 Quality education	<ul style="list-style-type: none"> <li>• IUCN provides a platform for environmental education; an investment in a sustainable and just society</li> </ul>
5 Gender equality	<ul style="list-style-type: none"> <li>• Gender equality and women's empowerment are fundamental human rights and social justice; as well as a pre-condition for sustainable development and achievement of the SDGs</li> </ul>
6 Clean water and sanitation	<ul style="list-style-type: none"> <li>• Nature provides the infrastructure for supplying our freshwater</li> <li>• Nature also recycles and absorbs excess nutrients and water pollution (which in turn directly affects human health)</li> <li>• Investments in watersheds can yield high social returns</li> </ul>
7 Affordable and clean energy	<ul style="list-style-type: none"> <li>• Providing energy solutions is key to conserving critical ecosystems that provide other social benefits including food and clean water</li> </ul>
8 Good jobs and economic growth	<ul style="list-style-type: none"> <li>• IUCN encourages governments to mainstream environmental values, invest in ecosystem services and use nature-based solutions as another means of stimulating a sustainable economy</li> </ul>
9 Industry, innovation and infrastructure	<ul style="list-style-type: none"> <li>• Nature-based solutions are increasingly integrated into production systems</li> </ul>
10 Reduced inequalities	<ul style="list-style-type: none"> <li>• Governance frameworks for the management of natural resources and ecosystems and their services are a major determinant in the fairness of outcomes for different individuals and groups in society</li> <li>• IUCN builds mechanisms that give voice to the marginalized, creates champions in governance structures and returns rights, benefits and tenure</li> <li>• Supporting processes such as the Nagoya protocol underpin a more fair distribution of nature's bounty</li> </ul>
11 Sustainable cities and communities	<ul style="list-style-type: none"> <li>• Crucial to building sustainable cities will be understanding how cities depend on and are linked to their surrounding environment</li> <li>• Cities depend on ecosystem services of watersheds, aquifers, rivers and other natural systems and also impact on ecosystems for better or for worse</li> </ul>
12 Responsible consumption and production	<ul style="list-style-type: none"> <li>• Shifting toward sustainable patterns across the full spectrum of goods and services will be crucial to the efforts at nature conservation; consumption and production patterns shape how much stress human activities place on natural ecosystems</li> <li>• Sustainable food systems are closely linked to stable natural systems, particularly forests and wetlands</li> </ul>
13 Climate action	<ul style="list-style-type: none"> <li>• Ecosystems and their sustainable management perform critical functions in climate regulation, and will need to figure centrally in both mitigation adaptation efforts</li> <li>• Nature-based solutions can provide a critical means of climate adaptation</li> </ul>
14 Life under water	<ul style="list-style-type: none"> <li>• As oceans cover 70% of the Earth's surface, the health of the world's oceans has far-reaching social, environmental and economic implications</li> <li>• There are multiple threats to the world's oceans, including overfishing, climate change, ocean acidification and marine pollution</li> </ul>
15 Life on land	<ul style="list-style-type: none"> <li>• Forests produce over 40% of the world's oxygen and house 80% of the world's terrestrial biodiversity; preserving and restoring forests would go a long way toward the achievement of this goal</li> <li>• Sustainable management of forests is also a critical contributor to climate change mitigation, just as deforestation is an important contributor to greenhouse gas emissions</li> <li>• Local communities, including indigenous peoples, who depend on forests for their livelihoods, health and wellbeing need to be empowered to participate effectively in management of forests for their own wellbeing</li> </ul>
16 Peace, justice and strong institutions	<ul style="list-style-type: none"> <li>• Effective national and global governance is essential to meeting challenges of sustainable development</li> <li>• Rule of law, across a range of issues related to sustainable development (e.g. tenure, wildlife trade) is key</li> </ul>
17 Partnerships for the goals	<ul style="list-style-type: none"> <li>• By design, IUCN is a global partnership made up of governments, civil society organizations and concerned scientists; above all it is a science generating and knowledge sharing partnership, one dedicated to effective policy, institutions and financial mechanisms to conserve nature and the services it provides to humanity</li> </ul>

**Table 1: IUCN and the Sustainable Development Goals**

## Deploying nature-based solutions to address societal challenges

IUCN's work on delivering Nature-based Solutions showcases how conservation can most immediately benefit human wellbeing and development. The deployment of a Nature-based Solution is intended to make use of nature to deliver benefits in terms of income and jobs, food and water security, climate adaptation, resilience and disaster risk reduction and human health.

Over the last four years IUCN has led the way in framing, promoting and applying the Nature Based Solutions concept. There is now increasing global recognition of this and several governments and international conventions are proactively embracing the idea. A recent editorial in the journal Nature specifically on Nature-based solutions noted *".....the concept it (NBS) represents is of vital and urgent significance. As the grand challenges that face society continue to build, so does the need for multidisciplinary, evidence-based strategies to, for example, protect water supplies, address habitat loss and mitigate and adapt to climate change"*.

With this in mind IUCN will continue to lead as a global NBS champion through ensuring that the tools, knowledge and operational framework is available for a consistent and effective application of NBS across a range of circumstances and, in close collaboration with State and Government Agency members, to scale-up and monitor the application of nature-based solutions at national and sub-national level.

With the shift of international attention to the imperative of early implementation of SDGs and the Paris Agreement on Climate Change there is an unique opportunity for IUCN, its Members and partners, to harness the interest and needs of other sectors and new constituencies and thereby demonstrate the fundamental importance of healthy and well-managed ecosystems to peoples' lives, livelihoods and well-being.

### Knowledge

IUCN Targets: 22, 23	SDGs: 2.4, 3.4, 12.8, 15.1, 15.6
	Aichi Targets: 1, 2, 18, 19

**The main knowledge deliverables for Nature-based Solutions include a series of tools and protocols for tracking the benefits emerging from implementation of Nature-based Solutions themselves.** IUCN will develop a tracking protocol for Forest Landscape Restoration, human wellbeing indicators (under the People in Nature work) for IUCN's Nature Based Solutions work, a grasslands assessment methodology, and methods for assessing the benefits of Ecosystem-based Adaptation and the effectiveness of Disaster Risk Reduction.

**Care will be taken to ensure that the protocols, methods and indicators developed are consistent with one another,** so that IUCN can paint a quantified picture of development benefits delivered by IUCN. The teams developing the protocols, methods and indicators will work with IUCN's Global PM&E Unit to ensure that any outputs are consistently applied in the IUCN Programme and Project Portal across all IUCN projects.

**This is a hugely significant piece of work for tracking IUCN's contributions to the Sustainable Development Goals,** namely SDG1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education),

SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production).

IUCN will also produce more than 100 case studies related to protected areas solutions and benefits, which also include lessons on participation of women, youth and indigenous peoples in protected areas management.

### Policy

IUCN Targets: 24, 25, 27	SDGs: 3.4, 3.9, 6.5, 6.a, 6.b, 11.b, 13.3, 15.9, 15.a, 16.6
	Aichi Targets: 1, 2, 11, 14, 15, 16, 18, 20

**IUCN will support policy formulation that enables Nature-based Solutions** in more than 30 countries, covering the topics of Blue Carbon, Ecosystem-based Adaptation, Forest Landscape Restoration and gender-responsive REDD+ mechanisms. Policy formulation can be an important early step in the implementation and scaling up of Nature-based Solutions.

### Action

IUCN Targets: 25, 26, 27, 28, 29, 30	SDGs: 1.5, 2.4, 4.7, 5.5, 5.a, 6.3, 6.4, 6.6, 6.a, 6.b, 11.3, 11.5, 11.b, 12.2, 12.6, 12.b, 13.1, 13.b, 14.1, 14.2, 14.7, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 16.6, 16.7
	Aichi Targets: 1, 2, 7, 11, 14, 15, 16, 18, 20

**IUCN will work with partners to restore 30m of degraded forest landscapes in 2017**, while seeking major new commitments, from China, in particular.

**IUCN will also support the process of defining Land Degradation Neutrality Targets in 50 countries**, promote restoration monitoring in 20 World Heritage Sites and scale up nature-based resilience in 11 Mangroves for the Future countries (covering 9000km<sup>2</sup> and 90,000 beneficiaries).

**IUCN will support the development and capitalization of financing mechanisms for Nature-based Solutions in a variety of contexts.** Some are still in planning and development stages, for example, a climate finance mechanism for women in four countries, NBS financial mechanisms in four Asian countries and an NBS mechanism under the Agenda for Sustainable Development.

Other commitments are more tangible: IUCN will mobilize USD250m for Forest Landscape Restoration, USD 50m for sustainable land use management and disperse 8m Euros under BEST 2.0 grantmaking and USD4m in the EU Overseas Territories and through the Sire River Basin Environmental Trust in Southern Africa.

**IUCN's Contribution to the SDGs.** Restoration, Land Degradation Neutrality, along with IUCN efforts on Ecosystem-based Adaptation, Disaster Risk Reduction and watershed management will have measurable and tangible benefits related to SDG1 SG1 (No Poverty), SDG 2 (Zero Hunger), SDG3 (Human Health and Wellbeing), SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production). Of course, these also



make a solid contribution to SDG13 (Climate action), SDG14 (Life below water) and SDG15 (Life on land) as one would expect.

## Promoting and supporting effective and equitable governance of natural resources

Good natural resource governance is key to sustainable development. IUCN’s work on natural resource governance highlights the need for good governance while providing cutting edge tools and resources. Good natural resource governance is not only good for nature; it forms a sound basis for all forms of human rights.

There is an increasing recognition in many international frameworks that good governance is essential for sustainable development. The 2030 Agenda for Sustainable Development comprise a goal (SDG 16) dedicated to governance issues and several targets speaking to this theme across the entire SDGs framework. The SDGs therefore present a real opportunity to address fragmentation of governance by taking a more integrated approach to sustainable development, law and policy making and implementation, and placing governance of natural resources within the development and good governance context. A primary reason for weaknesses or failures to achieve conservation objectives and to provide local benefits and livelihood security continues to be lack of appropriate governance and insecure rights, including lack of awareness about rights and entitlements and the omission of gender perspectives. The achievement of this Programme Area targets by 2020 would represent a significant contribution to the delivery of SDGs 1, 5, 16 and 17.

### Knowledge

IUCN Targets: 13, 14, 15	SDGs: 1.4, 6.b, 12.2, 15.6
	Aichi Targets: 1, 2, 4, 13, 16, 17. 18. 19

**IUCN is producing and testing tools for natural resource governance**, which include testing aspects of the Natural Resource Governance Framework in Africa and Central America and in selected protected areas, updating and consolidating a water focuses “toolkit of toolkits” based on more than 15 years of implementation and experience, integrating indigenous knowledge into IUCN Red List of Threatened Species assessments, developing and deploying the IUCN Gender Course of Action.

**To underpin IUCN’s governance work and development of tools, governance assessments will be undertaken** in a range of settings: in protected areas in more than 10 counties, in World Heritage sites and for two SUSTAIN growth corridors.

**Understanding natural resource governance and producing solid governance tools underpins much of what the SDGs is trying to achieve**, notably SDG 5 (Gender equality) and SDG10 (Reduced inequality) and SDG 16 (Peace, justice and strong institutions). As this is turned into policy and action under the Nature-based solutions programme area, the contribution to other SDGs is visible.

## Policy and Action

IUCN Targets: 17, 18, 19, 20, 21	SDGs: 1.4, 1.b, 2.5, 5.1, 5.5, 5.a, 5.c, 10.2, 10.3, 12.2, 14.c, 15.6, 16.3, 16.6, 16.b, 17.14
	Aichi Targets: 1, 2, 4, 16, 17, 18, 19

**New policy formulation is a key deliverable in 2017** and includes two new national level Climate Change and Gender Action Plans, enabling forest governance legislation in more than 10 countries and numerous examples of local level legal and governance improvements on natural resources management.

## Action

IUCN Targets: 16, 19	SDGs: 1.4, 2.5, 5.1, 5.5, 5.a, 5.c, 15.6, 16.6, 16.b, 17.14
	Aichi Targets: 2, 4, 17, 18

**Large-scale water management and governance will be enabled** in 12 BRIDGE basins (3 km<sup>2</sup>, 20m beneficiaries), the rights-based approach in one SUSTAIN growth corridor (covering 2 clusters and about 25,000 households), as part of IUCN's ongoing work on water governance.

**While this is the main target, there are many other examples of where IUCN influences the implementation of good governance and the rights based approach**, including protected areas, World Heritage sites, Forest Landscape restoration, locally controlled forests and Mangroves for the Future.

**The implementation of good governance underpins SDGs** on poverty (SDG1), food security (SDG2), gender equality (SDG5), peace and justice (SDG16).

## Valuing and conserving nature

**The planet is in trouble and at the crossroads.** It has never been more important to care for and heal the fragile green and blue mantle of the planet that is the basis of all life. IUCN's work on Valuing and conserving nature is the building block on which the IUCN Programme rests.

IUCN will complete enough of the Red List Species assessments that will make The IUCN Red List truly become a barometer of Life. The integration of this knowledge with information on protected areas and areas of importance for biodiversity will inform the protection of new Protected Areas and help decision-making by both private and public sectors to minimise society's impact on nature. Metrics of conservation success will be incorporated into this knowledge to show what is working and inform new conservation investments.

Biodiversity conservation and sustainable development are urgent. While the global agreements are key to the path for success, there is a need to chart a new course and challenge the current path. The broad consensus – as represented in the SDGs – pose the challenge of setting systemic shifts in place that will shift the trajectory to a sustainable path. The 2017-2020 Programme responds to this challenge and focuses on the change that needs to be made as humanity stands at the planetary crossroads: the path to a sustainable future.

## Knowledge

IUCN Targets: 1, 2, 3, 4, 5, 6, 7, 11, 12	SDGs: 1.5, 2.4, 2.5, 3.3, 3.4, 5.5, 5.a, 5.b, 5.c, 6.4, 6.5, 6.6, 8.1, 9.1, 10.1, 11.1, 11.4, 12.2, 12.8, 13.1, 13.3, 14.2, 14.3, 14.4, 14.5, 15.1, 15.2, 15.3, 15.4, 15.5, 15.6, 15.7, 15.8
	Aichi Targets: 1, 2, 3, 5, 6, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19

### IUCN will generate assessments based on IUCN Standards:

- 10,000 IUCN Red List of Threatened Species assessments, 2,000 re-assessments
- Complete a pilot study under the People in Nature work of a local community freshwater fishery, where there is dependence on at least one (potentially multiple) globally threatened fish species as a key natural resource for community annual income.
- Completion of the IUCN Red List of Ecosystems global classification of ecosystems methodology and database, completed assessments of the ecosystems of the Americas and Europe, numerous new country level RLE assessments
- Incorporation of Green List of Protected Areas metrics into Protected Planet
- Full integration of three protected areas datasets (WDPA, DOPA, RRIS)
- Development of the Key Biodiversity Areas database and identification of new Key Biodiversity Areas in six regions
- Integrating the IUCN Red List of Threatened Species database with the Global Invasive Species Database and improve invasive species monitoring for more than 10 countries

### More than 350 knowledge products and case studies to be developed will include:

- 150 peer reviewed journal articles, and update of the Red List Index
- new analytical work on the RLE itself and its use in land use planning
- work on the 2018 Protected Planet Report and the 2017 World Heritage Outlook Report
- 50 knowledge products and 30 case studies on FLR and locally controlled forests

### Standards, guidelines and toolkits to be developed or published include:

- Finalization of the Green List standard for protected areas and initialization of a new Green List standard for species conservation
- One new Best Practice Guideline for protected areas
- A Net Positive Impact Protocol

IUCN will aim to ramp up its economics work in 2017, in particular through the appointment of a Chief Economist.

Intact and functioning ecosystems underpin and provide much of what the SDGs hold dear – eradication of poverty (SDG1), elimination of hunger (SDG2), good health (SDG3), clean water and sanitation (SDG6), while IUCN’s approach to conservation contributes to gender equality (SDG5), economic growth (SDG8), (natural) infrastructure (SDG9), reduced inequality (SDG10), sustainable cities (SDG11), climate action (SDG13). And of course, understanding how production and consumption (SDG12) is key. The knowledge deliverables provide an investment in the SDGs that will shape how we respond as a society, while also attaining the SDGs of life below water (SDG14) and life on land (SDG15).

## Policy

IUCN Targets:  6, 7, 8, 11	SDGs: 1.5, 3.3, 6.4, 6.6, 8.1, 9.1, 11.4, 12.2, 14.1, 14.2, 14.4, 14.5, 14.6, 14.7, 15.1 - 15.7, 15.9, 15.a, 15.c, 17.14
	Aichi Targets: 1, 2, 3, 9, 12, 13, 17, 19

**IUCN’s knowledge and experts are used extensively to influence international policy**, namely: use of the:

- IUCN Red List of Threatened Species and Protected Planet in Convention on Biological Diversity (one policy briefing to the Parties in aid of implementing Aichi Target 12) and Convention on the International Trade of Endangered Species (specific briefs provided to the 29<sup>th</sup> Animals committee, 23<sup>rd</sup> Plants Committee and 68<sup>th</sup> Standing Committee) discussions;
- Protected areas expertise to influence the decisions of the World Heritage Convention;
- Multiple knowledge products to influence the work of the Intergovernmental Science-Policy Panel on Biodiversity and Ecosystem Services;
- Support continuing systematic embedding of IUCN knowledge underpinnings in policy influencing materials to be prepared targeting all relevant processes to be prioritized in 2017 (e.g. MEAs, UNGA/UNDESA processes re: SDGs implementation, and the emerging BBNJ negotiations under UNCLOS).

**IUCN will use its knowledge to support compliance reporting by Parties.** IUCN will test the utility of ECOLEX and WILDEX to measure and report on the compliance of governments to their commitments to international conventions and wildlife crime. IUCN will also support the CBD’s decision at the Cancun COP to create integrated reporting across multiple conventions through the SDG process.

**Policy formulation will be supported by IUCN in many countries**, including for access and benefit sharing of biodiversity (8 countries), ecosystem-based adaptation (2 countries), National Biodiversity Strategies and Action Plans (10 countries), international trade of wildlife under CITES (1 country), enabling forest governance legislation (10 countries) and invasive species (1 country).

Similar to knowledge deliverables, the policy work of IUCN underpins much of what the SDGs is striving for; without sound environmental governance, the aims of the other SDGs are compromised.

## Action

IUCN Targets:	SDGs: 2.4, 2.5, 3.4, 6.5, 6.6, 11.4, 12.2, 14.2,
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9, 10	14.4, 14.5, 15.1, 15.4
	Aichi Targets: 5, 6, 10, 11, 12, 13

**IUCN is implementing major investments in species conservation through Members and partners, including:**

- USD6m for conservation of 93 species of lemur in Madagascar
- 8.5m euros for conservation of five carnivore species in Africa
- 16.5m euros for 11 projects on tiger conservation
- USD8m for grants in the EU Overseas Territories

**Conservation action for ecosystems will include** forest conservation interventions in 50% of the world's deforestation hotspots and 5% of the world's KBAs in 2017 and integration of Environmental FLOWS into four BRIDGE waterbasins (Pungwe, Lake Chad, IGAD and 3S)

**IUCN will aim to influence the expansion of protected areas networks** in 10 countries, while helping to establish a trans-Atlantic network of marine protected areas.

The conservation action IUCN will undertake contributes best to SDG14 Life under Water and SDG15 Life on Land.

While not mentioned explicitly by the SDG framework and goal on human health (SDG3), IUCN's target on extending and improving protected areas networks does contribute to human health and wellbeing. As part of the Panorama of Protected Areas Solutions and #natureforall campaign, IUCN will seek to build the understanding of how protected areas make a positive and tangible contribution to human wellbeing and health.

## Operational aspects and Challenges

Underpinning the IUCN Programme 2017-2020 are a series of system-wide upgrades (operational aspects) that will help IUCN better manage its portfolio and measure its results and impacts. Of course, every new Programme has its challenges. In this section, both operational aspects and challenges are discussed.

IUCN introduced a series of system-wide upgrades in 2015-16 that were intended to be operational in 2017 for the start of the new Programme. These include the Programme and Project Portal, IUCN's online project management system, the Project Appraisal and Approval System and the Project Guidelines and Standards.

Result and impact indicators are hard-wired into the Programme and project portfolio. A global effort to choose the best result and impact indicators, aligned well to what will be measured for the Sustainable Development Goals is nearing completion. All 30 targets in the IUCN Programme will have one or two results indicators, the three Programme Areas will have one to four impact indicators, for which baselines will be established. All projects will be expected to contribute data to these global indicators.

IUCN has expressed its preference for certain types of project delivery models. And in doing so, IUCN will increasingly fundraise and add projects only in the preferred project delivery model categories of (a) thematic initiatives/programmes, (b) implementing agency and (c) Generation and application of scientific knowledge.

### Challenges

In the coming months, we will tag project data at IUCN Target level, so that a precise contribution to the Sustainable Development Goals can be seen (this matching is already complete for IUCN Targets and SDGs).

Definitions for PA2 (“intervention points”) and PA3 (“intact”, “semi-intact”, “natural” and “degraded”) will be improved so that programming is simplified.

IUCN will also seek to improve alignment across clusters of project themes – e.g. ecosystem-based adaptation – to maximize potential for generating data and learning and policy influencing.

## PART II: IUCN's 2017 BUDGET

### Background

It is to be recalled that at the first Council meeting held in Hawaii upon the conclusion of the IUCN Congress, the Director General highlighted that she would initiate a study of the strategic shifts that could be made in the IUCN Secretariat such that the Secretariat could act with greater impact, results and efficiency in the four year programming period ahead. The Director General stressed that many of these shifts and reforms would result in enhanced systems, better management and more efficient operations, while others might involve organizational and staffing related changes.

Accordingly, the DG established a broad and inclusive process involving more than 60 staff members working on a number of key themes to identify opportunities for greater impact and results while also identifying potential savings.

The current budget proposal, therefore, reflects and captures system shifts, enhanced oversight, improved programmatic focus, enhanced staff time management, etc., while at the same time driving towards greater effectiveness and impact of the overall IUCN Secretariat work, such that the ambitious 2017-2020 Programme and the Hawaii Commitments can be achieved and delivered in the coming quadrennial period.

In light of the above, the 2017 budget is set against a background of increasing levels of restricted income and declining levels of unrestricted income. IUCN has two main sources of unrestricted income: Membership dues and Framework income<sup>1</sup>. Membership dues have remained relatively stable over the last 5 years whereas Framework income has declined from a level of CHF24 in 2009 to CHF17m in 2013 to a budgeted level of CHF 11m in 2017.

The prospects of predictable Framework funding from Official Development Assistance (ODA) are declining; bilateral development donors are demanding direct linkages between their resources and demonstrated, measurable human development impacts in addition to greater levels of accountability, and are restricting funding to specific measurable human development programme areas and deliverables. This presents a critical challenge for IUCN whose core functions depend significantly on Framework income. The decline in Framework income is also influenced by changing government priorities, e.g. the EU migration crisis, and demands for clear linkages with the development agendas of funding agencies.

In contrast with the decline in unrestricted income, restricted income is showing steady growth. This reflects the attractiveness of the IUCN Programme to donors and the focus on large-scale programmatic initiatives with significant resources being received from the European Commission, Germany (KfW), the US (USAID), UK (DFID) and others. Growth is also being driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds. IUCN was recognised as an Implementing Agency of the GEF in 2014 and as an Accredited Entity with the GCF in March 2016. Access to these multilateral funding sources will provide IUCN with an important opportunity to grow the overall size of its project portfolio and to increase project income levels.

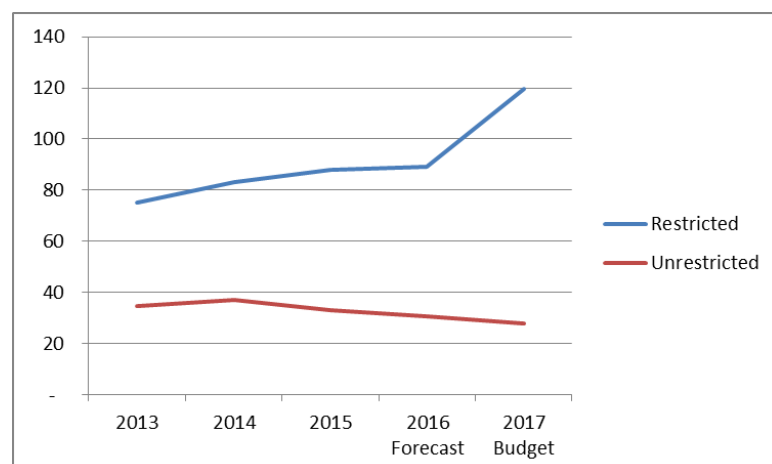
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<sup>1</sup> Framework income is multi-year commitments from governments and private donors/partners that are not tied to particular programmes or projects.



Figure 4 below shows income trends over the last 5 years.

**Figure 4: Income trends, CHF m**



In order to address the decline in unrestricted income IUCN has initiated a change process (“Towards a Relevant and Stable IUCN”) with the objective of creating a financially stable, delivery focussed organisation.

This process has several strands one of which deals with changing income patterns and how to adapt to the increasing tendency of donors to restrict their contributions. This shift requires IUCN to continue to address efficiency weaknesses and adopt a process of full cost recovery for restricted projects, thus freeing up core funds for strategically important areas of work.

## Summary

A total expenditure budget of CHF 149.2m is proposed for 2017 (2016 forecast: CHF 120.8m).

This is based on an unrestricted (core) budget of CHF 29.7m and a project restricted budget of CHF 119.5m.

The 2017 budget includes exceptional restructuring costs of CHF 1.6m and an operating deficit of CHF 0.4m, resulting in an overall deficit of CHF 2.0m.

At the IUCN Members’ Assembly in September 2016 the IUCN Director General reported to the Assembly that a deficit was to be expected in 2016 in view of the projected decline in Framework income and anticipated restructuring costs. Consequently the Members’ Assembly approved the 2017-20 Financial Plan which showed a deficit of CHF 2m in 2016. The costs of restructuring will, however, be incurred in 2017 and not 2016 as originally foreseen.

Table 2 summarizes the 2017 budget compared to the 2016 forecast, 2015 actual results and the first year of the 2017-20 Financial Plan approved by the 2016 Congress.

Table 2: Budget summary

	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
<b>Core budget</b>				
Income	33.2	30.5	27.7	29
Expenditure	33.2	31.6	29.7	29
<b>Result</b>	<b>-</b>	<b>(1.1)</b>	<b>(2.0)</b>	<b>0</b>
<b>Project restricted budget</b>				
Income	96.1	89.3	119.5	104
Expenditure	88.0	89.2	119.5	104
<b>Result</b>	<b>8.1</b>	<b>0.1</b>	<b>0.0</b>	<b>-</b>
<b>Total budget</b>				
Income	129.3	119.8	147.2	133
Expenditure	121.2	120.8	149.2	133
<b>Result</b>	<b>8.1</b>	<b>(1.0)</b>	<b>(2.0)</b>	<b>0</b>

Core income is lower than Plan due to a reduction in unrestricted income, whereas project restricted income is higher than plan due to growth in the project portfolio and higher rates of implementation.

## Core Income and Expenditure

Table 3 below provides a summary of the core income and expenditure budget.

Table 3: Core income and expenditure

	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
Core income	30.3	28.3	25.8	27.0
Other external income	2.9	2.2	1.9	2.0
Management fees from projects	6.1	5.9	7.4	6.4
<b>Total income</b>	<b>39.3</b>	<b>36.4</b>	<b>35.1</b>	<b>35</b>
Operating expenditure	38.2	36.9	34.4	34.0
Provisions and other expenditure	1.1	0.6	0.6	1.0
Transfers to/(from) designated reserves	(0.7)	(0.1)	0.5	-
<b>Total expenditure</b>	<b>38.6</b>	<b>37.4</b>	<b>35.5</b>	<b>35.0</b>
<b>Operating result</b>	<b>0.7</b>	<b>(1.0)</b>	<b>(0.4)</b>	<b>0.4</b>
Exceptional costs	-	-	(1.6)	-
<b>Net result</b>	<b>0.7</b>	<b>(1.0)</b>	<b>(2.0)</b>	<b>0.4</b>

The net budgeted result for 2017 is a deficit of CHF 2.0m. This is after Exceptional costs and transfers to designated reserves.

Exceptional costs represent costs in relation to the IUCN Secretariat change process, and transfers to designated reserves represent funds put aside for future events, namely the 2020 World Conservation Congress and Regional Conservation Fora.

## Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarised in table 4 below.

**Table 4: Core income summary (CHF m)**

CHFm	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Membership dues (net of provisions)	12.0	12.0	11.4	12.0
Framework income	15.6	13.4	11.4	12.0
Other unrestricted income	2.7	2.9	3.0	3.0
<b>Total core income</b>	<b>30.3</b>	<b>28.3</b>	<b>25.8</b>	<b>27.0</b>

Core income is budgeted at CHF 25.8, a decline of CHF 2.5m compared to the 2016 forecast and a decline of CHF 4.5m compared to that received in 2015. The decline is primarily due to a reduction in Framework income (see below).

## Membership dues

Table 5 shows the budgeted value of Membership dues and the level of provision for non-payment.

**Table 5: Membership dues (CHF m)**

CHFm	2015 Actual	2016 Forecast	2017 Budget
Membership dues	12.5	12.6	12.0
Provision for non-payment	(0.5)	(0.6)	(0.6)
<b>Net Membership dues</b>	<b>12.0</b>	<b>12.0</b>	<b>11.4</b>

Gross Membership dues are budgeted at CHF 12.0m (2016 forecast: CHF 12.6m). The decline relative to 2016 is a result of the rescission of Members at the 2016 Congress.

A provision of CHF 0.6m (2016: CHF 0.6m) has been budgeted for the non-payment of Membership dues.

## Framework income

Framework income is budgeted at CHF 11.4m (2016 forecast: CHF 13.4m).

The reduction reflects a tendency for donors to link their funding to specific deliverables and a reprioritisation by donors on the use of ODA.

Of the total, CHF 2.9m is secured. The remainder is under negotiation and is expected to be secured during the course of 2017. Many Framework agreements are linked to the timeline of the IUCN Programme and hence it is not unusual for agreements not to have been concluded at this point in the 4 year cycle. It does, however, represent a significant financial risk (see page 32). In respect of agreements not yet concluded, the amounts budgeted have been based on indications received from donors.

Of the total Framework income of CHF 11.4m, CHF 1.3m is programmatically restricted.

No amounts have been budgeted for new framework partners that may join IUCN in 2017, although new relationships with potential partners will be explored.

## Other unrestricted income

Other unrestricted income is budgeted at CHF 3.0m. This comprises various items as shown in table 6 below. The key items are the value of Swiss Government tax exemptions in respect of expatriate staff resident in Switzerland (CHF 1.4m) and rent and service fee income received from Ramsar and other tenants in the Headquarters building (CHF 1.0m).

**Table 6: Other unrestricted income**

CHFm	2015 Actual	2016 Forecast	2017 Budget
Swiss Government tax exemptions	1.4	1.4	1.4
Tenants	0.9	0.9	1.0
WWF	0.2	0.2	0.2
Other income	0.1	0.1	0.1
GEF agency fees	0.1	0.3	0.3
<b>Total</b>	<b>2.7</b>	<b>2.9</b>	<b>3.0</b>

GEF agency fees of CHF 0.3m have been budgeted in 2017. This is based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. Only 2% of the agency fee is budgeted as core income where it is used to fund the GEF Coordination Unit. The remaining 7% funds monitoring and support costs and is included in the project restricted budget.

## Other external income

Other external income of CHF 1.9m represents income received directly by regional and HQ programmes. It includes rental income, consultancy income, deferred income in relation to in-kind assets and other sundry items, as shown in table 7 below.

**Table 7: Other external income**

CHFm	2015 Actual	2016 Forecast	2017 Budget
Rental income	0.4	0.5	0.4
Consultancy income	0.3	0.2	0.3
Deferred income	0.7	0.7	0.5
Other income	1.5	0.8	0.7
<b>Total</b>	<b>2.9</b>	<b>2.2</b>	<b>1.9</b>

## Operating expenditure

Operating expenditure (Table 8) is budgeted at CHF 34.4m (2016 forecast: CHF 36.9m). 62% of costs are staff costs and 38% other costs. The ratio is similar to the previous two years, though the percentage related to staff costs has been gradually increasing over the years.

Both staff costs and other costs are lower than in previous years, reflecting a reduction in core income in 2017.

Reductions are most marked in the area of consultancy and professional services and travel, hospitality and conferences. Travel costs are lower than in 2016 because 2016 was a Congress year and as a result of general reductions in planned travel in 2017.

Table 8: Operating expenditure

CHF m	2015	%	2016	%	2017	%
	Actual		Forecast		Budget	
<b>Staff costs</b>	<b>23.0</b>	<b>60%</b>	<b>22.4</b>	<b>60%</b>	<b>21.3</b>	<b>60%</b>
Communication & publication costs	0.4	0%	0.3	0%	0.5	0%
Consultancy & prof. services	2.2	10%	2.3	10%	1.7	0%
Office costs	4.1	10%	4.1	10%	4.2	10%
Travel, hospitality & conferences	4.1	10%	3.7	10%	2.5	10%
Equipment costs	4.4	10%	4.2	10%	4.1	10%
Other costs	0.1	0%	0.1	0%	0.1	0%
<b>Total other costs</b>	<b>15.2</b>	<b>40%</b>	<b>14.5</b>	<b>40%</b>	<b>13.1</b>	<b>40%</b>
<b>Total</b>	<b>38.2</b>	<b>100%</b>	<b>36.9</b>	<b>100%</b>	<b>34.4</b>	<b>100%</b>

## Provisions and other expenditure

Provisions cover operational risks such as adverse movements in foreign exchange rates and project deficits. Other expenditure includes items such as financing costs.

Table 9 below shows amounts budgeted for provisions. The total amount is similar to that forecast for 2016. The total was higher in 2015 due to losses on the investment portfolio, included under Other expenditure.

Table 9: Provisions and other expenditure

	2015	2016	2017
CHFm	Actual	Forecast	Budget
Foreign exchange	0.3	0.4	0.3
Project deficits	0.5	0.2	0.2
Other expenditure	0.3	-	0.1
<b>Total expenditure</b>	<b>1.1</b>	<b>0.6</b>	<b>0.6</b>

## Exceptional costs

Exceptional costs of CHF 1.6m are budgeted in 2017. These costs relate to restructuring and change management costs in respect of the IUCN Secretariat change management process.

These are broken down as follows:

- Provision for redundancy CHF 1.0m
- Change management costs CHF 0.2m
- Investments in information technology CHF 0.4m

It is IUCN's intention to limit redundancy by reducing staff numbers through alternative strategies, e.g. retirements, non-renewal of fixed term contracts.

The change management costs include the cost of a change manager (internal appointment) and small allocations for consultancy and travel.

Investments in information technology are required to further improve the efficiency of IUCN processes, e.g. through the implementation of systems to support time management, contract management, contacts management, information management and through systems integration.

### Transfers to/(from) designated reserves

IUCN makes annual allocations to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2017 budget includes an allocation of CHF 0.25m for the Regional Conservation Fora (RCFs), planned to take place in 2019, and an allocation of CHF 0.25 for the 2020 Congress of which CHF 0.1m is budgeted to be spent in 2017 for the selection process for the venue of the next Congress; the balance of CHF 0.15 will be allocated to designated reserves.

An allocation of CHF 0.75m has been made for the External Review of IUCN which takes place every 4 years.

**Table 10: Allocations to/(from) designated reserves**

	2015	2016	2017
CHFm	Actual	Forecast	Budget
World Conservation Congress and RCFs	(0.8)	(0.1)	0.4
External Review	(0.1)	-	0.1
Other	0.2	-	-
<b>Total expenditure</b>	<b>(0.7)</b>	<b>(0.1)</b>	<b>0.5</b>

### Allocation of Core Income

Table 11 below shows the total core expenditure budget and how each of the different components is funded.

**Table 11: Core expenditure and related funding sources**

CHFm	Regional programmes	Global programmes	Programme, Union and corporate support	Exceptional items	Allocations to designated reserves	Total 2017	Total 2016
<b>Total expenditure</b>	<b>9.2</b>	<b>9.3</b>	<b>16.5</b>	<b>1.6</b>	<b>0.5</b>	<b>37.1</b>	<b>37.3</b>
Internal service charges	1.8	2.4	(4.2)	-	-	-	-
	<b>11.0</b>	<b>11.7</b>	<b>12.3</b>	<b>1.6</b>	<b>0.5</b>	<b>37.1</b>	<b>37.3</b>
<b>Funding</b>							
Membership	1.6	0.6	8.7	-	0.5	11.4	12.0
Framework	3.4	8.0	-	-	-	11.4	13.4
Other unrestricted	-	0.3	2.7	-	-	3.0	2.9
<b>Core income</b>	<b>5.0</b>	<b>8.9</b>	<b>11.4</b>	<b>-</b>	<b>0.5</b>	<b>25.8</b>	<b>28.3</b>
Other external	1.2	0.2	0.5	-	-	1.9	2.2
Management fees	4.8	2.6	-	-	-	7.4	5.9
Reserves	-	-	0.4	1.6	-	2.0	1.2
<b>Total funding</b>	<b>11.0</b>	<b>11.7</b>	<b>12.3</b>	<b>1.6</b>	<b>0.5</b>	<b>37.1</b>	<b>37.6</b>

Core income of CHF 25.8 has been allocated on a strategic basis taking into account alternative funding opportunities. Programme areas such as science and knowledge and policy receive a higher allocation of core income than other programme areas as there are fewer opportunities for raising

restricted funding for these areas, and a higher allocation is necessary to underpin IUCN's knowledge and policy work and to ensure its independence.

Core income of CHF 1.3m has been allocated to support the operations of IUCN's 6 Commissions. This is included in the Global programmes category

Membership dues are allocated to regional programmes to fund representation and membership support; to global programmes to support policy, science and knowledge components; and to programme, Union and corporate support to support Union engagement, programme support functions (corporate communications, planning, monitoring and evaluation, resource mobilisation) and corporate functions (management, oversight, finance, HR, information systems, general administration etc.), which are necessary for the efficient functioning of IUCN and for the establishment of a platform to support programme implementation.

Framework income is allocated to regional and global programmes in line with donor conditions.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from tenants of CHF 1.0m funds the cost of services provided to tenants.

Other external income and management fees are programme and unit specific. Management fees are derived from the projects managed by each programme and external income relates to specific services provided by programmes and units.

The restructuring costs related to the IUCN Secretariat change management process process are budgeted to be funded from reserves as is the operational deficit of CHF 0.4m.

## Project income and expenditure

Table 12 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 119.5m compared to a forecast level of CHF 89.2m in 2016. The budgeted level is significantly higher than that foreseen at the time of preparation of the 2017-20 Financial Plan.

**Table 12: Project income and expenditure**

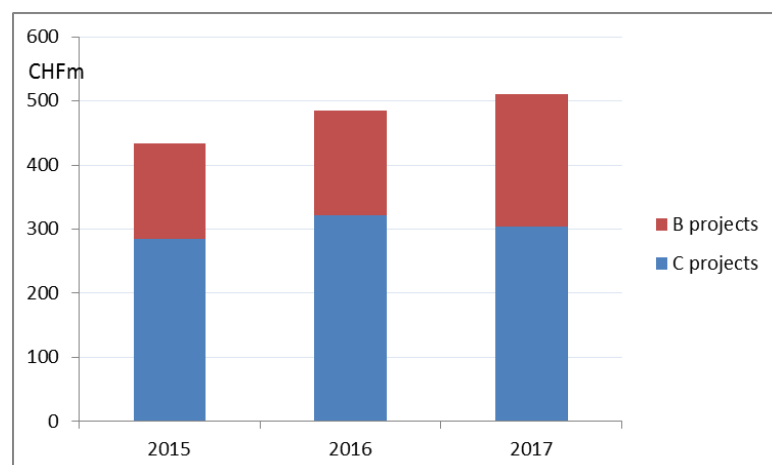
	2015	2016	2017	2017
CHF m	Actual	Forecast	Budget	Plan
<b>Project income</b>	<b>96.1</b>	<b>89.3</b>	<b>119.5</b>	<b>104</b>
IUCN activities	47.3	42.3	48.0	42
Implementing partner activities	7.1	10.9	31.2	27
IUCN staff time	28.3	30.1	32.9	29
Management fees	5.3	5.9	7.4	6
<b>Total project expenditure</b>	<b>88.0</b>	<b>89.2</b>	<b>119.5</b>	<b>104</b>
<b>Excess of income over expenditure</b>	<b>8.1</b>	<b>0.1</b>	<b>0.0</b>	<b>0.0</b>

The budget reflects a growing project portfolio as shown in figure 5. The total value of projects under implementation (C-projects) at the time of budget submissions was CHF 303m, and the value



of those at the proposal stage (B-projects) CHF 208m. B list projects are contracts under negotiation that are expected to be signed during the course of 2017.

**Figure 5: IUCN project portfolio**



Growth is particularly strong in grant making programmes and projects funded by the EU, KfW, GEF and GCF. The project income derived from the GEF and the GCF generates income to be delivered through IUCN's implementation agency designation. This is demonstrated in the split between expenditure incurred directly by IUCN and that incurred through implementing partners (Table 12.). Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 10.9m in 2016 to a level of CHF 31.2m in 2017. The majority of this will be spent through IUCN members.

### Cost recovery from projects

Cost recovery represents the value of IUCN staff time and management fees charged to projects

Table 13 shows the 2017 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2016.

**Table 13: Project expenditure and cost recovery**

	2017 Budget				2016 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	57.5	21.7	79.2	66%	46.2	15.7	61.9	64%
Staff time	24.9	8.0	32.9	28%	21.0	7.0	28.0	29%
Management fees	5.5	1.9	7.4	6%	4.7	1.6	6.3	7%
<b>Total project expenditure</b>	<b>87.9</b>	<b>31.6</b>	<b>119.5</b>	<b>100%</b>	<b>71.9</b>	<b>24.3</b>	<b>96.2</b>	<b>100%</b>
	74%	26%	100%		75%	25%	100%	

#### Staff time

IUCN's unique set-up requires that IUCN staffs many of the projects that IUCN is implementing. This, therefore, means that for projects where IUCN is the executing agency, staff charges are a significant element of project costs. On this basis, the budget for 2017 projects fairly significant staff cost recovery (CHF 32.9m), representing 28% of total project expenditure.

The level of staff cost recovery differs from project to project, depending on its nature and whether IUCN has a direct role in project execution. Knowledge based projects tend to have a higher ratio of staff time than projects delivering results on the ground or those delivered through grant making or implementing agency mechanisms where project execution is performed by grant recipients and partner organisations.

### Management fees

IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Management fees from projects fund the administration and financial management costs directly related to project implementation and execution. The average level of management fees is around 6.5%. The rate differs depending on the type of project and donor rules. The rate is lower where the majority of expenditure is incurred by partner organisations or where donor rules require that overheads are charged as direct costs (to the extent possible) instead of as a % fee.

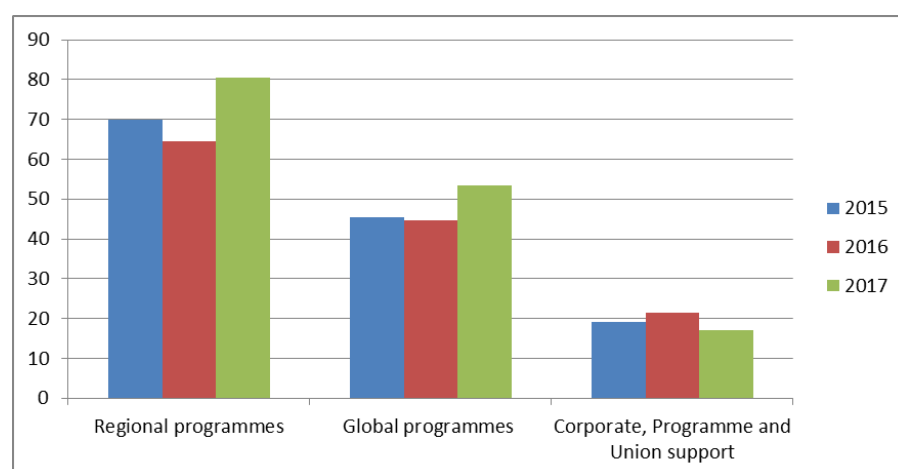
Cost recovery income carries two specific risks: 1) it is only earned as projects are implemented, and therefore if there are delays in project implementation the level of budgeted cost recovery will not be achieved; and 2) a portion of the amount budgeted will be derived from project agreements that are currently under negotiation. In the latter case there is a risk that the contract will not be signed or be significantly delayed.

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of expenditure in 2017 and discount the expected income to reflect the level of risk. Cost recovery budgeted to be earned from projects under negotiation (B - projects) is CHF 9.9m compared to CHF 8.6m in 2016. In view of the fact that the 2017 budget was prepared 2 months later than in the normal budgeting cycle the level of unsecured cost recovery is high and will require close monitoring (see Risks, page 32).

## Total budgeted expenditure

Figure 6 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organisational components.

**Figure 6: Breakdown of total expenditure budget by organisational component for the years 2015-17, CHF m**



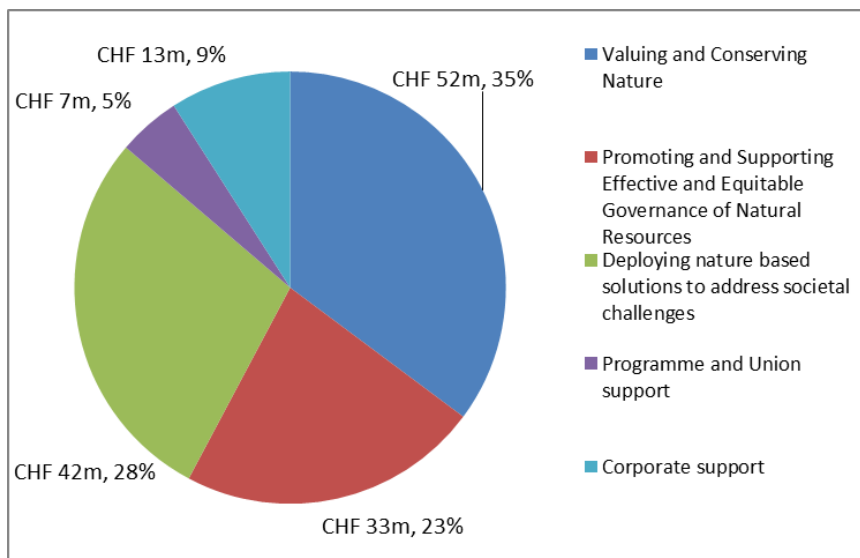
Total expenditure, inclusive of exceptional costs and transfers to designated reserves is budgeted at CHF 149m (2016 budget: 121m). The level of expenditure for both regional and global programmes

is projected to increase in line with the growth in the project portfolio, whereas expenditure on corporate, programme and Union support is projected to decrease. This demonstrates greater leverage of the IUCN platform and economies of scale.

Global programmes include significant amounts of expenditure to be incurred at the regional level – this is included under Regional programmes.

Total budgeted expenditure can also be analysed between the 3 programme areas of the 2017-20 Programme and between programme and Union support and corporate support as shown in Figure 7 below.

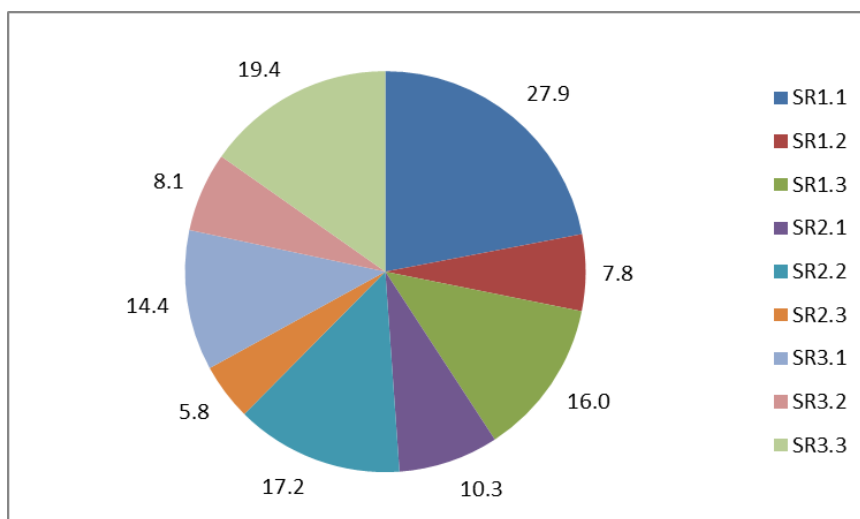
**Figure 7: Total expenditure before exceptional costs (CHF 147m) by programme area and support functions**



Valuing and Conserving Nature represents the largest area of expenditure (CHF 52m), followed by Deploying Nature-based Solutions (CHF 42m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 33m).

The Programme components can be further broken down in to expenditure by sub-result:

**Figure 8: Total programme expenditure (CHF 127m) by Programme sub-result**

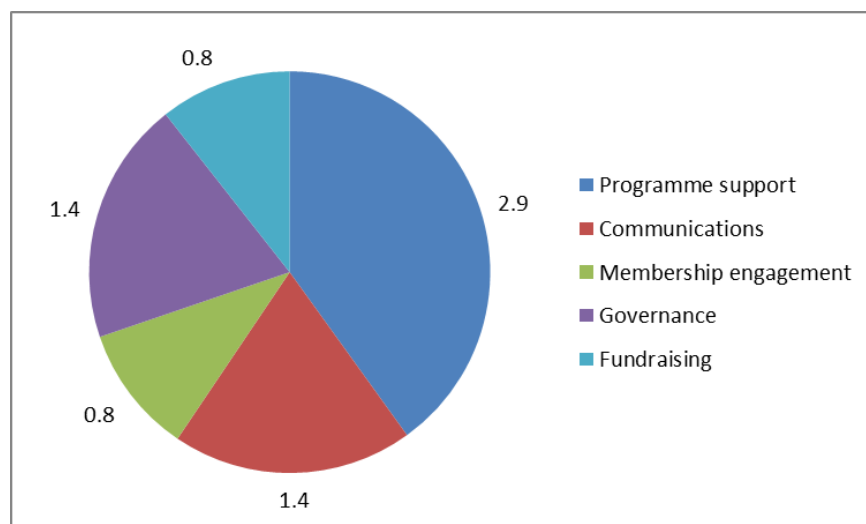


Key:

SR1.1	Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated
SR1.2	Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity is accelerated
SR1.3	Key drivers of biodiversity loss are addressed through application of conservation measures
SR2.1	Credible and trusted knowledge from IUCN for assessing and improving natural resources governance at all levels is available
SR2.2	Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles
SR2.3	Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened
SR3.1	Credible and trusted knowledge on how nature based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels.
SR3.2	Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature based solutions are tested and adopted by decision-makers at all levels.
SR3.3	Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.

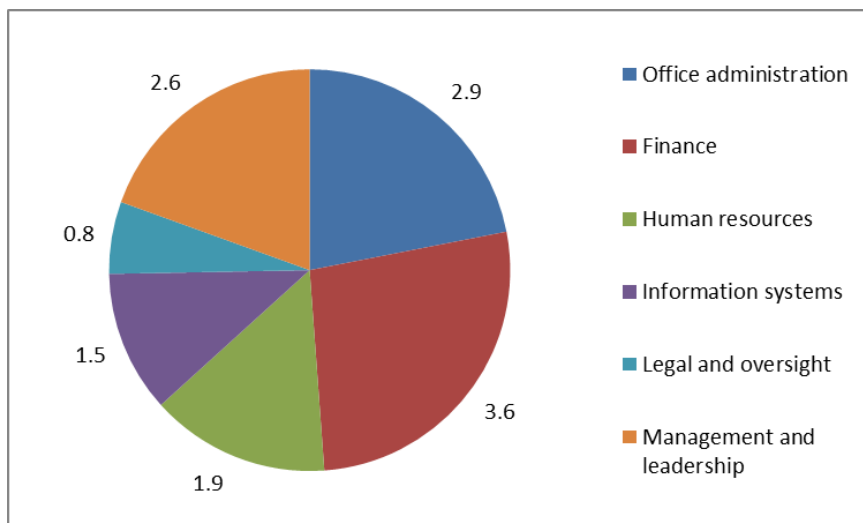
Programme and Union Support is broken down as follows:

**Figure 9: Programme and Union Support (CHF 7.3m) by function**



And Corporate support as follows:

**Figure 10: Corporate Support (CHF 13.3m) by function**



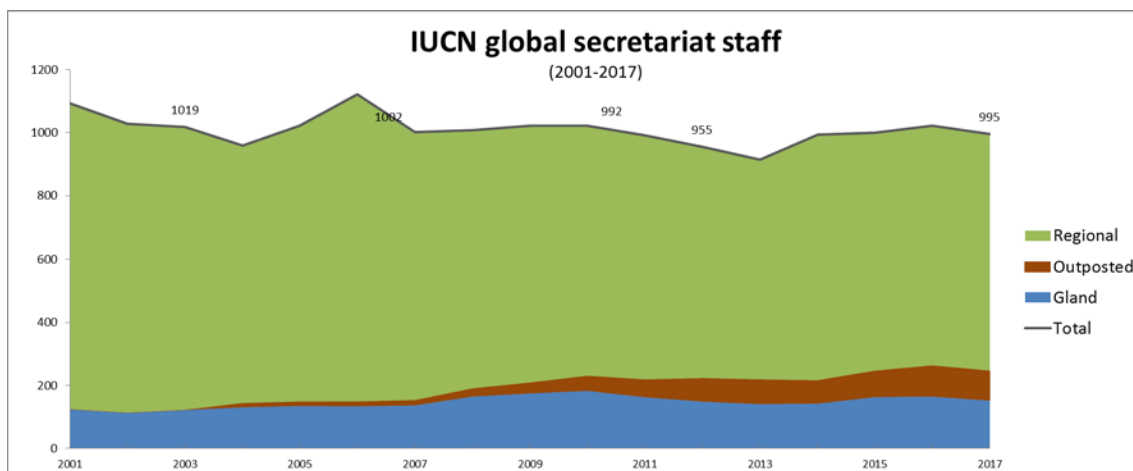
CHF 1m of corporate costs are recovered from HQ tenants.

The total cost of programme and Union support (CHF 7.3m) and corporate support (CHF 13.3m) is the cost of these functions across the global Secretariat, including regional and country offices. The total for corporate support excludes the costs of corporate services charged to programmes through IUCN’s cost allocation mechanism. The budgeted cost of these services (CHF 5.5m) is included in each of the three programme areas.

### Staffing and staff costs

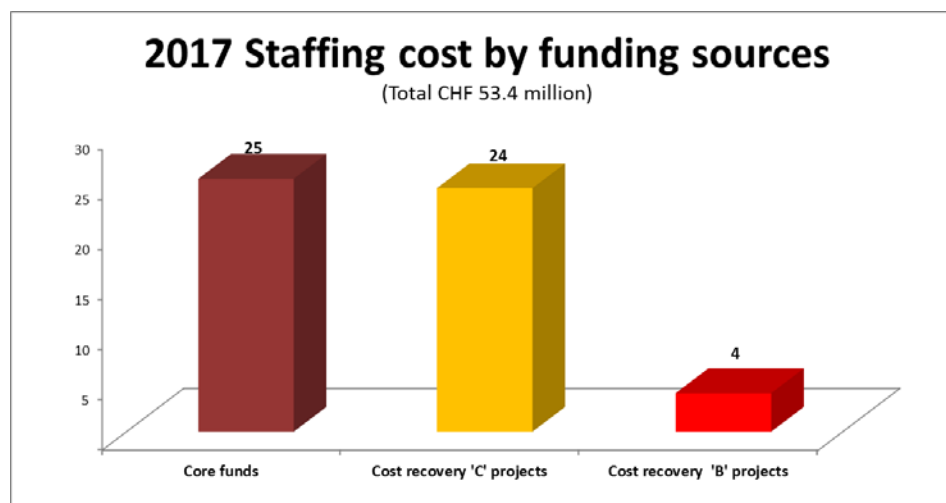
Figure 11 shows the evolution of staff numbers from the year 2001 to the present date. A small decline in total staff numbers from 1022 to 995 is foreseen in 2017. Staff in Gland are projected to decrease from 166 to 153. As mentioned elsewhere, some of these reductions will be based on retirements and non-renewal of fixed term contracts, while others will be redundancies.

**Figure 11: Secretariat staff**



The total budgeted 2017 staffing cost is CHF 53.4m (2016 Forecast: CHF 53.3m). Staff costs are budgeted to be funded as shown in Figure 12.

Figure 12: Funding of staff costs



CHF 4m is budgeted to be funded from “B” projects, i.e. projects currently under negotiation which are expected to be signed during 2017. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed. The level of budgeted staff costs funded by unsecured income is at a similar level to 2016 and earlier years.

## Investments in Information Systems

The main investments envisaged in 2017 are:

1. Completion of the rollout of the **Global Wide Area Network (GWAN)** and standardisation of IT infrastructure in all major offices.

The objective of the GWAN is to put in place a network that allows offices to be able to connect in a more secure and reliable manner to global applications (ERP, CRM, Union Portal, HRMS, eMail) and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.

2. Continued development of the **Programme and Project Portal**.

The Portal went live in the 2nd half of 2016 and now contains base data for all IUCN projects. All project outputs are linked to the IUCN programme results frameworks as well as their contribution to the SDGs and Aichi targets. The Portal allows for the aggregation of results for global reporting and provides a mechanism to ensure alignment of the project portfolio with the IUCN Programme. Further development will occur in 2017 in the areas of work flow (project development, appraisal, approval and contract management) and monitoring and reporting.

3. Continuation of the rollout of the **administration portals of the ERP** (for travel and procurement).

The administration portals are currently operational in 50% of IUCN offices. Completion of the rollout will further increase process efficiency through workflow automation.

The costs of all of the above are included in the Global Information Systems Unit budget.

In addition to the above, as part of the IUCN Secretariat change management process, investment will be made in the implementation of a time management system, contacts management, and knowledge management. The annual investment cost of up to CHF 0.4m (CHF 1.2m over 3 years) will be limited to external costs (software and services) – no additional staff will be employed.

## Capital expenditure

### Wasaa Trust new building

IUCN owns the site of its East and Southern Africa Regional Office (ESARO). This consists of land of 11.5 hectares and office buildings.

The estate is owned and managed by the Wasaa Trust which is wholly controlled by IUCN. The ESARO office and various tenants pay rent to the Wasaa Trust for office space and services.

Following interest from conservation organizations in the Nairobi area to be located on the Wasaa estate IUCN undertook a feasibility study on constructing an additional office building. In parallel with this a competitive proposal process was run to select a design.

Consequently, the Trust is planning to construct a building with the following parameters:

- Total area: 700 square meters on 2 or 3 floors
- Total office space: 415 square meters
- Estimated cost: CHF 600,000 (KES 63,576,000)
- Estimated construction time: 10 to 12 months
- Estimated useful life: 50 years
- Estimated annual rental income: CHF 40,500 (KES 4,288,000) (based on 80% occupancy and KES 100 per sqft)

The market rent for office space in the surrounding area is between KES 100 – 140 per sqft. The estimated annual rental income is therefore a low estimation. 100% occupancy at 140/sqft would result in annual rental income of CHF 70,825 (KES 7,505,000).

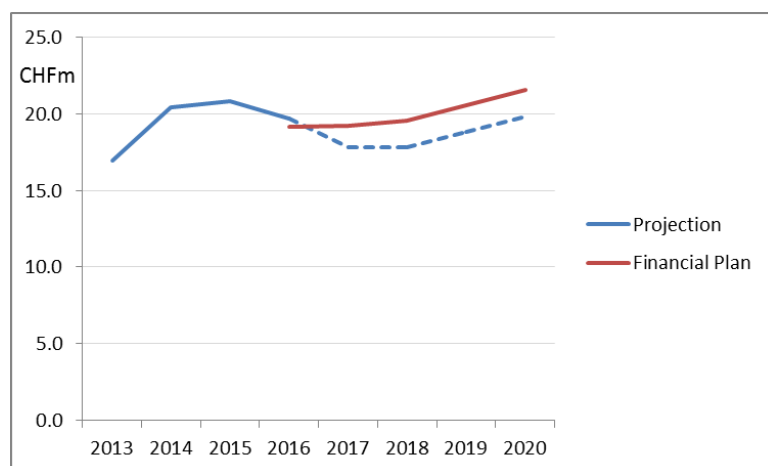
The building would be financed from reserves held by the Wasaa Trust. The investment has been assessed in accordance with standard investment criteria and it would yield a positive return. It would also help in ensuring the long term sustainability of the Wasaa Estate and provide an opportunity for the development of a vibrant conservation campus.

Note: The Wasaa annual budget is not included in the budget presented to Council but the annual results are included in the annual consolidated audited financial statements which are approved by Council.

## Reserves

Figure 13 shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 17.8m by the end of 2017, stay stable in 2018 and progressively rise to CHF 19.8m by the end of 2020.

**Figure 13: IUCN Reserves**



The long term reserves target set by Council is CHF 25m.

## Risks Inherent in the Work Plan and Budget 2017

The main risks for 2017 are:

### 1. Framework agreements

Of the total budgeted Framework income of CHF 11.4m, CHF 2.9 is currently secured by signed agreements. Although indications in support of the balance have been received from donors it remains a significant risk.

#### Mitigating action

This risk is being addressed through the IUCN Secretariat change process through increasing efficiency and by reducing costs, and by making IUCN more attractive to Framework donors through demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

**Risk level: High**

### 2. Delays in project implementation

Project expenditure is budgeted at CHF 119m (2016 budget: CHF 98m), considerably higher than in previous years and well above the forecast level of CHF 89m for 2016. This higher level of project expenditure may be justified as a result of an increase in grant making and implementing agency projects, however, it is a significant risk, particularly in relation to the management fees derived from projects (budgeted to increase from CHF 5.9m to CHF 7.4m) which fund core expenditure.



Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of central service costs recovered from the project portfolio, meaning a higher portion has to be funded from core income.

The fact that 26% of budgeted expenditure is from contracts not yet signed represents a significant risk as signing delays may occur and the start-up phase of projects is often longer than initially foreseen.

### **Mitigating action**

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 project contracts to the extent possible.

### **Risk level: High**

## **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, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

### **Mitigating action**

A provision of CHF 0.6m has been made in the 2017 budget for non-payment of membership dues. A Membership strategy will be developed during the course of 2017.

### **Risk level: Medium**

## **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 Swiss franc value of contributions will be lower than projected in the 2017 budget.

### **Mitigating action**

The risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements. In addition, part of the core budget is spent in Euros and US dollars, thus creating a natural hedge.

### **Risk level: low**

## **Director General's Objectives for 2017**

(Approved by the IUCN Council at its 92<sup>nd</sup> Meeting, February 2017)

### **Background**

At its 88<sup>th</sup> Meeting in April 2016, the IUCN Council modified the procedure for evaluating the Director General based on the Director General's objectives henceforth to be approved on an annual basis instead of biannually. At the same meeting, the IUCN Council approved the Director General's objectives for 2016.

The Director General's report on results achieved in 2016 can be found in Council document C/92/2/2.

The present document presents the Director General's objectives for 2017.

### **Issues and considerations**

## **DG Objectives for 2017**

During 2017, the Director General of IUCN will plan to focus on the seven priorities presented to Council in October of 2015.

It is to be recalled that these priorities are:

1. Programme and Operations
2. Membership
3. Policy, Knowledge, Science and Economics
4. Communication and Influence
5. Financial Sustainability
6. Secretariat Management
7. Governance Support
8. Thematic Priorities/New Horizons

## 1. Programme & Operations

### 1.1. Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes

#### 1.2. Results and Impacts

- Fully operating Project Portal, integrated with financial management systems delivering a comprehensive portfolio planning and monitoring platform tracking delivery, compliance, results and expenditures.
- Offer platform to Commission uploads in 2017 to similarly enable tracking of activities.

#### 1.3. 2017-2020 Programme

- Drive the rapidly growing portfolio of programmes and projects in line with the recently approved 2017-2020 quadrennial programme under the One Programme approach.
- Institute incentives and monitoring benchmarks to review programme delivery models and drive programmes to delivery mechanisms of (i) regional thematic initiatives, (ii) programmatically-aligned global portfolio approach and (iii) Implementing Agency Model (GEF, GCF) only deploying the small stand-alone for uniquely identified activities (most often research or species related).

## 2. Membership

### 2.1. Membership engagement

- Gear the IUCN Secretariat programme towards Members' direct benefits, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.
- For Members with no IUCN Secretariat implemented programme, strong engagement with the national Members in support of work on national priorities as well as a strong engagement with Regional and National Committees will be strengthened and closely monitored.

### 2.2. Membership Strategy

- Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.
- In view of prevailing donor trends, a review will also be undertaken of projected implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight. Should all major donor-country based National Committees go in that direction, with operations outside the national borders, it would profoundly change the nature of the current Union and its Secretariat.

## 3. Policy, Knowledge, Science and Economics

### 3.1. Strengthened integration of Commissions and Secretariat under the One Programme approach

- Specific deliverables agreed between Secretariat Focal Points and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to [One Programme principles](#).

### **3.2. Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.**

- Policy influencing engagement at all levels, national, regional and global processes (at global level including UNFCCC, CBD, CCD, CMS, IPBES, SDG indicator definitions, etc.). Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

### **3.3. Build a partnership for the creation of integrated biodiversity & conservation data management.**

- Progress on the building of a stable platform for IUCN entrusted data sets, (beginning with The IUCN Red List). A new stable platform is to be built to be more accessible and user friendly to non-specialists. This is a multiyear action.
- In close collaboration with relevant Commission Chairs and partners, continue discussions with holders of socio-economic data (UN Integrated Data Base; World Bank's DataBank and others) to explore deeper big data integration possibilities through data mashing, beginning initially with IUCN Red List. This is a multi-year task.

### **3.4. Knowledge: science and economics**

- Strengthen and integrate science and economics capacity of the Secretariat.

### **3.5. Roll out the first IUCN flagship report**

- Roll out of first report (similar in approach to Human Development Report, World Development Report, OECD Annual Report, etc.) with current topic treated in body of document and fixed, ranked datasets in annex.

## **4. Communication and Influence**

### **4.1. Enhanced communications and outreach**

- Continue effort to unify (defragment) the IUCN brand
- Overhaul 2016 Annual Report providing enhanced, more integrated and holistic content ensuring early issuance such that report has “shelf-relevance” through first half of 2017.
- Streamline look and feel of Regional Annual Reports.
- Continue to strengthen Communications capacity through continued strengthening of Communications Matrix with enhanced and more coordinated communications strategy across Secretariat, ensuring stronger global and regional messaging of global and regional programmes.
- Enhanced IUCN name recognition among primary target audiences through improved and more coordinated communication and outreach
- Strong profile on imperative of species extinction crisis, on nature based solutions, on imperative of ecosystem integrity, etc., through enhanced communication.

## **5. Financial sustainability**

### **5.1. Financially stable IUCN Secretariat**

- In view of the downward trend of framework core contributions, implement a variety of measures that will make the IUCN Secretariat more efficient and effective and less dependent on core framework donors in accordance with the 2017 budget. (See also below).

## 5.2. Framework donor management

- Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions.
- Continued outreach to potential framework donors (Canada, China and UAE)

## 5.3. Outreach to new potential funders

- Strengthen resource mobilization capacity with recruitment of new Strategic Partnership staff
- Continued outreach to Net Worth Individuals – US, China and Europe
- Enhanced outreach to US foundations
- Renew the IUCN Patrons network in support of IUCN's 2017-2020 Programme.

## 5.4. Ambitious programme delivered to and approved by GEF and GCF

- In partnership with the GEF, deliver on the Global Commons initiative, thus highlighting the imperative of nature conservation as a core
- A programme amounting of about \$30 million is being finalized for submission and approval by the GEF in 2017. In parallel, the programme for the GCF is being developed with a goal of receiving approval for project development grants totaling \$3 million and a programme of around \$25 million in 2017.

## 5.5. Invigorated programmes with IFI partners

- Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.

## 5.6. Moving further on the development of financial vehicles for conservation finance/natural capital investments

- Following the launch of the Coalition for Private Investment in Conservation (CPIC) at the WCC in Hawaii, IUCN has moved forward with key members and partners (TNC, Naturevest, GEF, Credit Suisse, EIB, CI and others) to move the five CPIC thematic areas forward with the 2017 goal of having designed investable blueprints by year end. The IUCN managed Secretariat for CPIC will continue to support this innovative partnership.

## 6. Secretariat Management

### 6.1. Staff morale, performance excellence and strengthening leadership and integration across silos

- Through regular staff updates, Global Town Halls, monthly communications and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture. It is recognized that keeping morale high at the time of change is always a challenge.
- Invest in leadership awareness and development through annual 360s for all IUCN managers.

### 6.2. Change management at IUCN Secretariat

- Following an extensive period of analysis and assessment through 2016, changes, reforms and efficiencies are being rolled out in 2017. Changes will be implemented under four headings:

- Operational Effectiveness – with a focus on roll out of (i) global & regional hubs for finance, HR and IT; (ii) process standardization; (iii) enhanced efficiency and quality fiduciary controls
- Programme delivery – with a focus on roll out of (i) effectiveness and impact through clearly differentiated global/regional roles; (ii) enhanced quality relevance and impact of IUCN generated knowledge; wholesale delivery models and (iv) clearly defined priorities (“business lines”) for thematic programme teams
- Resource mobilization and Cost Recovery – with a focus on roll out of (i) continued engagement with framework donors; (ii) development of partnerships with donors on global priorities; (iii) standardized IUCN costing models; (iv) enhanced data on results and impacts.
- Organizational structures – with a focus on roll out of (i) enhanced synergies among global/regional structures; (ii) consolidation of corporate services (HR, IT, admin, Finance) while maintaining regional geographic footprint.

### **6.3. Finalize WWF lease which will enable WWF move-in**

- Throughout 2016, the lease discussions have been ongoing between the two DGs. 2017 should see the lease signed and the actual move-in of WWF to the IUCN building.
- The move will require densification and reorganization of the IUCN Gland office space.

### **6.4. Systematic review and reassessment of IUCN legal status in key office locations**

- After more than 20 years of non-progress regarding intergovernmental status for IUCN in Bonn, this was finally achieved in early 2017 through DG leadership during 2016. A number of other office locations are in a similar legal limbo and in urgent need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. During 2017, the DG will focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

### **6.5. Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2017, building on significant progress made in 2016. Below some of the most significant of these.**

- **HR reforms** during 2017 include the following: Review of the following policies and guidelines: Recruitment; Training; Expatriates; Internships; Compensation; Grievance; Retirement; International Mobility. In addition, additional reforms, new initiatives and programmes will include a revamped Performance Management policy; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a Leadership Development programme for Managers and Directors; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.
- **Finance management and information system reforms** during 2017 include the following: Revised Finance Manual; Insurance Policy; IS Security Policy;

Global, Local and Wireless Network Policy; Global IS Help desk/support as well as an Email policy.

- **Science and Knowledge reforms** during 2017 include the establishment of a Publications Committee, convened by the Science and Economic Knowledge Team, to provide quadrennial and annual pipelines of Secretariat publications to be assigned ISBNs. This will significantly expand the remit of the Editorial Board, established in 2016.
- **Legal and policy related reforms** during 2017 include the following: Revised Delegation of Authority Policy; Guidelines for the establishment of IUCN's presence; Policy for the establishment of IUCN's offices worldwide; Procedure for retaining external legal counsel; Guidelines for contract drafting, review and negotiation; as well as templates for consultancy agreements for (1) self-employed and (2) companies.

## 7. Supporting Council on Governance Reforms

### 7.1. Supporting Governance reforms

- The Council and its Committees will move forward the reforms. The DG will lend a strong supportive voice and hand to help ensure that the agreed reforms are implemented and to voice her views should backsliding appear to happen.

## 8. Thematic Priorities/New Horizons

### 8.1. Thematic priorities/horizon areas

- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will place greater emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital
  - With the strengthening of the science/economics intersect, the DG will continue to leverage the imperative of enhanced understanding of the role of nature in our economic systems.
- Deliver on NBS in response to climate change
  - Following the delivery of the elements of a Climate Change Strategy in 2016, this will now be rolled out across the IUCN programme during 2017.

**92<sup>th</sup> Meeting of IUCN Council – February 2017**  
**Programme and Policy Committee of Council (PPC)**  
**8 February 2017 Gland (room: Red List A)**  
**AGENDA Item 5.1**

**Wednesday February 8<sup>th</sup>**

**5.1 Opening of the meeting**

Interim PPC Chair Jan Olov Westerberg opened the meeting with welcome remarks and then addressed procedural matters and suggested a slight change in the order in which the agenda items will be taken up. PPC agreed to address item 5.1.3.4 *Implementation of the Hawai'i Commitments* before 5.1.3.3 *Follow-up to the 2016 Congress Resolutions in the general specific Resolutions requiring action from Council*.

**5.1.1 Terms of Reference of the PPC**

Two main issues were considered under this agenda item: (i) the Terms of Reference of the PPC (TORs) and (ii) Task Forces under the Committee.

On the first item, Councillors had before them the draft Terms of Reference (TORs) contained in document C/92/4/1. These were largely based in the TORs of previous quadrennials with the necessary adjustments to reflect the tasks of this current Committee based on lessons learnt.

Discussions revolved around the PPC providing advice to Council on private sector engagement (item 9 of TORs) and the pertinence and desirability of considering other issues, in particular engagement with indigenous organizations as they constitute a new membership category. Due to possible overlap with the work of the Governance and Constituency Committee (GCC), the Chair proposed to defer this issue until the next meeting to have time to consult with Chairs of other Council Committees.

It was decided to explicitly include in the TORs that the PPC provides advice to Council on the Commissions' work plans, as this is currently in the Council Handbook but was not reflected in this document.

**Draft Council Decision**

The IUCN Council, on the recommendation of the Programme and Policy Committee, **Adopts** the Terms of Reference of the Programme and Policy Committee with the following amendment:

6. *Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;*

On Task Forces, it was recalled that the previous Committee recommended the continuation of the Private Sector Task Force. Furthermore, there was consensus that the Gender Task Force and Resolutions Task Force are no longer needed and that a Climate Change Task Force (with different TORs) is still relevant and its continuation desirable.

There was a proposal to create additional Task Forces on two emerging and cross-cutting issues, namely: i) food systems, and ii) the urban dimensions of conservation. It was agreed to consider the creation of Task Forces in light of the implementation of the 2016 Resolutions (Agenda item 5.1.3.4).



Before moving to the next item, the Committee was informed by John Robinson, Vice-President of the Council, that the Nominations Committee was recommending that interim PPC Chair and Vice-Chair be formally elected as Chair and Deputy Chair. PPC agreed to this recommendation and officially elected Jan Olov Westerberg as Chair of PPC and Amran Hamzah as Deputy Chair.

### 5.1.2 Draft 2017 IUCN Plan and Budget

After a brief presentation by Alex Moiseev from the Secretariat, PPC considered the draft 2017 IUCN Work Plan. In discussions, PPC members acknowledged the progress made to date, including on showing delivery against the Sustainable Development Goals and the Aichi Targets. PPC noted that some areas could be strengthened, through a stronger core narrative and more sharpness and detail, and also by including some missing references especially on the biodiversity-health linkages (SDG 3) and the People in Nature (PiN) initiative.

Following discussions, PPC recommended that: Council approve the IUCN 2017 Workplan with some of these missing elements included

#### **Draft Council decision**

The IUCN Council, on recommendation of the Programme and Policy Committee, **Approves** the IUCN 2017 Workplan taking into account the suggested additions to be reflected in the revised Workplan document.

### 5.1.3 Specific Programme Policy and issues

#### **5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one**

When introducing this item, the Chair reminded PPC that this discussion is an on-going process. He referred to the suggestions received from Councillor Masahiko Horie on the motions process.

Maximilian Mueller on behalf of the Secretariat briefly presented an overview of the IUCN motions process in 2016 and the participation from Members in comparison with previous Congresses. He highlighted the process of follow-up based on various assessments carried out, including the surveys involving Secretariat staff, Reflections from the 2016 Congress Resolutions Committee and feedback. Based on these initial lessons learned, a draft timeline for Congress preparation and a possible onsite structure are being discussed. It was stressed that all options are being considered at the moment and that some changes might actually need changes to the Statutes.

PPC welcomed the update and expressed appreciation for the Secretariat's support throughout the motions process in 2016.

#### **5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the One Programme Approach)**

Jane Smart on behalf of the Secretariat presented an update on the Member Pledges, which were done at the 2016 Hawai'i Congress. As only a very limited amount of pledges had so far been received, the Secretariat suggested that this might not be the most appropriate/best vehicle for the objective of strengthening the One Programme Approach in implementing the 2017-2020 Programme.

The Secretariat then presented a short analysis on how Secretariat / Commissions and Members are currently working together on a number of topics.

In reconsidering the way of facilitating the One Programme Approach the Secretariat suggested to focus on the following elements:

- Look at existing / successful partnerships with legal structure (e.g.: Red List and KBA partnerships)
- Ensure coherence with a new Membership Strategy under development
- Assess the potential of Congress Resolutions to report on programme delivery

Some views and comments were made on why the pledges survey done at the 2016 had not received much traction and it was felt that the main reason had been lack of sufficient understanding of the purpose of the exercise.

The PPC took note of the good information provided by the Secretariat and encouraged the continuation of work aimed at strengthening Members' engagement in the delivery of the Programme. The Secretariat will be providing regular annual reports to Council on this topic.

#### **5.1.3.4 Implementation of the Hawai'i Commitments**

Mark Smith on behalf of the Secretariat provided an overview of how the Hawai'i Commitments are being activated through the IUCN Programme. He noted that many of the Commitments already had an anchor in the Secretariat programmes and in Commissions. For the Commitments which are of a cross-cutting nature, notably climate change and food systems, he highlighted the steps being taken to move them forward as strategic priorities as earlier outlined by the DG in her report to Council.

PPC members welcomed the update, pointed out some gaps in mapping (e.g. CEESP/WHP on spirituality, SSC in wildlife trafficking) and suggested that a task force mechanism could be used possibly to help flesh the cross-cutting themes further.

#### **5.1.3.3 Follow-up to the 2016 Congress Resolutions in the general specific Resolutions requiring action from Council**

Maximilian Mueller presented the general strategy for implementation after motions are adopted and become IUCN's Resolutions and Recommendations. He mentioned the designation of a Secretariat Focal Point, a Commission Focal Points and possibly continue with the nomination of Member representatives to act as focal points as now requested at the time of submission of motions. It is desirable that Members, Commissions and Secretariat report annually on activities contributing to implementation of Resolutions. These reports will assist PPC in providing systematic oversight and strategic guidance where needed.

The presentation then focused on the Resolutions that require specific action from Council and specified those that PPC needs to pay special attention to, including: Resolution 001 on retirement of obsolete Resolutions and Recommendations, 029 on the establishment of an urban alliance, 030 on ICCAs, 045 on primary forests, 052 on Astola Island as a Marine Protected Area, 056 on the Paris Climate Change Agreement, 075 on the role of indigenous cultures, and 086 on synthetic biology.

PPC made the following recommendations in respect of these Resolutions:

**On Resolution 001 PPC recommends that the DG reports back to Council at its next meeting on progress made and presents a proposal on a step-wise process to follow-up to this Resolution.**

**On Resolution 018**, PPC considered that it doesn't need a particular decision at this

moment.

**Resolution 029** calls for the establishment of an IUCN Urban Alliance chaired by a Councillor. A proposal was made to establish a Task Force under PPC that will guide and link to the Urban Alliance recognizing that there are many facets of the urban work throughout IUCN. The Task Force will have more of a scoping role and should be limited in time.

**PPC decided to establish a “core group” of this Task Force, chaired by Jonathan Hughes, with participation of Commission representatives and which will have as its first task the development of the TORs to scope how the IUCN Urban Alliance would look like and how it would be resourced, among other things.**

Members of PPC who expressed interest in being part of this core group include: John Robinson; Sean Southey, Amran Hamzah and Carlos Durigan.

**Resolution 045** calls for continuation of the Primary Forest Task Team under Resolution 5.060 which is on-going. PPC agreed that it will need to monitor how this moves forward.

**Resolution 052** has no special requirement for PPC but the recommendation is that WCPA in particular follows this up.

**Resolution 056** on the Paris Climate Change Agreement calls for the consideration of a governance mechanism to follow-up to the previous Climate Change Task Force of Council.

**PPC agreed to establish a small core group of PPC members, chaired by Ana Tiraa, which would work on the TORs for a Task Force and would take into consideration the linkages not only to Resolution 056 but also to the Hawaii Commitments.**

Other PPC members who expressed interest to be part of this core group include Angela Andrade and Kristen Walker. A suggestion was made that former Councillor Brendan Mackey be considered as member of this Task Force, but it was pointed out that this step will have to wait until the TORs are defined.

**Resolution 075** provides an opening to pursue further work on indigenous peoples and local communities' issues especially given the current context (the Report of the UN Special Rapporteur on Human Rights has been released). The general view of PPC is that perhaps a proper task force is not needed but the suggestion is that CEESP (through its Chair) works with the Secretariat in preparing an update on indigenous peoples' and local communities' work within IUCN to be presented to PPC/Council in a future meeting. The Secretariat recalled that the Director General had already alluded earlier in the day to the large amount of work that is on-going on this issue.

#### **Draft Council Decision**

The IUCN Council, on the recommendation of the Programme and Policy Committee, **recommends** that the Chair of CEESP works with the Secretariat and other Commission members to assess what Council should do or could do in response to WCC-2016-Res- 075.

**Resolution 086** calls for the development of a synthetic biology policy based on an initial assessment study. The Secretariat mentioned that the SSC is already working on putting in place the process for this assessment. There is no action needed from PPC/Council at this stage until the assessment is completed and presented to Council.

Recalling the discussions, the PPC Chair summarized the recommendations regarding establishment of Task Forces as follows:

- The Private Sector Task Force should continue, chaired by John Robinson; PPC members who wish to be part of it include: Jonny Hughes and Kristen Walker
- An IUCN Urban Alliance Task Force “core group”, chaired Jonny Hughes, is established and should make the relevant connections to the Urban Alliance established under

Resolution 029

- A Climate Change Task Force “core group” is established, chaired by Ana Tiraa.

PPC noted that the Resolutions Task Force and the Gender Task Force are not to be continued at this moment.

PPC also noted that it would be desirable to have an assessment on IUCN’s engagement on food systems to inform the possible establishment of a Task Force in the future. The Secretariat recommended waiting for the next Council meeting to get an update on this issue as this is being discussed at the moment.

Noting that discussions are being held at the moment, PPC decided not to put forward a recommendation for the establishment of a Task Force on food systems.

#### **5.1.4 Input to the strategic objectives and priorities of Council 2017-2020**

Noting that this discussion is still on-going in Council, PPC did not propose any recommendation on this issue.

However, in reference to the earlier discussion under **agenda item 5.1.2** concerning stronger reflection of the biodiversity-health dimensions (SDG 3) in the implementation of the IUCN Programme 2017-2020, a request was made to the Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the inclusion of health dimensions in the work of IUCN.

The meeting was adjourned at 18:40.

**Report of the Finance and Audit Committee to the 92<sup>nd</sup> Council Meeting**

1. Approval of the agenda

The FAC approved the agenda as presented.

2. Terms of Reference of the FAC

The FAC reviewed the draft ToR.

Members made the following points:

A Council member who had previously not been assigned to be a member of FAC introduced himself and said members from Western Europe had asked him to represent them in FAC. It is noted that the FAC now has 13 members and the PPC has one less member.

Based on the recommendations of the nominations committee, Rick Bates be recognised as a second Deputy Chair of the FAC. This is done with a view of complementing the NGO skills represented at the leadership of FAC with Government skills. This was accepted by FAC.

3. Financial forecast 2016

The CFO presented the forecast result for 2016. A deficit of CHF 0.8m was forecast. These are forecast figures and final results will be presented to FAC and Bureau after the financial statements are audited by the statutory external auditors.

The key items causing the deficit were a reduction in framework income of CHF 1.8m compared to budget, an increase in the level of provisions required for membership dues (CHF 0.6m) following the rescission of Members at the World Conservation Congress, an increase in the level of provisions for projects and other losses (CHF 0.6m) and a one off adjustment (CHF 0.4m) following the introduction of changes to the Swiss accounting law.

The additional costs were offset by a surplus from the Congress (CHF 1.3m). This was due to higher registration income than budgeted and various expenditure savings in the areas of travel, hotels and translation and tax benefits.

The CFO also presented the results of the investment portfolio, noting a return of 1.04% on the portfolio for 2016. This was in line with market conditions and the low risk nature of the portfolio.

Comments from members of the FAC:

A member asked if it was usual for Congress to have a surplus. The CFO noted the last three congresses have yielded surpluses as a result of prudent management and planning. Location might also be a factor for the 2016 Congress.

The Director General noted that members rescission is covered by the IUCN statutes and discussions on this issue are better handled by the GCC rather than FAC.

A member asked about the implication of underspending of project expenditure in relation to cost recovery, which is expected to be on target. It implies that the staff time has been utilized however the project delivery may not be achieved. The Secretariat noted that the low level of project activities compared to budget figures maybe a result of optimistic budgeting. The project portal will provide more analytical information in the future. This will be further evaluated and reported on once the results for the year are concluded.

In reference to the investment portfolio, the Treasurer indicated it is based on two key principles: capital preservation and liquidity. The portfolio target growth is set at 1% above the CHF LIBOR (London Interbank Offered Rate). The current CHF LIBOR is -0.75% so the return on investment of +1.04% for IUCN is comparatively very good. The current investment management policy has proved to be robust in the face of volatile market conditions and the portfolio is well managed. However, the Treasurer observes that FAC will in the next 2 years be asked to re-evaluate the management of the investment funds by way of inviting competitive bids from fund managers and either chose a new fund manager or retain the current manager.

The Treasurer reminded the committee that the previous Council set a target of 25 million for reserves. As the project portfolio grows, there is increased operational and financial risk and reserves are IUCN's insurance policy.

#### 4. Resource mobilization update

The Director of the Strategic Partnerships Unit provided an update on resource mobilisation.

The Resource Mobilization is largely based on a strategy of:

- Design tailored strategy to meet big donor priorities (e.g. KfW, BMU and USAID);
- Enhanced and new engagement with foundations (e.g. MacArthur, Vulcan, MAVA and Arcus)
- Strengthening IUCN's "Implementing Platform" for entities such as EC, GEF, GCF, and World Bank
- Reduce transaction cost with bigger programmes (e.g. BIOPAMA).

There are risks inherent in relying on Framework funding for the period 2017-2020 including declining budgetary allocations for ODA, and other factors such as administration changes in the US and South Korea.

Patrons of Nature are key resources for IUCN not only by their annual subscription but also by being able to open doors for IUCN to access sources of funding.

The FAC and the Council at large is urged to assist the Secretariat in accessing funding from State members and other entities that the members are affiliated to.

Comments from members of the FAC:

The Chair acknowledges the difficulty to get unrestricted funds and Council will do its part to assist the Secretariat.

A member stated IUCN, while very good at reaching out to the scientific community, needs to improve on engaging members in project implementation which could potentially enhance

resources mobilization. The Secretariat noted IUCN continues to engage members as much as possible in both formulation and implementation of projects.

In response to a member, the Secretariat concurred IUCN should look at ways of approaching both central (federal) and local (state or city) governments to raise further resources, especially based on changes in funding priorities of some central governments.

In response to a member's question, the CFO indicated that GEF caps funding to organisations like IUCN at 20% of the overall portfolio. To grow the funding from GEF, IUCN will need to grow other sources of funding in the project portfolio.

### 5. Draft 2017 IUCN Work Plan and Budget

The CFO presented the 2017 budget. He noted that the total expenditure budget was CHF 149m comprising CHF119m of project expenditure and CHF 30m of core expenditure. A deficit of CHF 2m was budgeted, comprised of an operational deficit of CHF 0.4m, organisational change costs of CHF 1.0m, change management cost of CHF0.2m and systems investments of CHF 0.4m.

It was noted that the key risks for the budget are:

- Framework Agreements not being signed in time or at all
- Delays in Project implementation which could reduce the administrative fees IUCN is able to charge while increasing costs of retaining project paid staff
- Non-payment of membership dues

The budget on Project expenditure is forecasted at CHF 119m compared to CHF 96m budget in 2016. This is mainly based on a growing number of contracts for grant making mechanisms being signed or under negotiations including BIOPAMA phase 2, SOS phase 2 and KfW funded grant for Protected Areas in Southern Africa. Project Spending show an increased engagement with Implementing Partners, most of who are IUCN members.

Comments from members of the FAC:

A member suggested there should be a separate line for the Commissions, over and above the regional and global programme funding that are currently shown in the allocations of funds table.

A member asked about the risk for IUCN as an implementing agency. The CFO indicated that IUCN carries both reputational and financial risks through implementing partners, specifically delivery of project output and risk of funds being incorrectly spent. To mitigate this, due diligence tests are carried out before engaging entities as implementing partners

The Treasurer noted that there is little scope to change the budget. IUCN will have the same platform resources as in previous years to monitor a larger programme resulting in more strains on the organisation. The 2017 budget has more unknowns than in previous years (e.g. unsigned framework contracts).

A member expressed concern the reserves would be used to cover the exceptional costs. The budget deficit is due to diminishing revenue and the member's concern is that the focus should be to raise funds.

The Treasurer indicated the exceptional costs will have a positive return on the investment because it is a one-off expense. Reserves are by nature intended to cover such exceptional

costs. CHF1.6 million investment in exceptional costs is estimated to produce CHF 3.5 million savings per year. If measures are not taken now, in four years' time, the reserves will be depleted.

The Director General noted that various corporate functions have grown organically and focussed realignment is necessary.

A member asked how the capital expenditure in Nairobi could be replicated in other locations. The CFO responded it was not IUCN's policy to invest in capital investments. The property in Nairobi was a bequest to and is owned by a Trust, WASAA Trust, fully controlled by IUCN.

The FAC agreed to recommend that the Council approves the 2017 budget but noted that one member voiced a dissenting concern on exceptional cost item of 1.6 M CHF that will be drawn from the reserve He requested this item to be further investigated by an independent entity before approval of such item.

The Finance and Audit Committee recommends that Council APPROVES the 2017 Budget.

**Draft Council decision**

Council, on the recommendation of the Programme and Policy Committee and the Finance and Audit Committee, APPROVES the IUCN 2017 Workplan and Budget.

6. Commission financial rules

The CFO introduced the Commission Financial Rules. He noted that the first version of the Financial Rules had been approved by Council in April 2016 and that this covered the used of the Commission Operating Funds and funds received by the Secretariat for Commission activities.

The rules had now been revised to include three new sections:

- 1) Income and expenditure received / incurred by other entities on behalf of IUCN Commissions
- 2) In-kind contributions from other organisations to Commission activities
- 3) Financial reporting requirements

Comments from members of the FAC:

Members noted with varying iterations of the document, positive strides have been made towards finalising the Commission Rules. There are a few items remaining to be agreed upon.

The FAC decided, based on a request by present commission chairs, to defer this item until such a time as it is agreed between commissions and the secretariat and approved remotely by FAC, but not later than 31 March 2017.



The Finance and Audit Committee requests that the Secretariat works with the Commission Chairs to finalise the Financial Rules by 31 March, including review by FAC and approval by Bureau.

7. Update from the Head of Oversight

The Head of Oversight presented her report covering audits undertaken and key findings, advisory services provided, the risk register and risk control and investigation activities.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

8. Update from the Legal Adviser

The Legal Advisor presented her report covering her role and significant legal cases.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

9. Input to the strategic objectives and priorities of Council 2017-20

The FAC asked the members to provide suggestions on the strategic objectives and priorities of Council and received the following for plenary discussion:

1. Facilitating access to potential donors
2. Providing support and guidance to Secretariat in order to ensure that:
  - Project reporting tools are effective
  - Working on securing restricted framework monies through bilateral development budgets (and ensuring that programs and projects are linked to development budgets)
3. Continue to improve our governance processes
4. To ensure that drawing on the reserve to cover costs is the ultimate last choice and to build a clear strategy on how to rebuild the drawn reserve.

The Finance and Audit Committee recommends the following strategic objectives and priorities for consideration by council:

10. Any other business

There being no other business the meeting closed at 19:00.

**Report of the Governance and Constituency Committee to the 92<sup>nd</sup> Council Meeting**  
**8 February 2017, 14:00-18:00, Main room, IUCN HQ, Gland**

**Members of the Governance and Constituency Committee:** **Chair:** Jennifer Mohamed Katerere, **Deputy Chair:** Jenny Gruenberger Pérez, **Members:** Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Michael Hosek, Sixto J. Incháustegui (absent), Ali Kaka, Tamar Pataridze, Líder Sucre (absent), Youngbae Suh.

**Secretariat Focal Point:** Enrique Lahmann, Global Director Union Development Group, Luc De Wever, Senior Governance Manager, Fleurange Gilmour, Membership Coordinator, Sarah Over, Communications Manager, Union Development Group.

<p><b>Approval of Terms of Reference of the GCC (REP)</b></p> <p>Committee Members wished to ensure that the One Programme Charter was specifically mentioned in the TORs. There was also discussion on the GCCs oversight role regarding HR policies of the Union.</p> <p>Wording was proposed for both matters. However, notwithstanding broad agreement on this within the GCC on these, it was decided to bring this decision to plenary to avoid overlaps with the other Committees.</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p><b>DRAFT COUNCIL DECISION (TO BE REPORTED THROUGH VERBAL REPORT)</b>  The IUCN Council,  On the recommendation of the Governance and Constituency Committee,  Adopts the Terms of Reference of the Governance and Constituency Committee as amended.</p> </div>	
<p><b>GOVERNANCE ISSUES:</b></p> <p><b>Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one (INF)</b></p> <p><b>Enrique Lahmann</b> and <b>Pamela Grasmann</b> presented some statistics and feedback from the World Conservation Congress 2016 with a quick focus on gender balance and sponsored delegates' programme, two items that had been considered by the previous Council. There was also a quick summary of the lessons learnt and recommendations coming out and a general outline for the 2020 Congress.</p> <p><i>Background information: The <a href="#">2016 IUCN Congress Participant Survey Report</a>, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also <a href="#">Reflections from the 2016 WCC Resolutions Committee</a> received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These documents will inform Council at future meetings when considering Congress related matters. The detailed <a href="#">results</a> of the <a href="#">Congress gender mainstreaming strategy</a> are published on the Congress website.</i></p> <p><b>GCC expressed its appreciation for the work undertaken by the Secretariat in the organisation of event and took note of the selection process timeline for the 2020 Congress.</b></p> <p><b>GCC will ensure that the Congress is a regular item on its Agenda to help ensure a successful Congress in 2020 that addresses recommendations of the survey and other member concerns.</b></p>	
<p><b>Follow-up to 2016 Congress Resolutions requiring specific action from Council:</b></p> <p>Out of the 96 Resolutions approved in Hawai'i, 12 require action from Council. Out of these 12, two require follow-up by GCC. These are the following:</p>	<p align="right"><a href="#">C/92/5.1.3.3</a></p>

<p><a href="#">WCC-2016-Res-003</a>: mandates the Council to establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN (<b>REP</b>)</p> <p>GCC discussed the process for the establishment of the working group.</p> <p>The GCC requests expressions of interest from Councillors in order to establish a pre-working group. This group will make an assessment of gaps and needs and will identify IUCN Members who should be invited and also secretariat staff with experience and commission members as they see fit. The group will establish TORs. GCC guidance is that we need to work on the definitions and begin a process of developing consensus around a workable definitions of local and regional governments for the Union.</p> <p>Hilde Eggermont has expressed an interest but not as Chair.</p> <p><a href="#">WCC-2016-Res-002</a>: recognizes the Global Group for National and Regional Committee Development (<b>INF</b>)</p> <p><b>Enrique Lahmann</b> provided some background information regarding to the Global Group for National and Regional Committees.</p> <p>GCC took note of a report from the first meeting of the Global Group for National Committees, held on 18 January 2017, from Chris Mahon, Board member of the United Kingdom National Committee. (Report attached as an Annex)</p> <p>GCC recommends to Council to adopt the decision as amended.</p> <p>Jenny Gruenberger was appointed as the Council member to participate in the Global Group.</p> <div data-bbox="119 1077 1197 1473" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p><b>DRAFT COUNCIL DECISION (INF)</b></p> <p>The IUCN Council,</p> <ul style="list-style-type: none"> <li>• Notes the results of the inaugural meeting of the Global Group for National and Regional Committee Development established pursuant to WCC-2016-Res-002;</li> <li>• Recognizes the Global Group, <b>with the inclusion of a Council member</b>, as the body responsible for the implementation of WCC-2016-Res-002 and takes note of the estimated budget;</li> <li>• Looks forward to receiving annual updates on the progress in the implementation of WCC-2016-Res-002;</li> <li>• <b>Council offers its support</b> all IUCN Members and Committees involved, as well as the Secretariat, for their continued engagement and support for the development of National and Regional Committees.</li> </ul> </div>	<p><a href="#">(and C/92/5.3.2.2) Resolutions requiring action by Council</a></p> <p><a href="#">C/92/5.3.2.2/2 Report from the first meeting of the Global Group for National Committee Development</a></p>
<p><b>Adoption in 2<sup>nd</sup> reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations (INF)</b></p> <p>A new membership category, Indigenous peoples' organisation, was created, following approval by Members in Hawai'i, of Resolution 004 (Including indigenous peoples' organisations in the structure of the Union).</p> <p>Even though changes to the IUCN Statutes and Rules of Procedures were approved in Hawai'i and are already in place, there are changes to be made to the Regulations which were approved in first reading by Council in April 2016 (<a href="#">decision C/88/12</a>).</p> <p>As per the IUCN Statutes, any proposed amendment to the Regulations shall be adopted by a two-thirds majority of the vote cast at each of two successive periodic meetings of the Council (Article 101(c) of the Statutes). After the first meeting of Council in which the amendment(s) is (are) approved, changes are communicated to Members which can submit comments or objections. To date, no comments or objections have been received except a letter from the Sustainable Forestry Initiative supporting these changes and the creation of the new membership category.</p> <p>GCC considered these changes to the Regulations regarding IUCN membership for indigenous peoples' organisations and recommends to Council do adopt the changes in second reading.</p>	<p><a href="#">C/92/5.3.2.3 Amendments to the Regulations</a></p>

<p><b>DRAFT COUNCIL DECISION (INF)</b>  The IUCN Council,  <i>On the recommendation of the Governance and Constituency Committee,</i>  <u>Adopts</u> in 2nd reading the amendments to the Regulations consequential to the adoption by the 2016 World Congress of the amendments to the Statutes enabling IUCN membership of indigenous peoples' organizations (IPO).</p>	
<p><b>Revision of the Council Handbook required by <a href="#">Council decision C/88/7</a> (INF)</b> (Council Agenda Item 12)</p> <p>In April 2016, the Council approved “Enhanced practices and reforms of IUCN's governance” (Council decision C/88/7) and requested that the Council Handbook be updated accordingly.</p> <p>The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council drew the GCC's attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed.</p> <p>These are 3 tools that were included in the previous handbook.</p> <ol style="list-style-type: none"> <li>1. A Performance tool. 2 pages requiring Councillor signature as a demonstration of commitment (it repeats a lot of information contained elsewhere in the code of conduct).</li> <li>2. Councillor activity report. Format for requiring Councillors to submit a written report at every meeting of the Council. Global, regional and national level of activities. Created in 2003 to engage Councillors more in IUCN.</li> <li>3. Self assessment for IUCN councillors. This has been used. Satisfaction about Council meetings.</li> </ol> <p>Should these be kept, discarded or amended?</p> <p>The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau.</p> <p>The proposal of the Secretary to Council is to recommend Council to request the Bureau to approve the Handbook once the GCC and Vice-Presidents have made their recommendations on the questions for guidance presented in the Council document.</p> <p>The Chair proposed to set up a sub-group to work with the secretariat (Luc De Wever) to deal with this.</p> <p>Tamar Pataridze volunteered and offered to take the lead on this matter.  Mamadou Diallo and Ali Kaka also volunteered.</p> <p>The sub-group will report back to the full GCC within two months (by 8 April 2017). The sub-group will formulate an updated assessment tool to present to the rest of GCC.</p>	<p><a href="#">C/92/5.3.2.4</a>  <a href="#">Revision of the Council Handbook</a></p>
<p><b>Council input to the Management Response to the <a href="#">External Review 2015</a> (on aspects related to IUCN governance) (INF)</b></p> <p>As required by Council decision C/88/7, the Council will receive the Management Response to the <a href="#">External Review 2015</a> in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions.</p> <p>Luc De Wever explained that following an External Review, many recommendations were made about the Union. Draft management response has been presented to Council. DG summarised what she will do. See Narrative. Two Governance aspects were raised but responses have already been drafted by Commission Chairs.</p> <p>Point 5a – Commissions – the chairs have drafted the response to these comments. Could consider that they have responded on GCCs behalf.</p>	<p><a href="#">C/92/5.3.2.5</a>  <a href="#">Management Response to the External Review 2015</a></p>

<p>Point 5b – national and regional committees, membership strategy. For both, this will be part of the membership strategy.</p> <p>The GCC agrees, that the draft responses already provided are satisfactory and do not wish to comment further on the report.</p>	
<p><b>CONSTITUENCY ISSUES:</b></p> <p><b>Decision on membership applications, including applications deferred from the previous Council (<a href="#">Council decision C/90/3</a>) (REP)</b></p> <p>There are 31 new membership applications to be considered, including 3 that received objections in 2016 and were deferred by the previous Council (International Fund for Animal Welfare (IFAW)-USA, Tajjijn (AITA Foundation)-China and Window to Environment Association, Lebanon.</p> <p><u>REQUIRED ACTION BY GCC:</u> The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council on:</p> <p>a. 28 new membership applications, which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;</p> <div data-bbox="118 831 1197 1003" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p><b>DRAFT COUNCIL DECISION (REP)</b> The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the admission of 28 organisations and/or institutions applying for membership.</p> </div> <p>tions, which each received two objections in July 2016.</p> <div data-bbox="118 1111 1197 1346" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p><b>DRAFT COUNCIL DECISION (REP)</b> The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Defers</u> the admission of Tajjijn (AITA Foundation) and Window to Environment Association, to its next meeting.</p> </div> <p>the International Fund for Animal Welfare (IFAW)</p> <p>GCC did not reach an agreement on the re-application to membership by the International Fund for Animal Welfare and requests Council to discuss and decide on this application.</p> <div data-bbox="118 1485 1197 2063" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p><b>DRAFT COUNCIL DECISION (REP)</b> The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the admission of the International Fund for Animal Welfare (IFAW) as a Member; and <u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote, through an electronic vote to take place in 2017.]  [Defers the admission of the International Fund for Animal Welfare to its next meeting]  [Rejects the admission of the International Fund for Animal Welfare (IFAW)]</p> </div>	<p><a href="#">C/92/5.3.3.1 Admission of IUCN Members</a></p> <p>b. 2 new membership applications</p> <p>c. 1 re-application for membership from</p>
<p><b>Membership in Category C – indigenous peoples’ organizations: membership dues and</b></p>	<p><a href="#">C/92/5.3.3.2</a></p>

## transfer between Membership Categories of current indigenous peoples' organization Members (INF)

[Membership in Category C](#)

Following the creation of a new Category C (Indigenous peoples' organisations) GCC was required to make a recommendation to Council regarding the transfer from Category B (NGO) to C (IPO) of the current IUCN Members which qualify for the Indigenous peoples' organisations membership category.

GCC was also required to make a recommendation regarding membership dues for that new category.

The Governance and Constituency Committee was invited to:

1. recommends to council that the existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous Peoples' Organisations (IPO).
2. Recommends to Council for that the 2017-2020 membership dues for Indigenous Peoples' Organisations (IPO) be approved.
3. Recommends to Council to review the 2021-2024 dues for IPOs in time for consideration by the 2020 Congress.

### DRAFT COUNCIL DECISION (INF)

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Approves the list of existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO).

Approves the 2017-2020 membership dues for Indigenous peoples' organisations.

Requests the Finance and Audit Committee and the Governance and Constituency Committee to review the 2021-2024 dues for Indigenous peoples' organisations in time for consideration by the 2020 Congress.

### List of existing IUCN Members in Category B to be moved to Category C

Organisation name	Country
1) Agencia para el Desarrollo de la Mosquitia	Honduras
2) Asociación Ak'Tenamit	Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya SOTZ'IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica	Ecuador
5) Edith Kanakaole Foundation	United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal Amaraeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena	Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)	South Africa
9) Inuit Issittormiut Siunnersuisoqatigiiffiat (International NGO Member)	Greenland
10) Inuit Tapiriit Kanatami	Canada
11) Kua'aina Ulu 'Auamo	United States of America
12) North Australian Indigenous Land and Sea Management Alliance Limited	Australia
13) Bolipara Nari Kalyan Somity	Bangladesh
14) Gram Unnayon Sangathan	Bangladesh
15) Fundación Laguna Lachuá	Guatemala



### Appeals against [Council decision C/88/21](#) to admit the Born Free Foundation and reject the membership application of the Animal Legal Defense Fund (REP)

Council Members were informed in October 2016, that two appeals had been received from at least 10 IUCN Members eligible to vote:

- 1) against the Council decision to admit the Born Free Foundation as IUCN Member (appeal was initiated by the International Council for Game and Wildlife Conservation and supported by 13 other IUCN Members); and
- 2) against the Council decision to reject the membership application from the Animal Legal Defense Fund (appeal was initiated by ALDF and supported by 10 IUCN Members).

Note that on 8 February 2017, the Secretariat has received a request from ALDF to withdraw its appeal with the idea to reapply for membership in 2019. Therefore, GCC is no longer requested to discuss this case today.

According to Article 10 of the Statutes *“The World Conservation Congress shall have the right to reverse the Council’s decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.*

*All matters within the competence of the World Congress may be decided by mail ballot (Article 94).*

In October 2016, following the e-mail from the President on that matter, Council agreed to discuss this matter during its meeting in February.

The two options are:

- a. To refer the appeal to the 2020 Congress; or
- b. To submit the appeal to an electronic vote of the IUCN membership in conformity with Regulation 94.

In the case that option b) is recommended, provide its feedback to the Secretariat regarding the timeline for the e-vote.

#### **DRAFT COUNCIL DECISION (REP)**

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Submits the appeal to Council decision C/88/21 admitting the Born Free Foundation to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.

Timeline for the electronic Vote:

Step in Process	Proposed dates
<p><b>The appeal, together with the question on which to vote, are presented to IUCN Members</b></p> <p>The communication will include posting all information on the Union Portal including:</p> <ol style="list-style-type: none"> <li>1. The application for IUCN membership by Born Free Foundation (BFF)</li> <li>2. The objections submitted by the IUCN Members before 8 September 2015</li> <li>3. BFF reply to the objections</li> <li>4. Additional questions asked by the Governance and Constituency Committee (GCC)</li> <li>5. Reply by BFF to those additional questions</li> <li>6. The Council decision and its rationale</li> <li>7. The appeal against IUCN Council's decision to admit BFF as IUCN Members</li> </ol> <p>The process will start with an online discussion on the Union Portal (similar to the online discussion of the motions prior to the 2016 Congress). After the online discussion, an electronic ballot will be conducted in accordance with Regulation 94.</p>	<p><b>1 March 2017</b></p>

[C/92/5.3.3.3 Appeals against Council decisions regarding membership applications \(with Annex I to IV\)](#)

[C/92/5.3.3.3 with Annex V to X](#)

<p><b>Opening of online discussion</b> Opening of the online discussion for IUCN Members. The discussion will be monitored by the Legal Adviser who will make sure the discussion is transparent and respectful.</p>	<p><b>8 March 2017</b></p>	
<p><b>First notice to IUCN Members</b> about electronic ballot (6 weeks after communication by DG and 8 weeks before the date of opening of the electronic ballot – Regulation 94)</p>	<p><b>12 April 2017</b></p>	
<p><b>Second notice to IUCN Members</b> about electronic ballot (3 weeks after the first notice – Regulation 94)</p>	<p><b>3 May 2017</b></p>	
<p><b>Close of online discussion</b></p>	<p><b>24 May 2017</b></p>	
<p><b>Electronic vote</b></p>	<p><b>7 June 2017 – 21 June 2017</b></p>	
<p><b>Publication of results</b></p>	<p><b>by 5 July 2017</b></p>	
<p><b>Recognition of National and Regional Committees (INF)</b></p> <p>The United States of America National Committee has submitted its complete application which has been reviewed by the Secretariat. The application for Council's recognition was supported by 61 Members from USA (out of 117).</p> <p><b>REQUIRED ACTION:</b> The Governance and Constituency Committee recommends to Council to officially recognise the United States of America National Committee which has submitted full application documents and fulfils the requirements of the IUCN Statutes and Regulations.</p> <div data-bbox="119 1055 1197 1240" style="border: 1px solid black; background-color: #e0f2f7; padding: 5px;"> <p><b>DRAFT COUNCIL DECISION (INF)</b> The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the recognition of the United States of America National Committee of IUCN Members.</p> </div>		<p><a href="#">C/92/5.3.3.4 Recognition of National Committees</a></p>
<p><b>Transfers between membership categories and Members changing their name (INF)</b></p> <p>The Secretariat has received a request from the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate.</p> <p>According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category.</p> <p>In addition, some Member organisations have changed their legal name. It is the usual practice to inform GCC/Council of such changes.</p> <p><b>Enrique Lahmann</b> will present this item in more details.</p> <p><b>REQUIRED ACTION:</b></p> <ol style="list-style-type: none"> <li>1. Make a recommendation to Council regarding the request from two current IUCN Member, Office National des Forêts (National Forest Office) in France and Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate;</li> <li>2. Take note of the change of name of eight current Member organisations and inform the Council of these name changes.</li> </ol>		<p><a href="#">C/92/5.3.3.5 Change of category and name of IUCN Members</a></p>



<p><b>DRAFT COUNCIL DECISION (INF)</b>  The IUCN Council, on the recommendation of the Governance and Constituency Committee,</p> <ol style="list-style-type: none"> <li>Approves the request from two current IUCN Members, the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga's City Council) in Spain to change their membership category from Government Agency to Affiliate.</li> <li>Takes notes of the change of name of eight current Member organisations.</li> </ol>			
<b>Member ID</b>	<b>Country</b>	<b>Previous name</b>	<b>New name</b>
ST/1062	Burkina Faso	Ministère de l'Environnement et des Ressources Halieutiques (Ministry of the Environment and Ministry of Water Ressources)	Ministère de l'Environnement, de l'Economie verte et du Changement Climatique (Ministry of the Environment, Green Economy and Climate Change)
NG/924	Israel	Hai-Bar Society for the Establishment of Biblical National Wildlife Reserves	Israel Nature and Heritage Foundation
ST/41	Denmark	Ministry of Environment and Food	Ministry for Food and Environment, Agency for Water and Nature Management
NG/1158	Ecuador	Centro de Educación y Promoción Popular (Popular Education and Promotion Center)	Centro de Educación y Promoción Social y Profesional (Center for Education and, Social and Professional Improvement)
GA/25374	Sri Lanka	Ministry of Agriculture, Agrarian Development, Minor Irrigation, Industries and Environment (Western Province)	Ministry of Agriculture, Land, Irrigation, Fisheries, Animal Product & Health, and Agrarian Development – (Western Province)
NG/203	USA	Zoological Society of San Diego	San Diego Zoo Global
NG/24933	The Netherlands	Alertis, Stichting voor Beer en Natuurbescherming (Alertis, Fund for Bear and Nature Conservation)	Bears in mind
NG/25554	USA	Cornell Plantations	Cornell Botanic Gardens
<p><b>Update on the IUCN membership and on the preparation of a membership engagement strategy (INF)</b></p> <p>Note that the membership engagement strategy is referred to in the <a href="#">IUCN Programme 2017-20</a> (pp. 47).</p> <p>Enrique Lahmann explained that he is meeting the Leadership Team to discuss some ideas in terms of what the content the membership strategy should be and the questions that need to be asked. What should the Secretariat do to engage with Members at different levels, closer interaction with the National and Regional Committees, the Private Sector.</p> <p>He explained that he hoped the GCC would be very much involved.</p> <p>The Chair suggested she start an e-mail discussion within the committee to identify some priorities and based on those, propose a form on how the GCC wishes to collaborate with the UDG on this.</p> <p>At a later date, there will be an electronic meeting to decide on how to proceed.</p>			
<p><b>Information on the status of the work plan of the GCC 2012-16 (INF)</b></p> <p>The GCC will review the slides in order to have the information they need to support their discussion in Plenary on 9 February</p>			
<p><b>Input to the strategic objectives and priorities of Council 2017-20. (INF)</b></p>			

*GCC is requested to provide input for the Council discussion under Item 8 that will take place tomorrow. Priorities, objectives and elements of a Council work plan will be addressed. Has anyone a comment to make or something he/she would like to address?*

**The GCC has reviewed the slides in order to have the information they need to support their discussion in Plenary on 9 February.**

The GCC recommends by consensus the following strategic objectives and priorities.

1. Work to strengthen the “one programme approach” by developing indicators and benchmarks in relation to the governance and constituency.
2. Membership strategy and related governance issues; this strategy is mentioned in all documents, but it’s not clear how it will be done. We need:
  - a. A process for Council and Member engagement to identify key issues early in the process.
  - b. GCC values a process for early, strategic engagement.
  - c. Key issue: How to engage the members to hear their voice better.
  - d. Agreement in Germany is commended. It is note that in Southern Africa several offices had a similar status (this was important for influence of regional policy and strong government membership) but was adversely affected by previous restructuring, and effective downgrading of offices to project offices
3. Strengthen Membership – consider:
  - a. Position paper on benefits of being a member including the linkage between members.
  - b. Strategic reflection on state members and diverse factors impacting on secure membership including status of regional work and regional and country offers
  - c. Strengthen diversity of membership given new proposed strategic direction, Membership engagement and strengthen capacity of members to engage in one programme approach.
  - d. Strengthen relationship between state members and NGO members.
4. WCC: Review and strengthening of WCC. Format of the congress in the context of the changes in the union Consensus building and voting on the congress - needs more deliberation.
5. The statutes need to be reviewed with members (around the membership and voting)
6. Oversight of restructuring process and impact of the union constituent parts, including members (and state members) and oversight of the human resources policy.
7. Proposed Task Force/ Working group.
  - a. Revision of Statutes
  - b. Youth engagement
  - c. National and Regional Committees
  - d. Revision of Handbook (as appropriate)
  - e. One Programme Charter and strengthening of Governance (Working Group)
8. Propose for Council to discuss at its next meeting whether Governance and constituency - two big topics – should have separate committees. Council to discuss the pro and cons on splitting governance and constituency

Remind Council that they have statutory option to include an additional member. Discuss this, taking into account gaps including diversity, youth engagement. This could come from outside the conservation sector.

#### **Letters of Endorsement**

The practice related to letters of endorsement that was endorsed by Council in 2013 needs to be amended to include IPOs:

*“With the purpose of protecting the interest of IUCN Members and preserving the integrity of the membership admission process, a **minimum of two letters of endorsement** shall be submitted together with the applications from any non-governmental organizations and indigenous peoples’*

*organisations applying for IUCN Membership. Endorsers shall be any IUCN Member in good standing, recognized IUCN National or Regional Committees, IUCN Councillors or Honorary Members, providing that, in the case of these last two groups, any formal or informal relationships with the applicant are detailed and disclosed at the time of endorsement”.*

**DRAFT COUNCIL DECISION (INF)**

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Endorses the revised practice, related to the letters of endorsement, which is part of the overall membership application review process.

The meeting was adjourned at 19.30.

**Enmiendas al Reglamento de la UICN**

*Aprobadas por el Consejo de la UICN en segunda lectura durante su 92ª Reunión, febrero de 2017*

Disposiciones existentes en el Reglamento de la UICN	Enmiendas (con control de cambios) propuestas por el Consejo de la UICN	Nuevo texto propuesto en su forma modificada (todas las modificaciones 'aceptadas')
<p><b>Sección III - Miembros</b></p>	<p><b>Sección III - Miembros</b></p> <p><i>Añadir un nuevo subtítulo y disposición:</i></p> <p><u>Organizaciones de pueblos indígenas</u></p> <p><u>(Nuevo) Reglamento 5bis</u></p> <p><u>Cualquier organización nacional o internacional de pueblos indígenas que quiera ser admitida como Miembro de la UICN deberá cumplir, además de los requisitos previstos en los Estatutos, las condiciones siguientes:</u></p> <p><u>(a) ser una entidad sin fines de lucro de acuerdo con la legislación del Estado donde tenga su sede;</u></p> <p><u>(b) haber estado en activo un mínimo de tres años;</u></p> <p><u>(c) tener autonomía administrativa y de gestión;</u></p> <p><u>(d) estar constituida principalmente por pueblos indígenas.</u></p>	<p><b>Sección III - Miembros</b></p> <p><u>Organizaciones de pueblos indígenas</u></p> <p>Reglamento 5bis</p> <p>Cualquier organización nacional o internacional de pueblos indígenas que quiera ser admitida como Miembro de la UICN deberá cumplir, además de los requisitos previstos en los Estatutos, las condiciones siguientes:</p> <p>(a) ser una entidad sin fines de lucro de acuerdo con la legislación del Estado donde tenga su sede;</p> <p>(b) haber estado en activo un mínimo de tres años;</p> <p>(c) tener autonomía administrativa y de gestión;</p> <p>(d) estar constituida principalmente por pueblos indígenas.</p>
<p><u>Procedimiento de admisión</u></p>	<p><u>Procedimiento de admisión</u></p>	<p><u>Procedimiento de admisión</u></p>
<p>Reglamento 7</p>	<p>Reglamento 7</p>	<p>Reglamento 7</p>
<p>Las agencias gubernamentales, las organizaciones nacionales e internacionales no</p>	<p>Las agencias gubernamentales, las organizaciones nacionales e internacionales no</p>	<p>Las agencias gubernamentales, las organizaciones nacionales e internacionales no</p>

<p>gubernamentales y los afiliados deberán enviar su solicitud de admisión al Director General, utilizando el formulario previsto a ese efecto por la Secretaría, y señalar en qué Categoría quieren ser admitidos. La solicitud deberá estar firmada por el responsable de la agencia, o la organización correspondiente.</p>	<p>gubernamentales, <u>las organizaciones de pueblos indígenas</u> y los afiliados deberán enviar su solicitud de admisión al Director General, utilizando el formulario previsto a ese efecto por la Secretaría, y señalar en qué Categoría quieren ser admitidos. La solicitud deberá estar firmada por el responsable de la agencia, o la organización correspondiente.</p>	<p>gubernamentales, las organizaciones de pueblos indígenas y los afiliados deberán enviar su solicitud de admisión al Director General, utilizando el formulario previsto a ese efecto por la Secretaría, y señalar en qué Categoría quieren ser admitidos. La solicitud deberá estar firmada por el responsable de la agencia, o la organización correspondiente.</p>
<p><u>Cotizaciones de los Miembros</u></p>	<p><u>Cotizaciones de los Miembros</u></p>	<p><u>Cotizaciones de los Miembros</u></p>
<p>[...]</p>	<p>[...]</p>	<p>[...]</p>
<p>Reglamento 23</p>	<p>Reglamento 23</p>	<p>Reglamento 23</p>
<p>Las cotizaciones de Miembros de las Categorías B y C serán determinadas por el Congreso Mundial a propuesta del Consejo.</p>	<p>Las cotizaciones de Miembros de las Categorías B, <u>y C y D</u> serán determinadas por el Congreso Mundial a propuesta del Consejo.</p>	<p>Las cotizaciones de Miembros de las Categorías B, C y D serán determinadas por el Congreso Mundial a propuesta del Consejo.</p>
<p><u>Elecciones: Presidente, Tesorero y Presidentes de Comisiones</u></p>	<p><u>Elecciones: Presidente, Tesorero y Presidentes de Comisiones</u></p>	<p><u>Elecciones: Presidente, Tesorero y Presidentes de Comisiones</u></p>
<p>Reglamento 30</p>	<p>Reglamento 30</p>	<p>Reglamento 30</p>
<p>Con cuatro meses de antelación a una reunión del Consejo, que se celebre al menos cuatro meses antes de la apertura de un período de sesiones ordinario del Congreso Mundial, el Director General invitará a los Miembros de las Categorías A y B a que presenten al Encargado de Elecciones propuestas de personas para su designación como Presidente, Tesorero, o Presidente de una Comisión. Tal invitación deberá ir acompañada de una lista con los nombres del Presidente, Tesorero y Presidentes de las Comisiones en activo, que estén en condiciones de ser reelegidos y estén dispuestos a aceptar la reelección. Las propuestas de personas para su designación como candidatas a Presidente</p>	<p>Con cuatro meses de antelación a una reunión del Consejo, que se celebre al menos cuatro meses antes de la apertura de un período de sesiones ordinario del Congreso Mundial, el Director General invitará a los Miembros de las Categorías A, <u>y B y C</u> a que presenten al Encargado de Elecciones propuestas de personas para su designación como Presidente, Tesorero, o Presidente de una Comisión. Tal invitación deberá ir acompañada de una lista con los nombres del Presidente, Tesorero y Presidentes de las Comisiones en activo, que estén en condiciones de ser reelegidos y estén dispuestos a aceptar la reelección. Las propuestas de personas para su designación como candidatas a Presidente deberán ser</p>	<p>Con cuatro meses de antelación a una reunión del Consejo, que se celebre al menos cuatro meses antes de la apertura de un período de sesiones ordinario del Congreso Mundial, el Director General invitará a los Miembros de las Categorías A, B y C a que presenten al Encargado de Elecciones propuestas de personas para su designación como Presidente, Tesorero, o Presidente de una Comisión. Tal invitación deberá ir acompañada de una lista con los nombres del Presidente, Tesorero y Presidentes de las Comisiones en activo, que estén en condiciones de ser reelegidos y estén dispuestos a aceptar la reelección. Las propuestas de personas para su designación como candidatas a Presidente deberán ser</p>

<p>deberán ser presentadas por Miembros con derecho a voto que representen al menos el 1% de la membresía global de la UICN. Al mismo tiempo, se invitará a los miembros de las Comisiones a que presenten propuestas al cargo de Presidente de sus respectivas Comisiones.</p>	<p>presentadas por Miembros con derecho a voto que representen al menos el 1% de la membresía global de la UICN. Al mismo tiempo, se invitará a los miembros de las Comisiones a que presenten propuestas al cargo de Presidente de sus respectivas Comisiones.</p>	<p>presentadas por Miembros con derecho a voto que representen al menos el 1% de la membresía global de la UICN. Al mismo tiempo, se invitará a los miembros de las Comisiones a que presenten propuestas al cargo de Presidente de sus respectivas Comisiones.</p>
<p>Reglamento 31</p> <p>El Consejo establecerá los criterios de valoración y perfiles para ocupar los puestos de Presidente, Tesorero y Presidentes de Comisiones. Estos criterios deberán comunicarse a los Miembros de las Categorías A y B y, en el caso de los Presidentes de las Comisiones, a los Comités Directivos de las mismas.</p>	<p>Reglamento 31</p> <p>El Consejo establecerá los criterios de valoración y perfiles para ocupar los puestos de Presidente, Tesorero y Presidentes de Comisiones. Estos criterios deberán comunicarse a los Miembros de las Categorías A, <u>y</u>B y <u>C</u>, en el caso de los Presidentes de las Comisiones, a los Comités Directivos de las mismas.</p>	<p>Reglamento 31</p> <p>El Consejo establecerá los criterios de valoración y perfiles para ocupar los puestos de Presidente, Tesorero y Presidentes de Comisiones. Estos criterios deberán comunicarse a los Miembros de las Categorías A, B y C y, en el caso de los Presidentes de las Comisiones, a los Comités Directivos de las mismas.</p>
<p>Reglamento 32</p> <p>El Consejo, tras considerar las propuestas de los Miembros de las Categorías A y B, no podrá presentar más de dos candidaturas a Presidente y a Tesorero. Los Miembros también podrán presentar directamente candidaturas al cargo de Presidente de conformidad con los Estatutos, siempre que tal petición sea recibida por el Director General al menos dos meses antes de la apertura del período de sesiones del Congreso Mundial.</p>	<p>Reglamento 32</p> <p>El Consejo, tras considerar las propuestas de los Miembros de las Categorías A, <u>y</u>B <u>y</u>C, no podrá presentar más de dos candidaturas a Presidente y a Tesorero. Los Miembros también podrán presentar directamente candidaturas al cargo de Presidente de conformidad con los Estatutos, siempre que tal petición sea recibida por el Director General al menos dos meses antes de la apertura del período de sesiones del Congreso Mundial.</p>	<p>Reglamento 32</p> <p>El Consejo, tras considerar las propuestas de los Miembros de las Categorías A, B y C, no podrá presentar más de dos candidaturas a Presidente y a Tesorero. Los Miembros también podrán presentar directamente candidaturas al cargo de Presidente de conformidad con los Estatutos, siempre que tal petición sea recibida por el Director General al menos dos meses antes de la apertura del período de sesiones del Congreso Mundial.</p>
<p>Reglamento 34</p> <p>El Consejo presentará en cada período de sesiones ordinario del Congreso Mundial las candidaturas al cargo de Presidente de cada Comisión, tras haber considerado las propuestas de los Miembros de las Categorías A y B, y de los miembros de la respectiva Comisión. Al presentarse las candidaturas se</p>	<p>Reglamento 34</p> <p>El Consejo presentará en cada período de sesiones ordinario del Congreso Mundial las candidaturas al cargo de Presidente de cada Comisión, tras haber considerado las propuestas de los Miembros de las Categorías A, <u>y</u>B <u>y</u>C, y de los miembros de la respectiva Comisión. Al presentarse las candidaturas se</p>	<p>Reglamento 34</p> <p>El Consejo presentará en cada período de sesiones ordinario del Congreso Mundial las candidaturas al cargo de Presidente de cada Comisión, tras haber considerado las propuestas de los Miembros de las Categorías A, B y C, y de los miembros de la respectiva Comisión. Al presentarse las candidaturas se</p>

tendrá en cuenta la necesidad de velar por que los titulares de estos puestos tengan un elevado prestigio profesional y procedan, en su conjunto, de una amplia gama de regiones.	tendrá en cuenta la necesidad de velar por que los titulares de estos puestos tengan un elevado prestigio profesional y procedan, en su conjunto, de una amplia gama de regiones.	tendrá en cuenta la necesidad de velar por que los titulares de estos puestos tengan un elevado prestigio profesional y procedan, en su conjunto, de una amplia gama de regiones.
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IUCN Members admitted by the IUCN Council at its 92nd meeting, February 2017

IUCN Statutory region	#	Organization name	Acronym	Country / Territory (IUCN Statutory State)	Member Category
Africa	1	Initiatives pour le Développement Intégré Durable (Initiatives of Integrated and Sustainable Development)	IDID	Benin	NG
	2	Service d'Appui aux Initiatives Locales de Développement (Support Service to Grassroots Development Initiatives)	SAILD	Cameroon	NG
	3	International Centre for Research on Agroforestry	ICRAF	Kenya	AF
Meso and South America	4	Associação de RPPNs e Outras Reservas Privadas de Minas Gerais (Association of Private Nature Reserves of Minas Gerais - Brazil)	ARPEMG	Brazil	NG
	5	Instituto Espinhaço - Biodiversidade, Cultura e Desenvolvimento Socioambiental (Instituto Espinhaço - Biodiversity, Culture and Environmental Development)	Instituto Espinhaço	Brazil	NG
	6	WRI Brasil	WRI Brasil	Brazil	NG
	7	Así Conserva Chile	ACCh	Chile	NG
	8	Fundación para la recuperación y fomento de la Palma Chilena (Recovery and promotion of Chilean Palm Foundation)	FURPACH	Chile	NG
	9	Derecho, Ambiente y Recursos Naturales (Law, Environment and Natural Resources)	DAR	Peru	NG
North America and the Caribbean	10	Florida Association of Zoos & Aquariums, Inc.	FAZA	United States of America	NG
	11	International Wildlife Crimestoppers, Inc.	IWC	United States of America	NG
	12	Wildlife Protection Solutions	WPS	United States of America	NG
	13	Yellowstone to Yukon Conservation Initiative	Y2Y	United States of America	IN
South and East Asia	14	Community Development Centre	CODEC	Bangladesh	NG
	15	Fisheries Action Coalition Team	FACT	Cambodia	NG
	16	Beijing Xicheng District Evergreen Center For Sustainable Development	Evergreen	China	NG
	17	Guangdong Operation Earth Environmental Service Center	OE	China	NG
	18	Haikou Municipal Government	HKMG	China	GA
	19	Biodiversity And Nature Conservation Association	BANCA	Myanmar	NG
West Asia	20	Princess Alia Foundation	PAF	Jordan	NG
	21	Biodiversity and Environmental Research Center	BERC	Palestine	NG
East Europe, North and Central Asia	22	Nauchnoe obschestvo Tetis (Научное общество "Тетис") - (Tethys Scientific Society)	Tethys	Kazakhstan	NG
	23	Fundatia Carpati (Carpathian Wildlife Foundation)	CWF	Romania	NG
West Europe	24	SHARKPROJECT Germany e.V.		Germany	NG
	25	Mesogeiaiko Institutouto gia ti Fysi kai ton Anthropon (Mediterranean Institute for Nature and Anthropos)	MedINA	Greece	NG
	26	Awtoritá għall-Ambjent u r-Riżorsi (Environment and Resources Authority)	ERA	Malta	GA
	27	Marinecultures.org	MC	Switzerland	IN
	28	TREE AID		United Kingdom	IN

IN International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)  
 NG National Non Governmental Organizations

GA  
 AF



## Annex 12

### Existing IUCN Members moving from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO)

(Approved by the IUCN Council at its 92<sup>nd</sup> Meeting, February 2017)

Organisation name	Country
1) Agencia para el Desarrollo de la Mosquitia	Honduras
2) Asociación Ak'Tenamit	Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya SOTZ'IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica	Ecuador
5) Edith Kanakaole Foundation	United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal Amarakaeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena	Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)	South Africa
9) Inuit Issittormiut Siunnersuisoqatigiifiat ( <i>International NGO Member</i> )	Greenland
10) Inuit Tapiriit Kanatami	Canada
11) Kua`aina Ulu`Auamo	United States of America
12) North Australian Indigenous Land and Sea Management Alliance Limited	Australia
13) Bolipara Nari Kalyan Somity	Bangladesh
14) Gram Unnayan Sangathan	Bangladesh
15) Fundación Laguna Lachuá	Guatemala



# Item 2: Report of the Director General

92nd Meeting of the IUCN Council  
Gland, 8-9 February 2017

# DG Priorities

- 1. Programme and Operations**
- 2. Membership**
- 3. Policy, Knowledge, Science and Economics**
- 4. Communication and Influence**
- 5. Financial Sustainability**
- 6. Secretariat Management**
- 7. Governance support**
- 8. Thematic Priorities/New Horizons**

# Dr Wolfgang E. Burhenne (1924-2017)



# Isidro Baldenegro López (1966-2017)



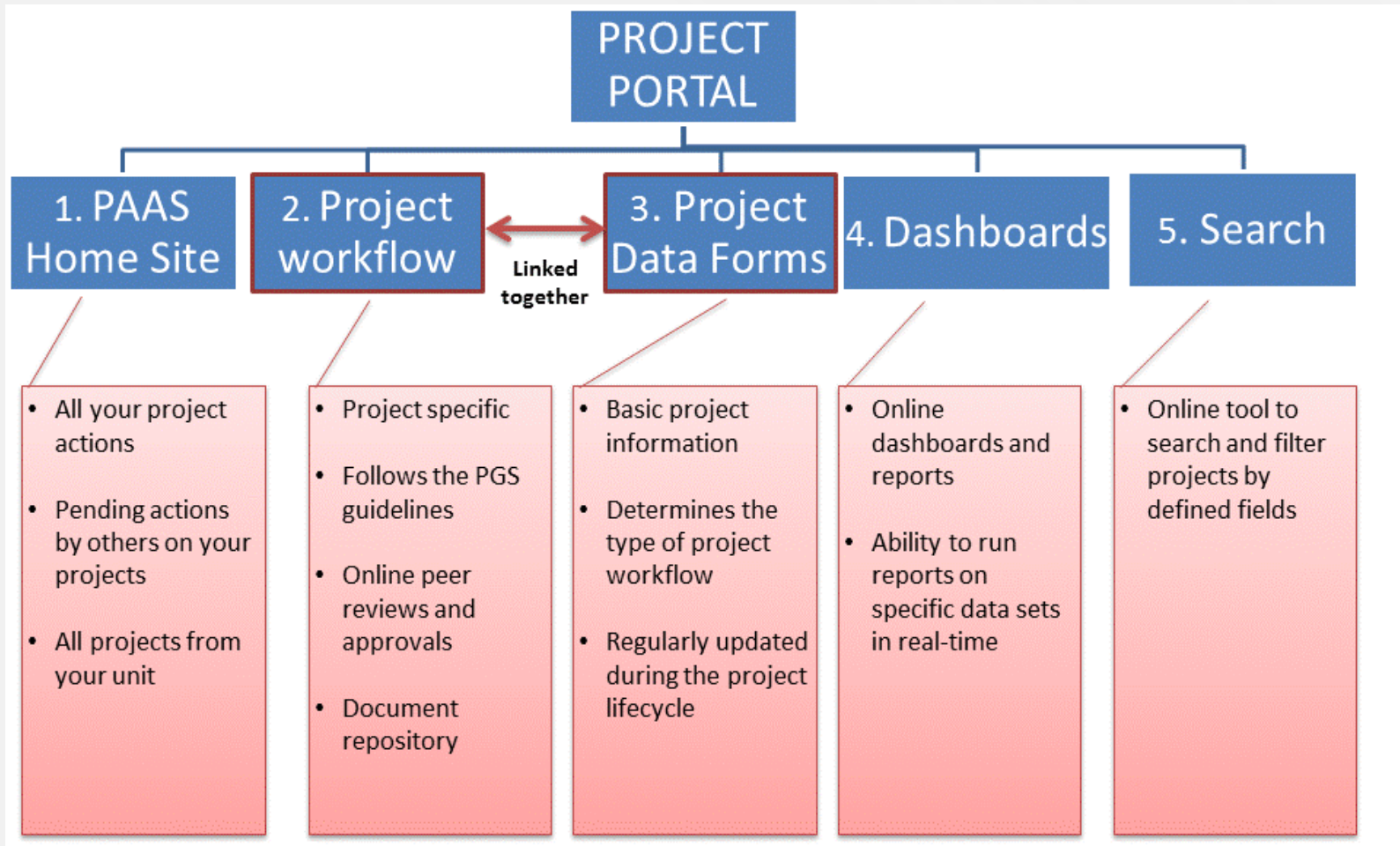
# Prof. Alexey V Yablokov (1933-2017)



# 1. Programme & Operations



## Results and Impacts





## Results and Impacts: roll-out of Projects Portal

### *2016 achievements*

- Data entered on project areas, beneficiaries, project themes, tools and actions, habitats, outputs and project financial information (650 project records completed)
- Financial data used to build part of Budget 2017 and reports on project links to SDGs and Aichi Targets in Work Plan 2017

### *Objectives for 2017*

- Fully operating Project Portal
- Offer platform to Commission uploads to similarly enable tracking of activities.

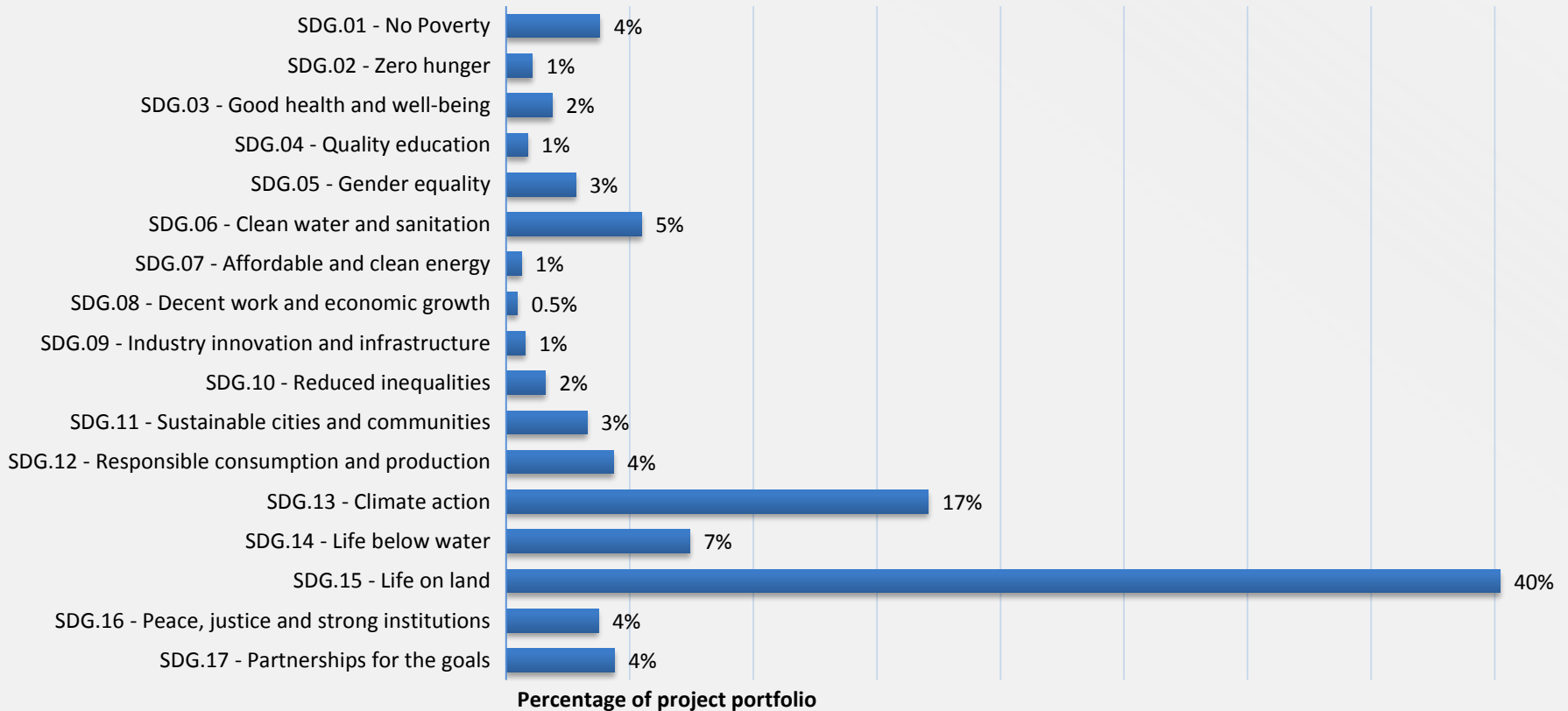
# IUCN Work Plan 2017

## Portfolio Contribution to Sustainable Development Goals (SDG)

Data shown for projected 2017 portfolio (B and C projects)

Data exported on: 11.01.2017

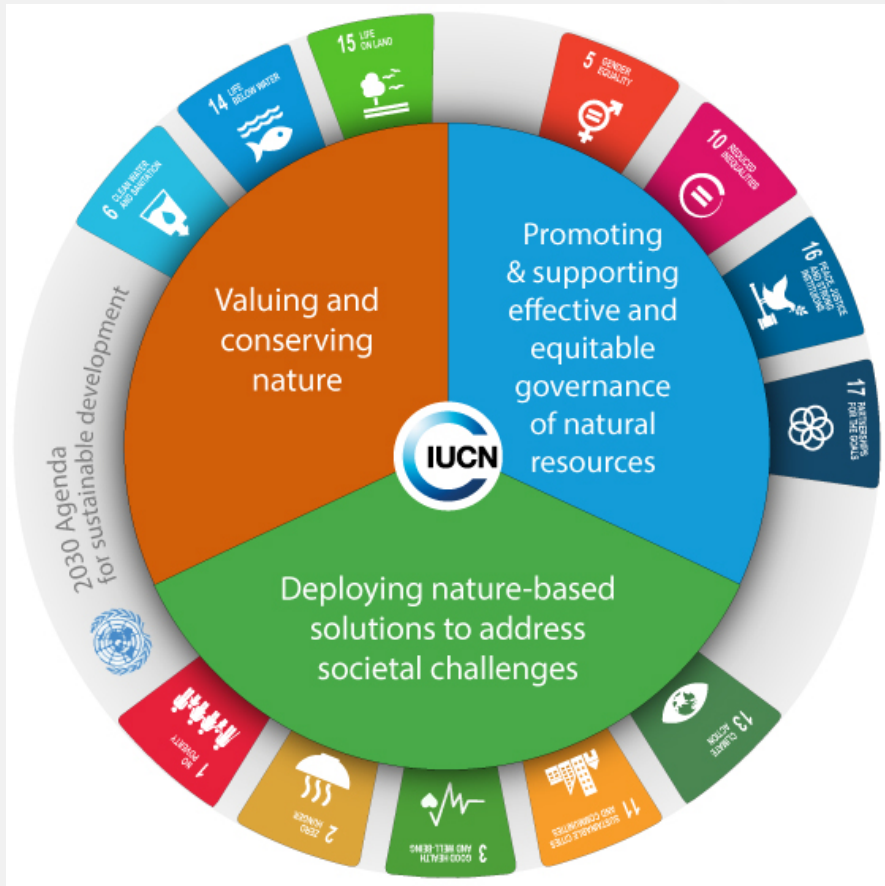
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# IUCN Work Plan 2017

- All IUCN Targets (30) mapped against SDGs and Aichi Targets & vice-versa
- This will be “hard-wired” into the Project Portal
- SDGs linkage in Portal designed to have project managers mainstream SDGs
- E.g, Target 1 on biodiversity knowledge (RLS, RLE, KBA, PP, and other) helps deliver SDGs 2.5, 14.2, 14.4, 15.4, 15.5, 15.7, 15.8

## 2017-2020 Programme



# 2017-2020 Programme

### *Achieved in 2016*

- IUCN Programme 2017-2020 aligns with SDGs & Aichi.
- Project Portal enables:
  - enhanced management of portfolio
  - Results tracking
  - Delivery mechanism tracking – and much more

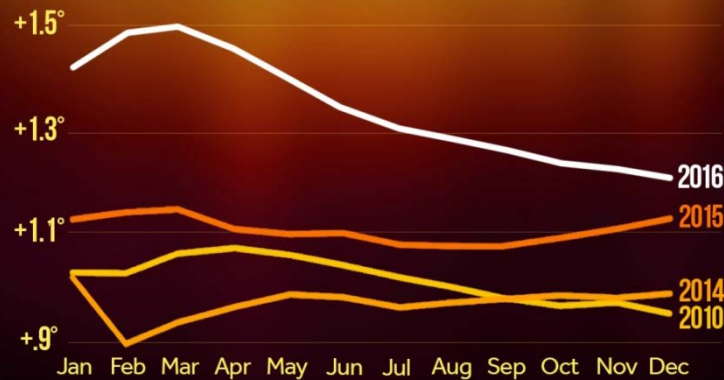
### *Objectives for 2017*

- Grow & deliver 2017-2020 Programme
- Institute incentives and monitoring benchmarks to review programme delivery models

## Strategic risks: introduction

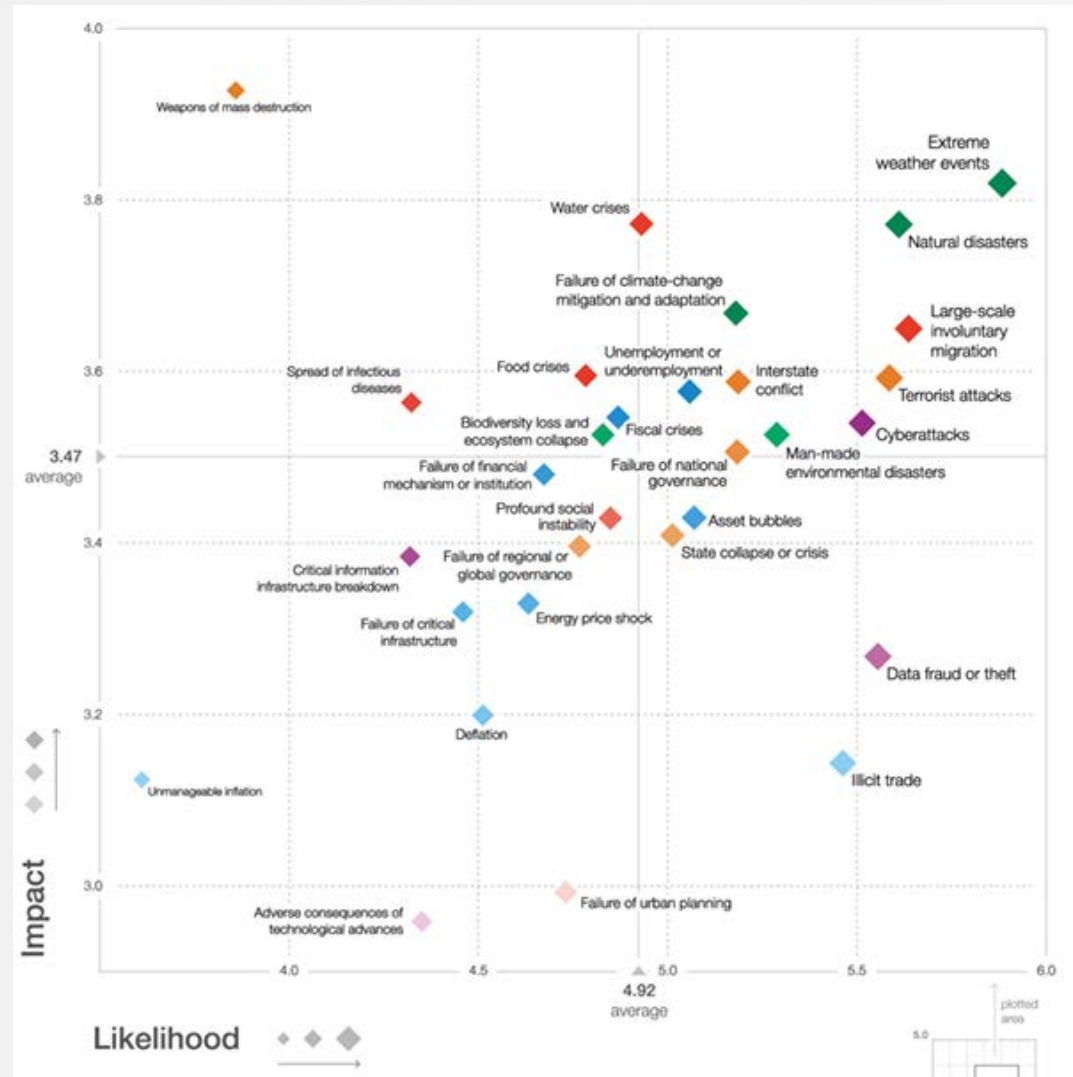
### 2016: HOTTEST START TO FINISH

Global Year-to-Date Anomalies (°C) From 1881-1910



Source: NASA GISS and NOAA NCEI global temperature data averaged and adjusted to early industrial baseline (1881-1910). Data as of January 2017.

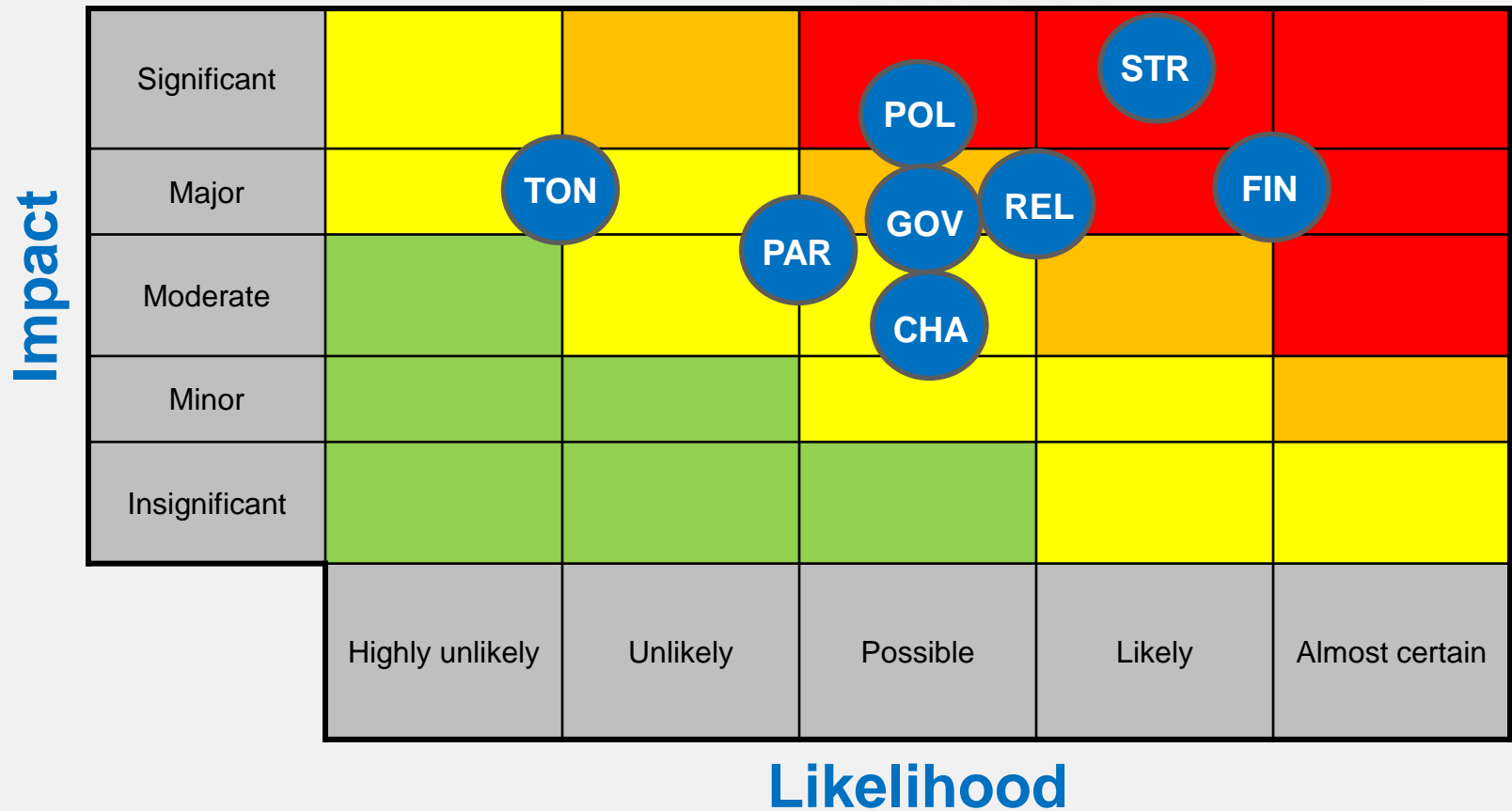
CLIMATE CENTRAL



## Identifying strategic risks

<p><b>Political risk</b> (POL)</p>	<p>Populists gaining more power in 2017 in the wake of the Brexit and results of the US election -- <i>e.g.</i> Unpredictable America, power vacuum in Europe (Brexit, France, Greece,...), erosion of multilateralism, “post truth” politics, war on science, delegitimized international organizations...</p>
<p><b>Financial risk, resource mobilization risk</b> (FIN)</p>	<p>Continued pressure in 2017 on the use of public funds owing to unresolved refugee crisis, economic downturn, pressure on the Euro, raised expectations from agencies (<i>e.g.</i> DFID, 2016) and political shifts. Impact on contributions to IUCN core funding</p>
<p><b>Relevance risk</b> (REL)</p>	<p>How does IUCN show relevance to the “global conversation?”</p>
<p><b>Partnership risk</b> (PAR)</p>	<p>Donor confidence, third-party relationships management</p>
<p><b>Corporate governance risks</b> (GOV)</p>	<p>Council adheres to enhanced practices and governance reforms carried out in 2016 and provides strategic direction functions</p>
<p><b>Tone at the top risk</b> (TON)</p>	<p>Responding to the need to show leadership</p>
<p><b>Structural risk</b> (STR)</p>	<p>Organic structure of the Union; some elements of Union with limited oversight and varying legal status; membership strategy</p>
<p><b>Change management risk</b> (CHA)</p>	<p>Importance of successful organizational change</p>

# Strategic risks: likelihood and impact heat map





## **2. Membership**

# Achieved in 2016: A successful Congress



IUCN  
World  
Conservation  
Congress  
Hawai'i 2016



# Achieved in 2016: a **successful Congress**

- 843 Members accredited
- High level participation
- +10,000 participants from 180 countries and increased participation from youth
- Engaging Forum
- Less time spent on voting Motions
- Successful implementation of revised Motions process
- Broadened IUCN brand
- First ISO 20121 certified IUCN event
- Hawai'i Commitments





## Achieved in 2016: a **successful Congress**



# Membership engagement: objectives for 2017

- Gear IUCN Secretariat programme towards Members' benefits
- Members with no IUCN Secretariat implemented programme, strong engagement with national Members in support of work on national priorities
- Strengthened engagement with Regional & National Committees



# Membership strategy: 2016 achievements

- **2016 baseline for Members involvement** : 60 % of projects being implemented in partnership with Members & 50% with Commissions
- **Continued collaboration** between Membership Unit, Regional and National Committees & new Global Group for National and Regional Committee Development
- Strengthened links established with **IUCN Netherlands**
- Union Development Group has started initial conversations on new **membership Strategy**

# Membership strategy: 2016 achievements...

New co-location arrangement in IUCN Building discussed with WWF



# Membership strategy: 2016 achievements...

## Full IO status of IUCN in Bonn



Jochen Flasbarth @JochenFlasbarth · 25. Jan.

Heute haben wir die UN-Stadt Bonn weiter gestärkt. @IUCN wurde als Internationale Organisation offiziell anerkannt!

GENERAL-ANZEIGER

**Bund stärkt  
UN in  
Bonn**

Neuer Rechtsstatus für  
Naturschutzunion IUCN



# Membership strategy: objectives for 2017

- Development and delivery of a new Membership Strategy
- Review of implications of de facto franchise modality of IUCN



# **3. Policy, Knowledge, Science & Economics**

## 2016 achievements

- Series of **science-policy dialogues** at UNHQ bringing messages from WCC & influencing broader UN SDG discourse
- Participated in work of developing **indicators for the SDGs**
- Active role in **intergovernmental and UN related processes**
- Papers have been prepared with SSC and RL partners to drive the **database integration vision**
- Process to develop a **new business model for IBAT** initiated
- Plans for the **flagship report** have progressed



## Objectives for 2017

- Specific **deliverables** agreed between Secretariat Focal Points and each of the Commission Chairs
- Policy influencing engagement at all levels
- Progress on building of stable platform for IUCN entrusted **data sets**
- Continue discussions with holders of **socio-economic data** to explore deeper big data integration possibilities
- Roll out of first **flagship report**
- Recruitment of a Chief Economist
  - Work closely with Chief Scientist in an integrated Science and Economic Knowledge Team, forming foundation for IUCN's **analytical leadership**

## Objectives for 2017... Establish Publications Committee for IUCN Secretariat publications

- Building on Editorial Board (2016)
- **Strategic direction** for Publication of IUCN
- Review quadrennial & annual **pipelines** of IUCN Secretariat publications (ISBN publications)





## Policy influencing in 2017: Oceans



# 4. Communications & Influence

# Communications: 2016 achievements

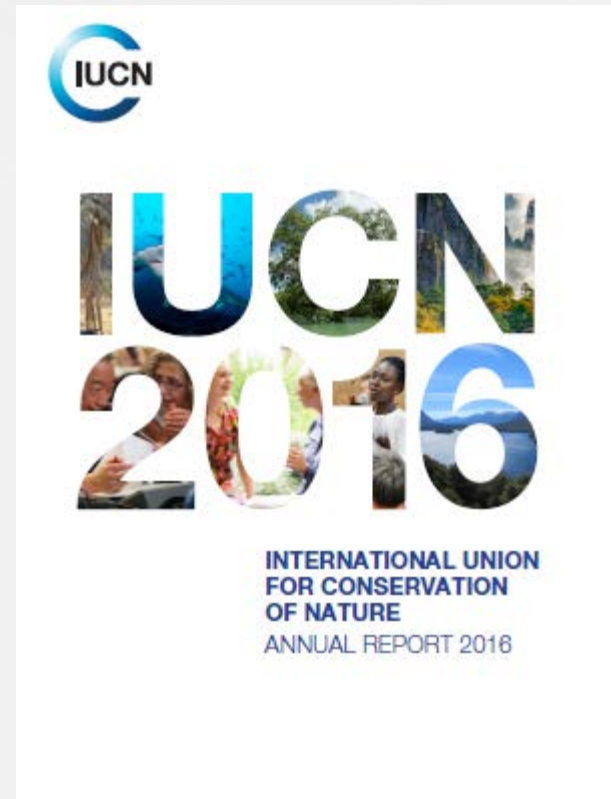
- Roll out of the **matrix** for corporate services
- **Policies** on media relations and web governance
- **Partnership with GEF** to promote Global Commons.
- New **website**
- **Annual report** redesign and timing change
- Increased following on **social media**
- IUCN Congress record-setting global **communications impact**
- Creative content **partnership with National Geographic Society**





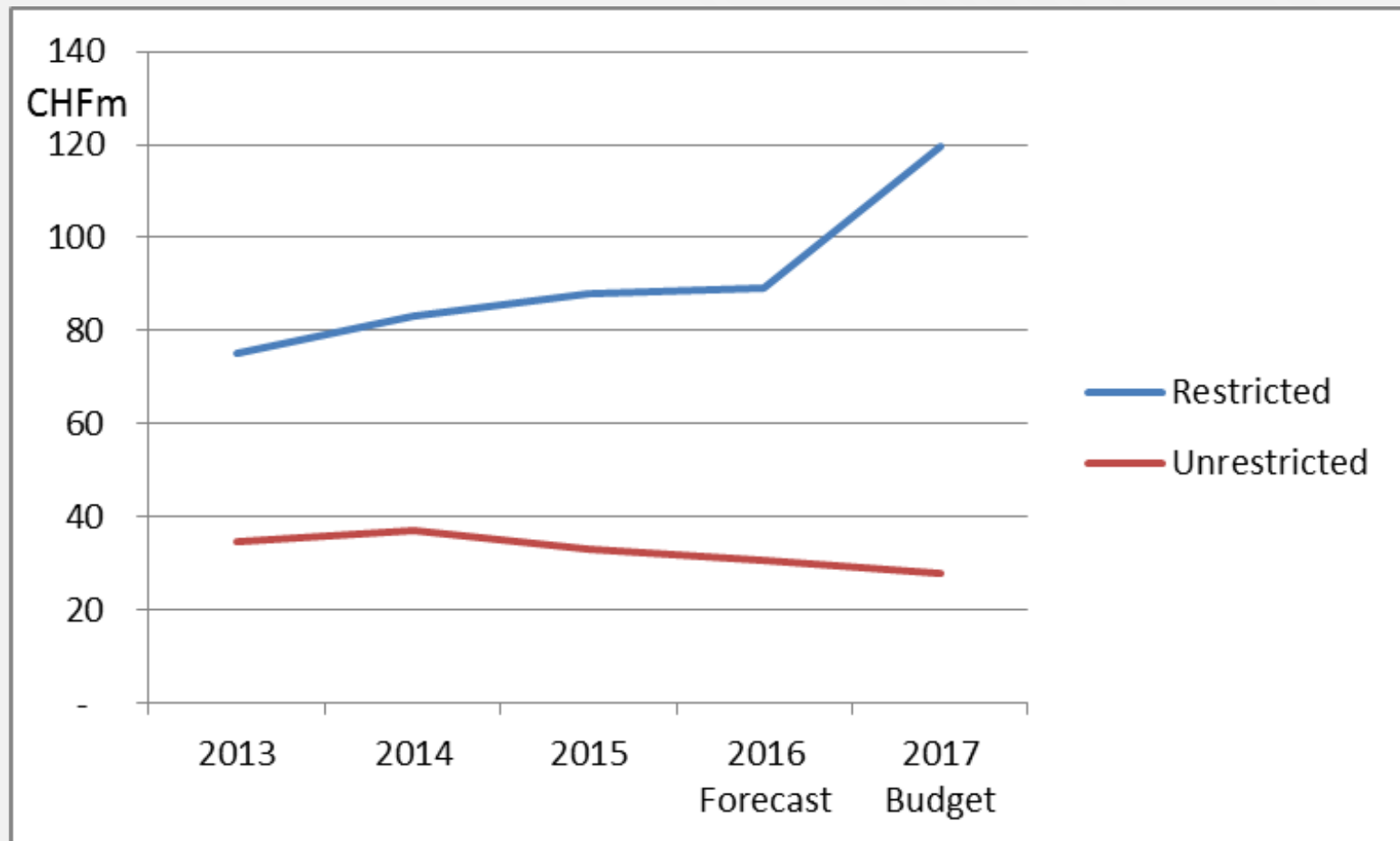
# Communications: objectives for 2017

- Continue effort to unify (defragment) IUCN brand
- Overhaul Annual Report
- Streamline look and feel of Regional Annual Reports
- Continue to strengthen Communications capacity (matrix)
- Enhanced IUCN name recognition



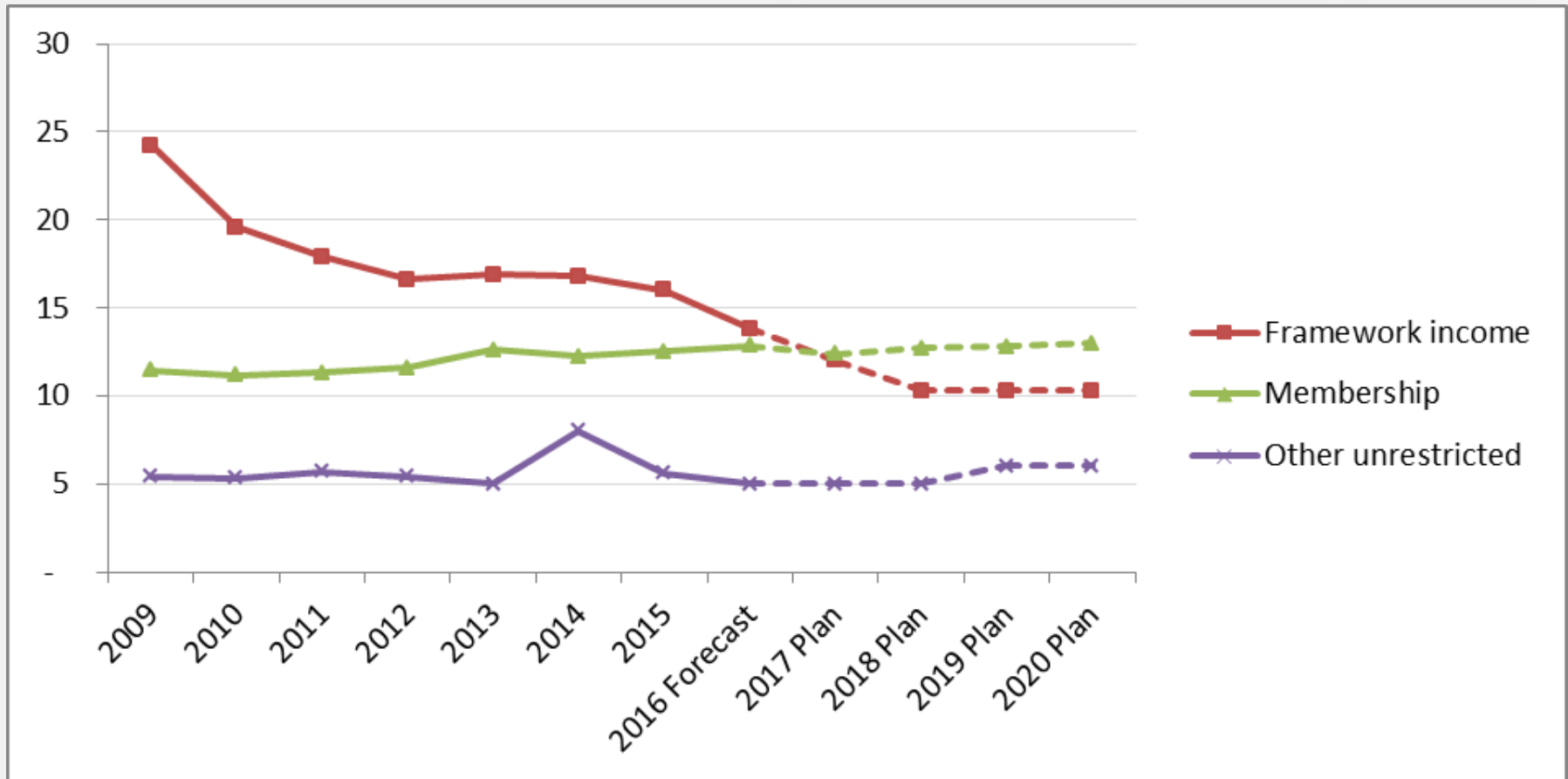
# 5. Financial sustainability

# Funding overview



# Evolution of unrestricted income

CHF m



## IUCN Secretariat Change Management: 2016 achievements

- **Strategic outlines of change process** (April)
- **Strategic Directional paper**
- A broad **change management process** initiated post WCC with engagement of a large number of staff
- **Roll out of a series of effectiveness measures** already well under way

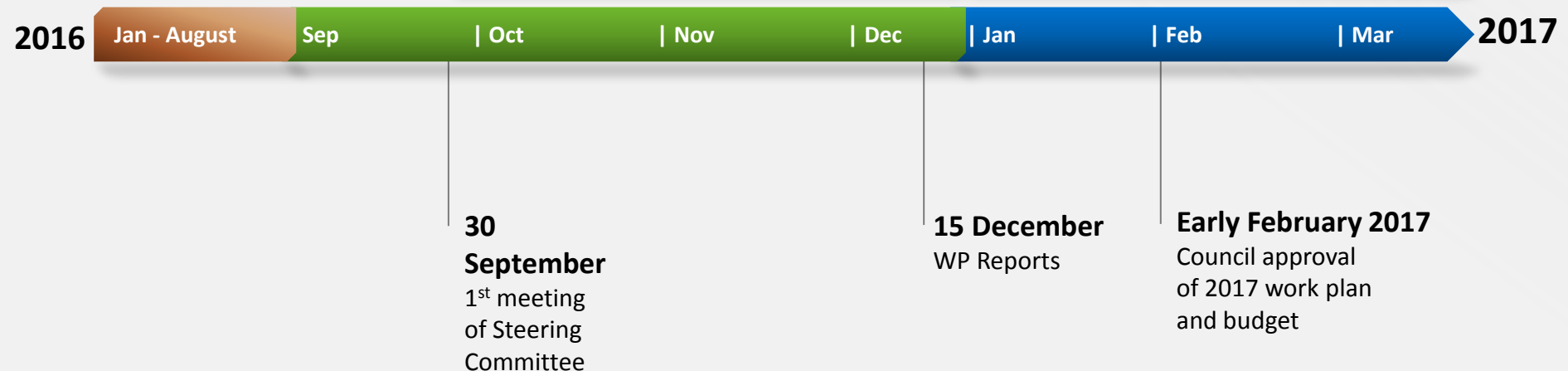
# Broad change management process initiated with engagement of large number of staff

**30 Sep – 31 Dec 2016**

- Work packages assigned
- Analysis and decisions

**2017**

Implement changes



# Change management: objectives for 2017

<b>Operational Effectiveness</b>	<ol style="list-style-type: none"> <li>1. global &amp; regional hubs for finance, HR and IT</li> <li>2. process standardization</li> <li>3. enhanced efficiency and quality fiduciary controls</li> </ol>
<b>Programme delivery</b>	<ol style="list-style-type: none"> <li>1. effectiveness and impact through clearly differentiated global/regional roles</li> <li>2. enhanced quality relevance and impact of IUCN generated knowledge</li> <li>3. wholesale delivery models</li> <li>4. clearly defined priorities (“business lines”) for thematic programme teams</li> </ol>
<b>Resource mobilization and Cost Recovery</b>	<ol style="list-style-type: none"> <li>1. continued engagement with framework donors</li> <li>2. development of partnerships with donors on global priorities</li> <li>3. standardized IUCN costing models</li> <li>4. enhanced data on results and impacts</li> </ol>
<b>Organizational structures</b>	<ol style="list-style-type: none"> <li>1. enhanced synergies among global/regional structures</li> <li>2. consolidation of corporate services (HR, IT, admin, Finance) while maintaining regional geographic footprint</li> </ol>

# Change management 2017-2018

## Global programme staffing

- Reorganising Programme F&A and Commission Support
- Changes in reporting lines in new units
- Assessment of unit sizes to be finalised
- Recruitment process to be launched
- No ‘collective redundancy’ process

## Regional staffing

- Finance –staff rationalization & changes in roles
- HR & IS – changes in unit sizes under assessment, and changes in roles

## Job changes

- ToRs will change for some and modified accountabilities

## Gender review

- Applying gender criteria to identify impacts and opportunities

## Financial projections

- Savings target of CHF 6m is forecast to be met by the end of 2017 with the adjusted core allocations already budgeted + the changes presented



## Change management: Implementing changes

### Global hubbing

- Head GPO in post mid-March
- Recruitment for P & A posts
- GPO Operational July 1
- CSU transition plan to be developed and agreed

### Regional hubbing

- Reorganisation plans finalised - by end March
- Roll-out 2017-2018

— \

# Change management: Implementing changes

## Processes & systems

- Mid-March
- 2-year implementation plan

## Cost recovery

- Revised costing and budget models – by May

## Programme delivery

- Pilot development Strategic Priorities – CC by March, then Agriculture
- 'Business lines' by theme – finalise by April
- Design of Programme management set-up (reporting lines, roles, agreements, fundraising, model for Country programme prioritisation etc) – finalised by end May

# Framework donor management: 2016 achievements

- Continued and strengthened engagement with current Framework donors
- Made visits to every Framework Partner in 2016
- Despite enhanced engagement, a number of Framework Partners reduced their core funding to IUCN in 2016
- Initiated discussions with the Government of Canada, UAE



# Framework donor management: objectives for 2017

- Continued and strengthened engagement with current Framework donors
- Where appropriate/feasible, explore restricted framework contributions
- Continued outreach to potential framework donors (Canada, China and UAE)



# Outreach to new potential funders

### *2016 achievements*

- A US based Philanthropy Officer
- 3 new Patrons of Nature
- Partnerships with three US Foundations

### *Objectives for 2017*

- Strengthen resource mobilization capacity
- Continued outreach to Net Worth Individuals (US, China, Europe)
- Enhanced outreach to US foundations
- Renew IUCN Patrons network

## Ambitious programme delivered and approved by GEF and delivered to GCF

### *2016 achievements*

- GEF approvals: \$6.6m
- Concepts approved totalling: \$37m
- GCF Projects under preparation: \$300m



### *Objectives for 2017*

- Deliver on the Global Commons initiative with GEF
- GEF approvals: \$30m
- GCF: project development grants totalling \$3m
- GCF programme around \$25m



# Invigorated programmes with IFI partners

### *2016 achievements*

- Memorandum of Cooperation with KfW
- PACO: contract with World Bank and continued contract with AfDB
- ARO in discussion with the ADB
- Progress on MoU signed 2015 with World Bank



### *Objectives for 2017*

- Deepening relationship & collaboration with ADB, AIIB, AfDB, EBRD, World Bank, KfW



# Moving further on the development of financial vehicles for conservation finance/natural capital investments





# 6. Secretariat management

## Staff morale, performance excellence and strengthening leadership and integration across silos

### *2016 achievements*

- Staff survey completed (last survey 6 years ago) with a 75% response rate
- Regular Town Halls with 20-30 offices participating
- 360-Degree Leadership Assessment completed in 2016

### *Objectives for 2017*

- Invest in staff morale: regular staff updates, Global Town Halls, monthly communications and transparent communication
- Annual 360s for all IUCN managers



# Modernization of Secretariat processes: HR reforms

<i>2016 achievements</i>	<i>Priorities for 2017</i>
<ul style="list-style-type: none"><li>• Revamping of the Performance Management System</li><li>• Overhaul of the Staff Compensation principles and methodology</li><li>• Update of several policies (Safety &amp; Security, Junior Professional Officers, Talent Acquisition, and Grievance &amp; Conflict Resolution)</li><li>• Introduction of new policies (Staff Compensation, Performance Management, End-of-Employment)</li></ul>	<ul style="list-style-type: none"><li>• Policies on Recruitment; Training; Expatriates; Internships; Compensation; Grievance; Retirement; International Mobility.</li><li>• Revamped Performance Management policy; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a Leadership Development programme for Managers and Directors; the design of a new Competency Framework</li></ul>

# HR reforms: Matrix management

- Dual reporting
  - agree annual goals with both supervisors
  - accountable to both supervisors
- Roll-out
  - Corporate units rolled out 2016
  - Programme units to roll out 2017
- Coherence, compliance, collaboration, communication, accountability

# Modernization of Secretariat processes: Finance and IS

<i>2016 achievements</i>	<i>Priorities for 2017</i>
<ul style="list-style-type: none"><li>• Cash management strategy</li><li>• Insurance Policy</li> <li>• Applications to support WCC 2016</li><li>• Global Wide Area Network (GWAN)</li><li>• IT Service Management Portal</li><li>• IUCN user policies</li></ul>	<ul style="list-style-type: none"><li>• Revised Finance Manual</li> <li>• IS Security Policy; Global, Local and Wireless Network Policy; Global IS Help desk/support as well as an Email policy</li></ul>

# Modernization of Secretariat processes:

## Legal

<i>2016 achievements</i>	<i>Priorities for 2017</i>
<ul style="list-style-type: none"><li>• Revised Contract review procedure issued. OLA, Finance, Procurement and HR functions delivered 10 training sessions re the procedure</li><li>• New Standard for Donor Agreements</li><li>• Templates for Donor Agreement distributed</li></ul>	<ul style="list-style-type: none"><li>• Revised Delegation of Authority Policy</li><li>• Guidelines for the establishment of IUCN's presence</li><li>• Policy for the establishment of IUCN's offices worldwide</li><li>• Procedure for retaining external legal counsel</li><li>• Guidelines for contract drafting, review and negotiation</li></ul> <p><b>Systematic review and reassessment of IUCN legal status in key office locations</b></p>

# Appointment of Head, Oversight Unit

Sharon Fitzpatrick (started 1 December)

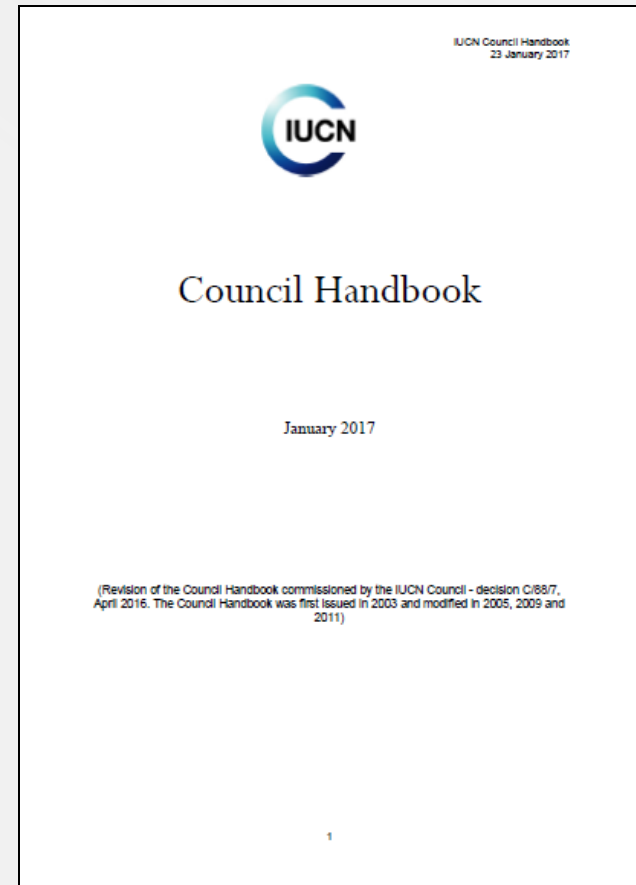


# 7. Governance support



# Supporting Council on Governance Reforms

- Secretariat supported Council to approve the **governance reforms**, incorporate them in the Regulations, obtain Congress endorsement of supporting statutory reforms and promptly implement the reforms
- Revised edition of the **Council Handbook**



# 8. Thematic Priorities/New Horizons

# Strategic Orientations: Moving forward on WCC strategic orientations

- Delivering on nature-based solutions to climate change
- Assessing food systems
- Understanding and investing in natural capital
- Preparing IUCN for the future
- Measuring our impact against the Sustainable Development Goals
- Improving our data





[www.iucn.org](http://www.iucn.org)

# IUCN Eastern and Southern Africa Region

## Secretariat: Overview

**Total Territory: 12.7m km<sup>2</sup>**

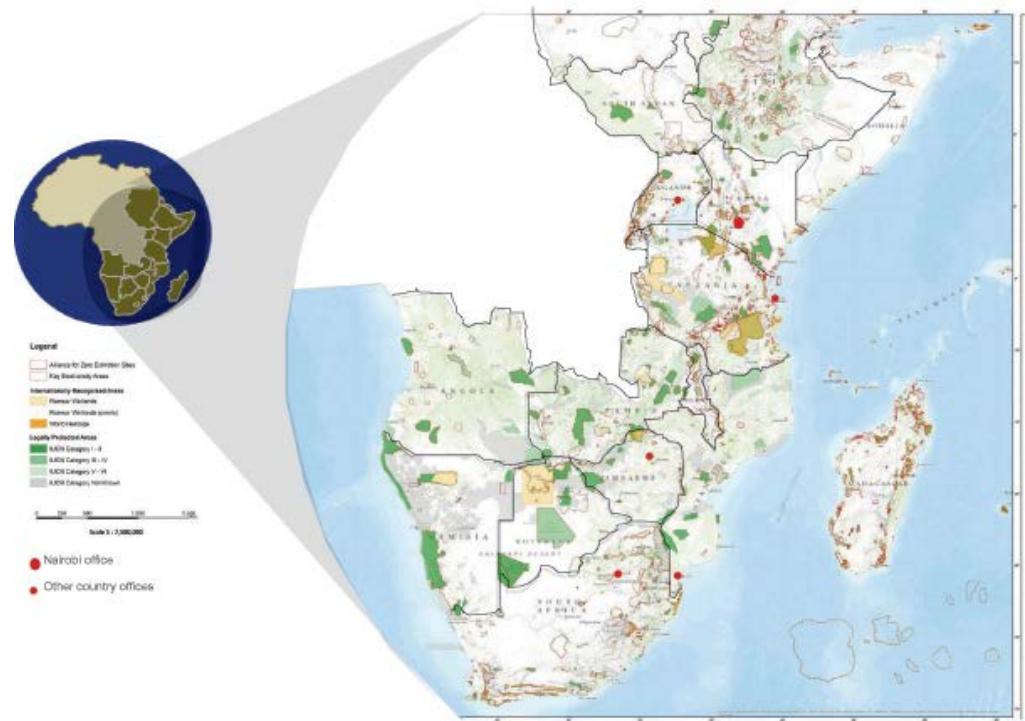
**Population: 505M**

**Countries: 24,  
4 Sub-regions**

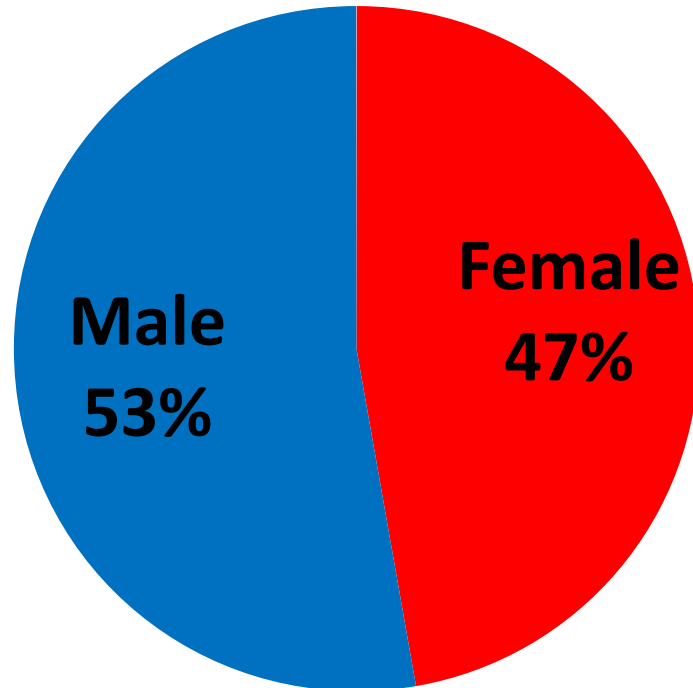
**Offices: 8**

**Staff: 72**

**2017 Budget – CHF12.9M**

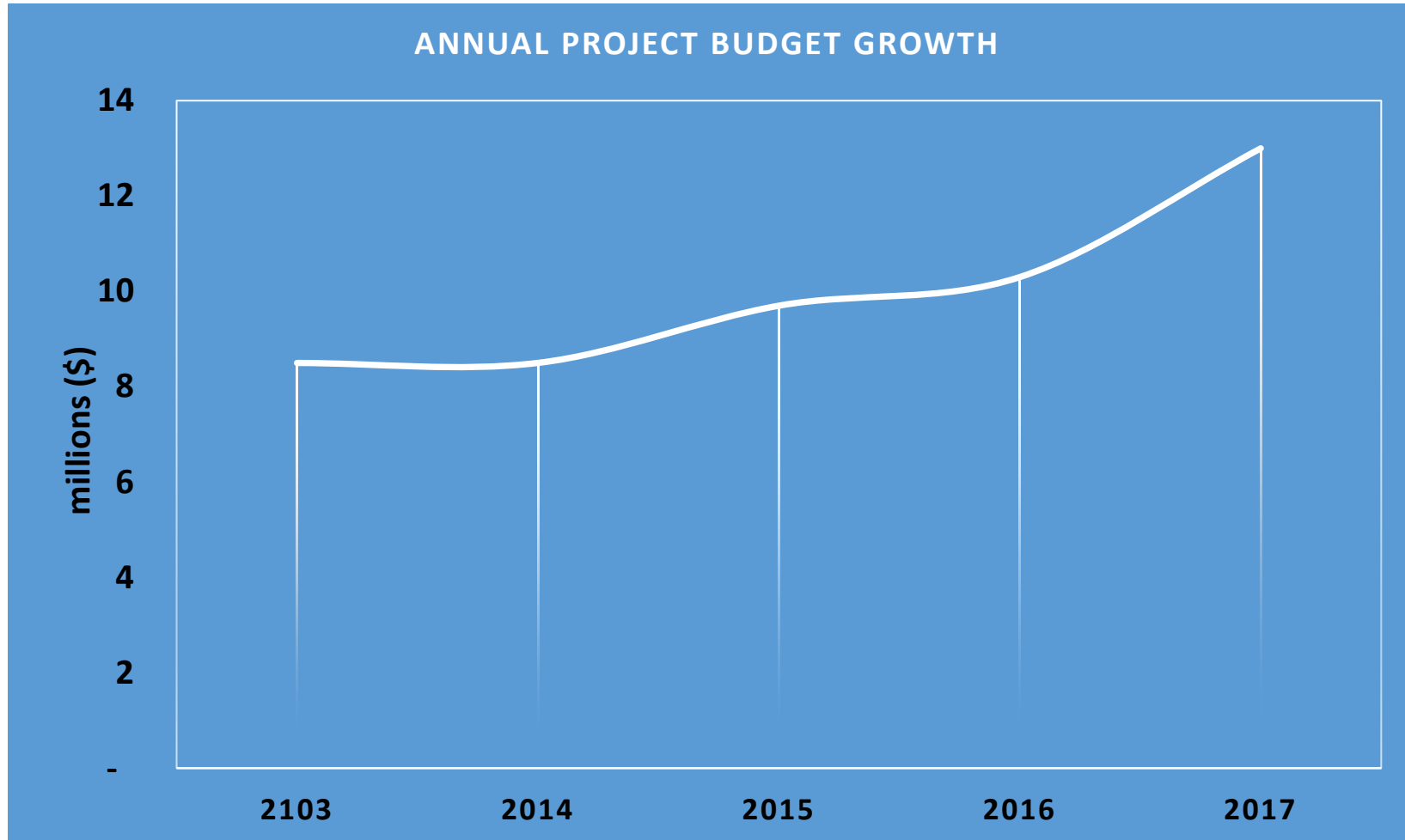


## IUCN ESARO SECRETARIAT Gender Representation

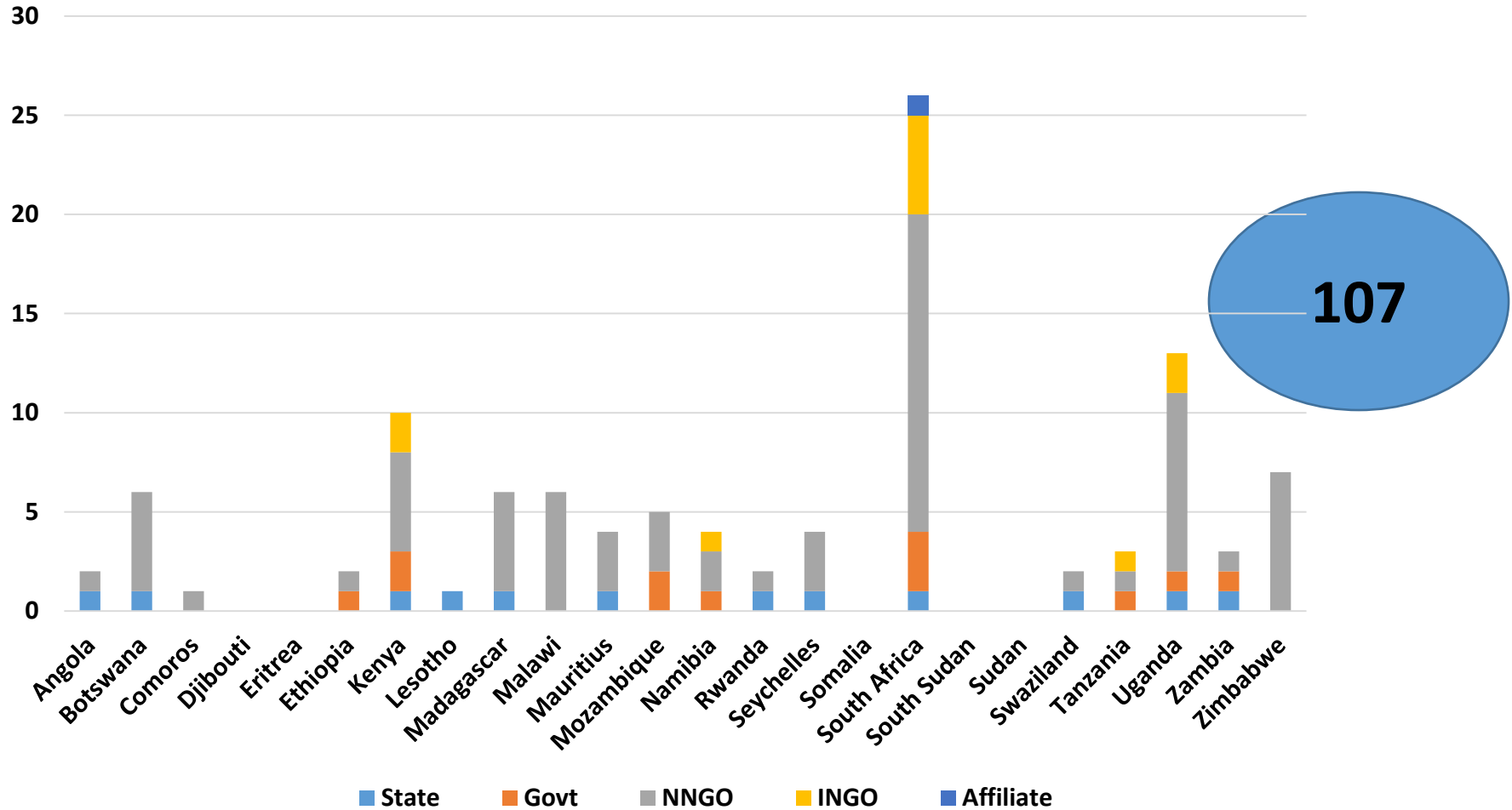


<b>IUCN Staff</b>	<b>72</b>
<b>Hosted Staff</b>	<b>27</b>
<b>Overall Total</b>	<b>99</b>

# Annual Project Budget Growth



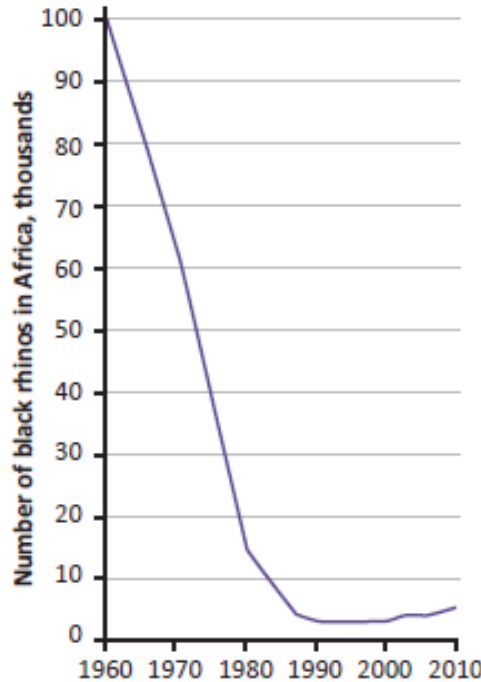
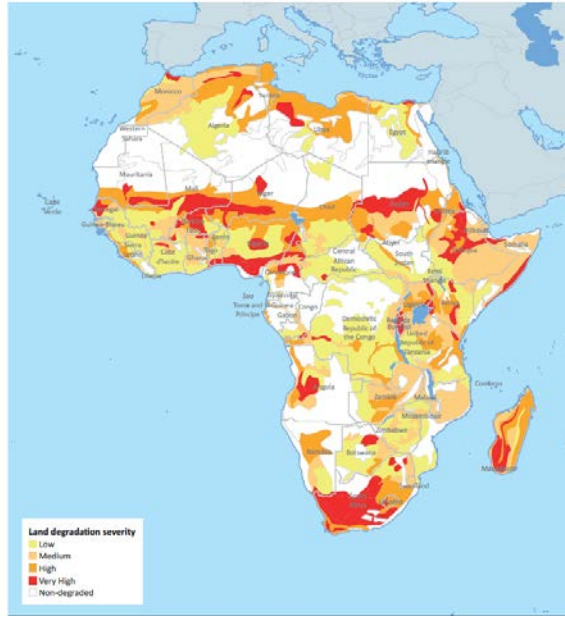
# Membership



State	Govt	NNGO	INGO	Affiliate
12	12	71	11	1

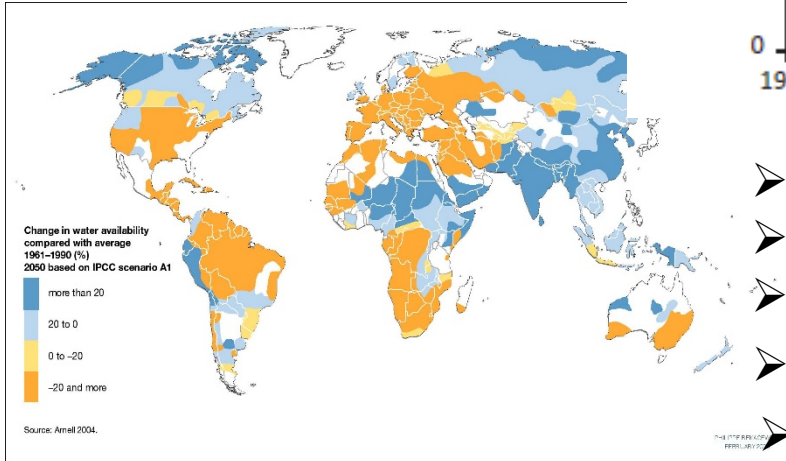


Figure 2.2.7: Land degradation in Africa



## CRITICAL DRIVERS

- Population Growth
- Demographic shifts - urbanization
- Unsustainable economic growth models
- Inappropriate land use planning
- Agricultural/Settlement expansion



- Overexploitation
- Illegal trade
- Invasive alien species
- Climate variability and vulnerability
- Habitat loss

# ESARO'S RESPONSE





# WINS

- **Forest Landscape Restoration** – through the FLR Hub providing leadership and support to 6 (Rwanda, Uganda, Malawi, Ethiopia, Mozambique) in implementation of their pledges to Bonn Challenge. Conducted the National ROAMs assessments, identified investments opportunities and FLR packages for implementation.
- **Illegal Wildlife Trade** – A new flagship programme to support delivery of SDG GOAL 15.c to strengthen communities as First Line of Defence against IWT across eastern and southern Africa (Kenya, TFCAs in SADC). One programme approach with members (IIED) and Commissions SSC CEESP SuLi and AfESG
- **Protected Areas** – developed strong strategic partnerships with EAC and SADC creating an enabling environment for IUCN to implement BIOPAMA II and Kfw-SADC TFCA programme.
- **Water** – Key convener and facilitator of water dialogue and diplomacy in 3 trans boundary basins (IGAD & SADC)
- Key partner in implementing a **green and inclusive growth** across 2 agricultural growth corridors (Mozambique & Tanzania) influencing agriculture through an landscape approach to landscape integrating IWRM.
- **Drought Resilience/Rangeland Management** – Led the development of the UNCCD Sub-Regional Action Plan for SADC, Invasive alien control plan for 3 Countries (SA, Bot, Nba,) Community Rangeland mapping and by-laws for 2 countries (Ke/Ug), Landscape planning, ethno-ecological study (Ke).
- **Community Governance & Livelihoods** – Promoting community-based NRM resource governance (e.g. Innovative Community Environmental Conservation fund - CECF which is being up scaled nationally & regionally Ug/Ke) community-mapping, by-law development, stakeholder platforms Ke.
- **Business & Private Sector** – Supporting implementation and performance assessment of the mitigation hierarchy, including biodiversity Offset; support the mainstreaming of biodiversity into business and economic development (trainings – in collaboration with business schools-, performance and monitoring protocol developed, and round tables with private sector); development of the SADC guidelines on mainstreaming biodiversity into extractive industries.
- **Resource Mobilization** – increased engagements with Governments in the region on resource mobilization especially with GCF – working with 6 countries already submitted Concept of US\$50 m submitted to GCF secretariat and 6m to Kfw at request of SADC.
- **Growing influence on policy and / as convener** - Embassies call on IUCN to organize strategic conversations e.g. Link between SDGs, Conservation and development aid flows for Canada ; AMCEN

**Grow regional leadership through a landscape approach in 4 areas;**

- **Forest Landscape Restoration**
- **Drought Resilience / range land management**
- **Integrated water management**
- **Protected areas**

**Collaborate with global GMMP + Regions to revamp the**

- **Resilient Coastal and Marine management**

➤ **This will require new ways of working with Members and Commissions.**

➤ **Strengthen regional secretariat capacity.**



Thank you



# IUCN- CENTRE FOR MEDITERRANEAN COOPERATION

## Málaga, Spain



**Antonio Troya**  
Director/Program Manager



Resolution 19.17  
*An IUCN Office for the Mediterranean,*  
adopted by the 19th  
Session of the IUCN  
General Assembly



**Buenos Aires  
1994**

Resolution 1.10  
*IUCN's Work in the  
Mediterranean,*  
adopted by the 1st  
Session of the WCC



**Montreal  
1996**

Resolution 2.7  
*Implementation of the  
IUCN Component  
Programme of the  
Mediterranean,* adopted  
by 2nd Session of the WCC



**Amman  
2000**



**Agreement between IUCN,  
Ministry of Environment (Spain)  
and Regional Government of  
Andalusia (Spain) for the  
establishment of an IUCN Office  
and Programme for the  
Mediterranean, October 2001.**



1st Agreement: 2001-2005  
extended to 2009



2nd Agreement: 2010-2015  
extended to 2017







Mediterranean Members: 225

ST: 11

GA: 23

ONG: 166

IONG: 12

AF: 13

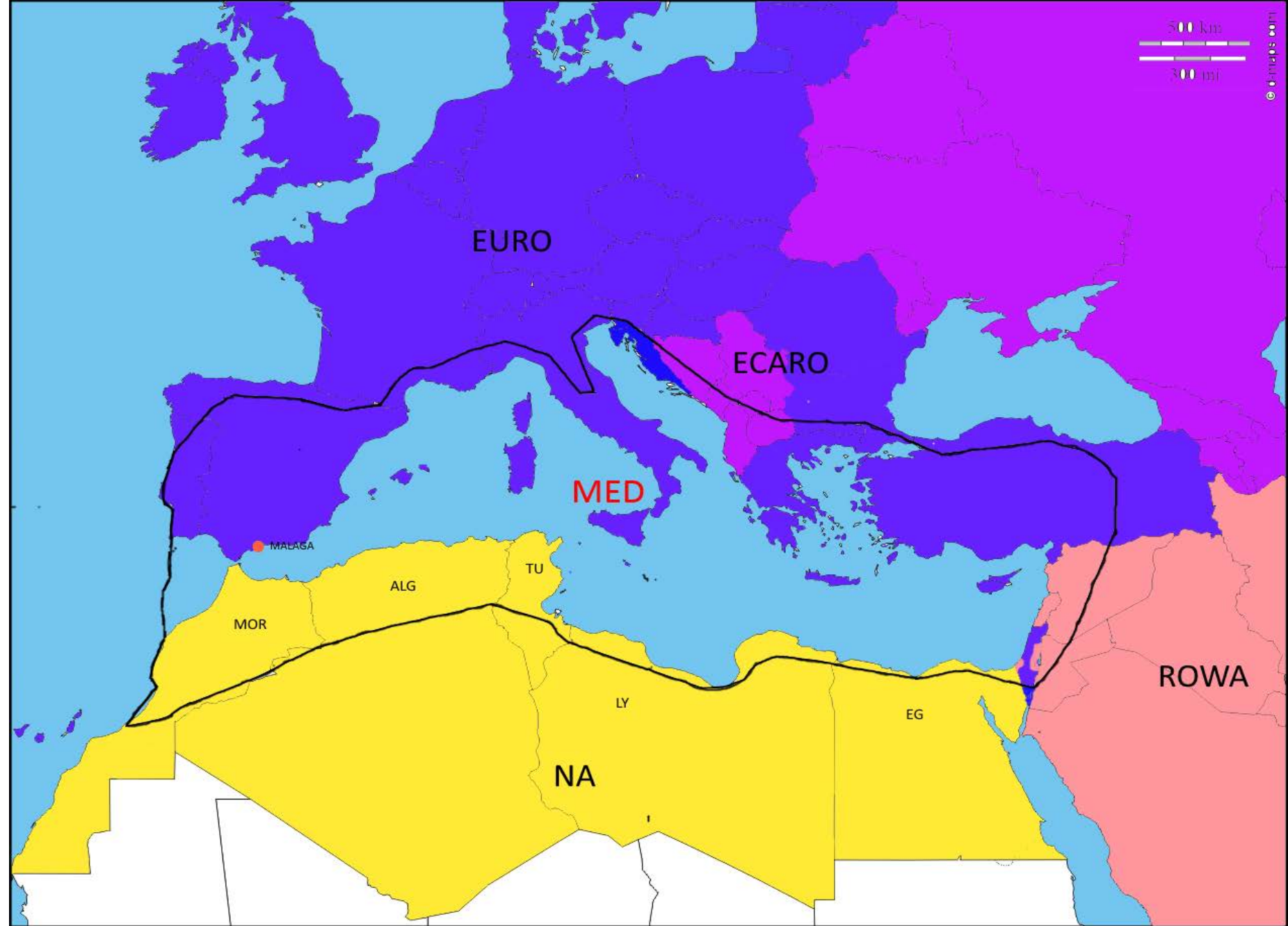
North Africa Members: 25

ST: 3

ONG: 21

IONG: 1

Members of SSC, WCPA, CEM:  
60 experts



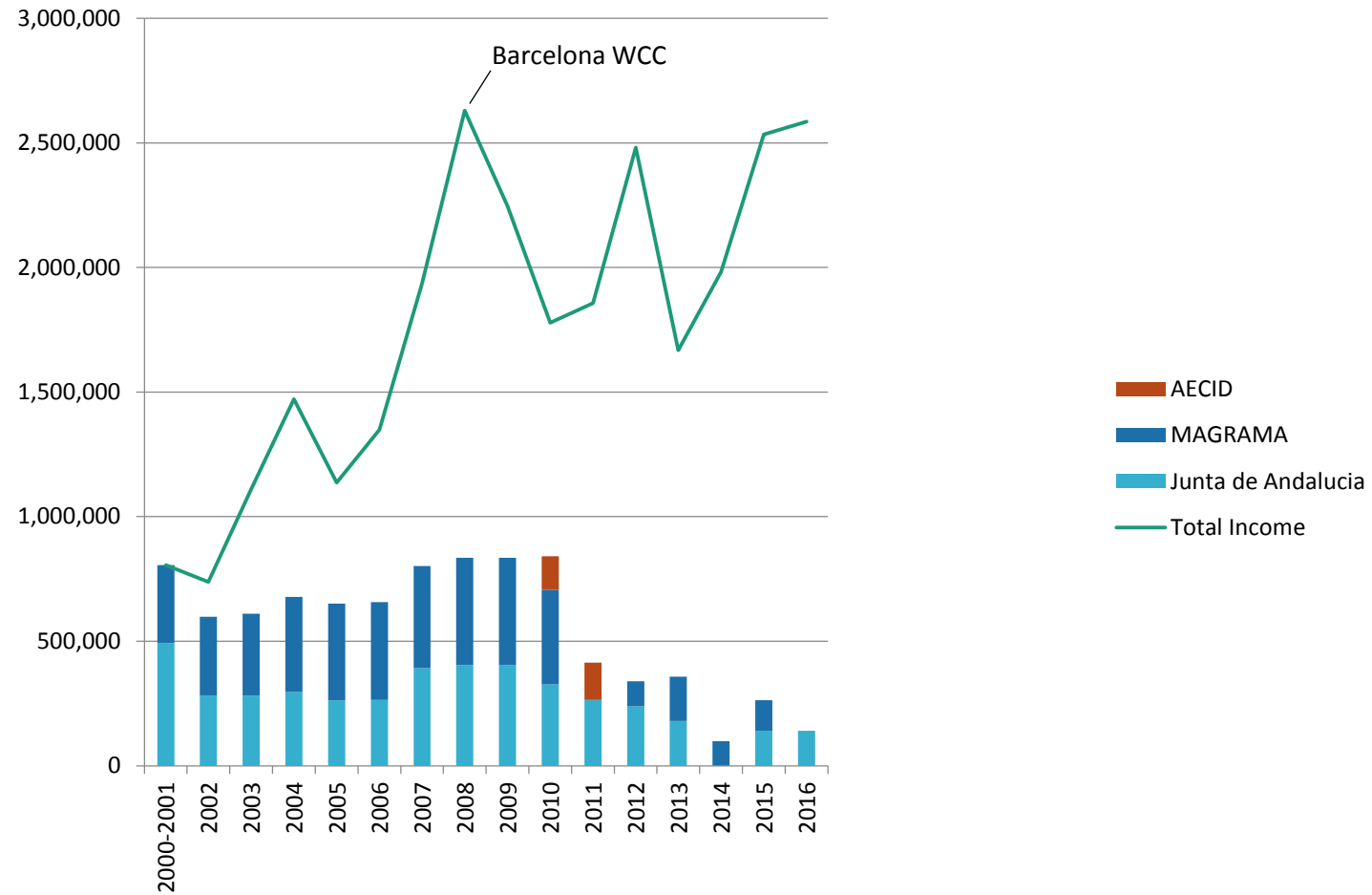




Year	Junta de Andalucía	MAGRAMA	AECID	Total Spanish Contribution	Total Income	Spanish Contribution	Other Contribution
2000-2001	492.645	313.007		805.652	805.652	100,0%	0,0%
2002	282.475	315.460		597.935	737.763	81,0%	19,0%
2003	282.150	327.870		610.020	1.109.215	55,0%	45,0%
2004	296.797	380.430		677.227	1.471.024	46,0%	54,0%
2005	262.314	388.000		650.314	1.136.550	57,2%	42,8%
2006	264.279	393.140		657.419	1.348.929	48,7%	51,3%
2007	391.858	409.790		801.648	1.933.563	41,5%	58,5%
2008	404.506	430.430		834.936	2.628.889	31,8%	68,2%
2009	404.506	430.430		834.936	2.246.660	37,2%	62,8%
2010	326.411	380.000	135.000	841.411	1.778.538	47,3%	52,7%
2011	263.935	0	150.000	413.935	1.856.889	22,3%	77,7%
2012	238.945	100.000		338.945	2.480.609	13,7%	86,3%
2013	179.209	178.480		357.689	1.667.474	21,5%	78,5%
2014		98.480		98.480	1.981.979	5,0%	95,0%
2015	140.250	123.480		263.730	2.534.104	10,4%	89,6%
2016	140.250	0		140.250	2.585.000	5,4%	94,6%
Total	4.370.530	4.268.997	285.000	8.924.527	28.302.837		

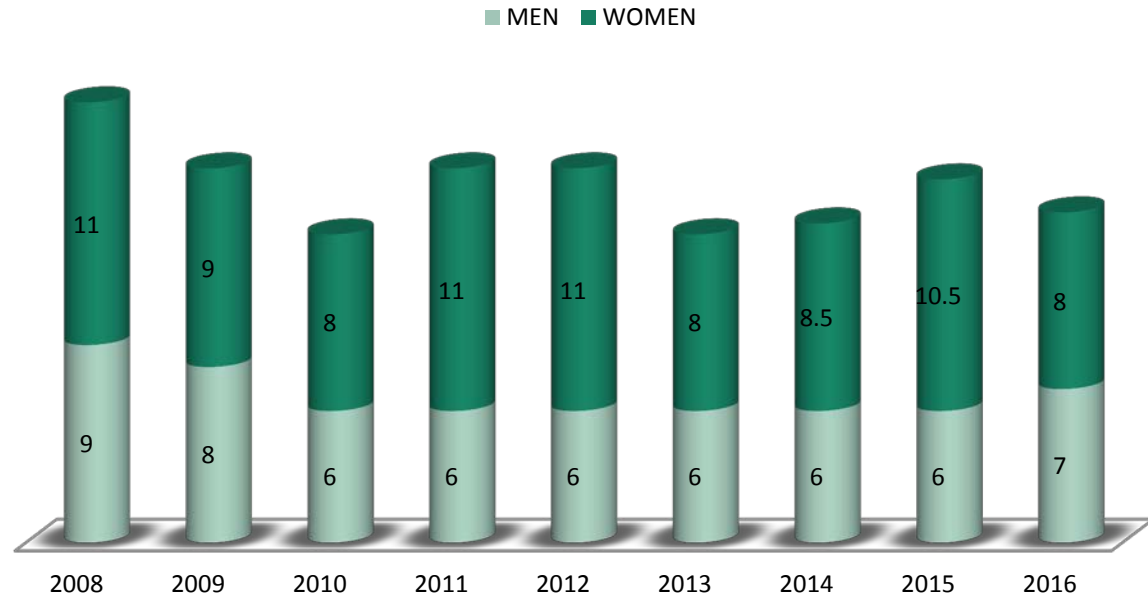


## Total Expenditures 2001-2016 (projects and operational) vs Spanish contribution



YEAR	MEN	WOMEN	Total
2008	9	11	20
2009	8	9	17
2010	6	8	14
2011	6	11	17
2012	6	11	17
2013	6	8	14
2014	6	8,5	14,5
2015	6	10,5	16,5
2016	7	8	15

Staff per year



**Staff average (2008-2016): 16,1**

**Gender ratio: M 41,4 % W 58,6 %**





# MoU & AGREEMENTS (2012 – 2016)

UNEP/MAP

FAO GFCM

ACCOBAMS

Union du Maghreb Arabe

Union for the Mediterranean

## 5 International Organizations

IUCN-Med

## 7 Mediterranean States

Spain

- Ministerio de Agricultura y Pesca, Alimentación y Medio Ambiente

Morocco

- Haut Commissariat aux Eau et Forêts et à la Lutte contre la Désertification

Algeria

- Ministère de l'Aménagement du Territoire et de L'Environnement
- Commissariat National du Littoral Algérien
- DGF Direction Générale des Forêts

France

- Agence des Aires Marines Protégées
- Fonds Français pour l'Environnement Mondial

Tunisia

- DGF Direction Générale des Forêts

Italy

- Italian Ministry of Environment, Land and Sea

Egypt

- IUCN-Med + IUCN ROWA + Egyptian Environmental Affairs Agency- Coordination Commission.

## 5 Regional /GO

WWF Med Programme Office

MedPan (Mediterranean Protected Areas Network)

Tour du Valat (Institut pour la Conservation des Zones Humides Méditerranéennes)

CEDARE (The Centre for Environment and Development for Arab Region and Europe)

OPTIMA (Organization for the Phyto-Taxonomic Investigation of the Mediterranean Area)

## 14 Agreements with national ONG

## 18 Agreements with universities (6 Spain+ 6 France+ 2 Sweden+ 2 Canada+1 Morocco+ 1 Lebanon)



more than  
**2.350**  
species assessed



  
**Red List**  
of Forest Ecosystem  
in MOROCCO

  
**30** PROJECTS  
implemented

  
**11.148.083 €**  
managed

**630**  
KBAs  
identified



  
**21** TRAINING  
courses on  
SPECIES  
CONSERVATION  
and **300**  
beneficiaries

  
**91** marine  
habitats  
ASSESSED  
including North Africa

  
**11** reviews of national legal  
and institutional  
ASSESSMENTS  
of MPAs

  
**42** NEW  
collaboration  
agreements

  
**31**  
INTERNS

  
**11**  
NETWORKS  
animated

**89** publications  
edited



  
**28**  
workshops  
on  
**ECOTURISM**  
and PROTECTED AREAS

  
followers  
f **9.963** ↑51%  
t **1.869** ↑81%



**IUCN GLOBAL PROGRAMME 2017/2020**

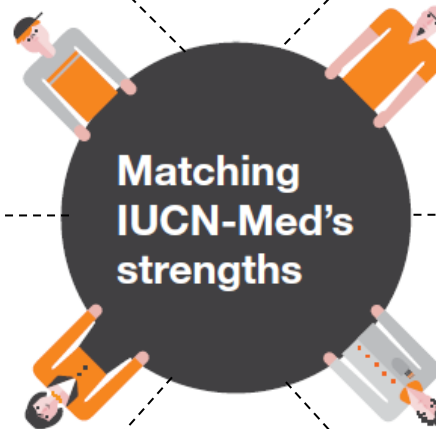
**BARCELONA CONVENTION:  
MEDITERRANEAN ACTION PLAN**

**MEDITEERRANEAN STRATEGY FOR  
SUSTAINABLE DEVELOPMENT**

**INTERNATIONAL CONVENTIONS  
(CBD: EBSAS; RAMSAR/MEDWET)**

**AGREEMENTS WITH REGIONAL  
ORGANISATIONS (CGPM/FAO; UMA)  
AND COUNTRIES (FR,IT,ES,MA,AR,TU)**

**MOTIONS ADOPTED BY THE  
IUCN GENERAL ASSEMBLY**





# CONSERVE AND VALUE MEDITERRANEAN BIODIVERSITY

## KNOWLEDGE, VALUES, STATUS AND TRENDS

Identification and evaluation of **Key Biodiversity Areas (KBA)**

**Red Lists** of Species and Ecosystems

**Platform** for Mediterranean Biological Diversity

## REPRESENTATIVITY AND MANAGEMENT PROTECTED AREAS NETWORK

Regional assessment of **marine protected areas** network

Strengthen management of protected areas (**Green List PA**)

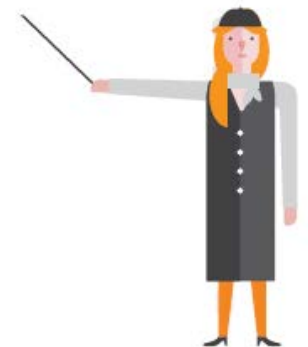
**Connectivity** of coastal natural areas network (GIZC)

## SPECIES CONSERVATION AND KEY ECOSYSTEMS

Species and ecosystems strategies and Conservation Plans

**Deep seas habitats** strategies conservation

**Urgent** conservation actions





# USE OF NATURE FAIR AND EFFICIENT GOVERNANCE

## GOVERNANCE EFFICIENCY IN CONSERVATION AREAS

Innovative models: pan-mediterranean experience exchange and training

Governance in Mediterranean **Biosphere Reserves** Network

Participation initiatives for **local communities** in natural resources governance

## CONVENTIONS AND NATIONAL AGREEMENTS IMPLEMENTATION

Strengthen partnership:  
Mediterranean Action Plan (MAP),  
Mediterranean Strategy DS,  
Action Plan CGPM,  
Biodiversity Convention EBSAs

Support participation of IUCN **Members** and Commissions

Develop partnerships and **regional platforms**







## KNOWLEDGE AND CAPACITIES TO MANAGE CLIMATE CHANGE IMPACT

Working Group on CC, biodiversity and priority economic sectors

Regional cooperation to evaluate climate change on **vulnerable ecosystems** (marine and coastal; forests; freshwater)



## PRIORITY ECOSYSTEMS RESILIENCE

Experience dissemination on **adaptive management**

Monitoring and control of **invasive species** in Marine Protected Areas (MEDMIS)

**Ecosystem restoration** and recovery functionality



## ECOSYSTEM SERVICES FOR SOCIETY

Evaluation of potential **carbon capture** and storage of marine ecosystems

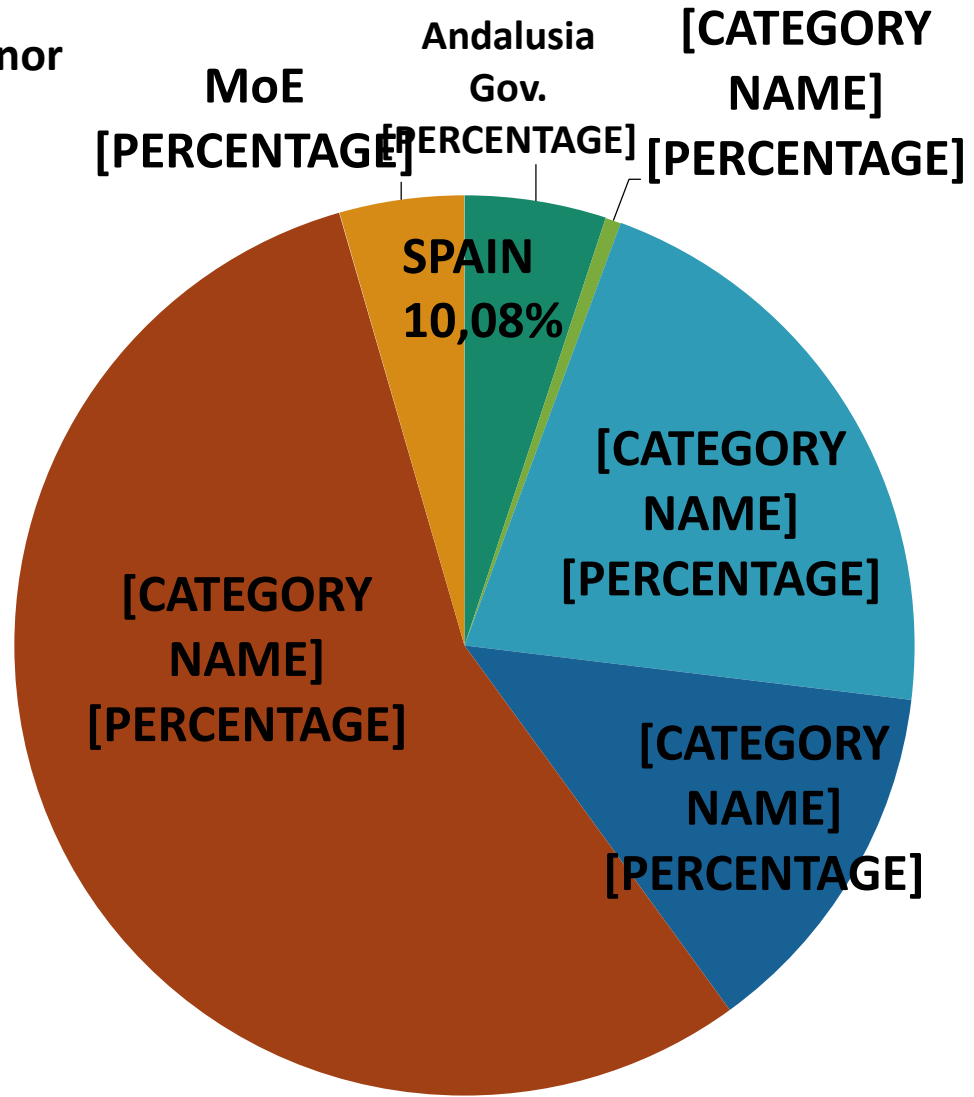
Mediterranean catalogue of **best nature-based solutions**

Implication of key **economic sectors** in natural resources sustainability





2017 Budget by donor  
(3 M€)





# Gracias

[www.iucn.org/mediterranean](http://www.iucn.org/mediterranean)





# **Recommended draft Council decisions from the Programme and Policy Committee (PPC)**



## DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Programme and Policy Committee,

**Adopts** the Terms of Reference of the Programme and Policy Committee with the following amendment:

*6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;*



## DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Programme and Policy Committee,

**Approves** the IUCN 2017 Workplan taking into account the suggested additions to be reflected in the revised Workplan document.



## DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Programme and Policy Committee,

**Recommends** that the Chair of CEESP works with the Secretariat and other Commission members to assess what Council should do or could do in response to WCC-2016-Res- 075.



## ESTABLISHMENT OF TASK FORCES

The **Private Sector Task Force** should continue, chaired by John Robinson. (TORs to be updated)

An **IUCN Urban Alliance Task Force “core group”**, chaired Jonny Hughes, is established and should make the relevant connections to the Urban Alliance established under Resolution 029. (TORs to be developed)

A **Climate Change Task Force “core group”** is established, chaired by Ana Tiraa. (TORs to be developed)





# Report of the Finance and Audit Committee

February 2017



# Draft 2017 IUCN Work Plan and Budget

The total expenditure budget is CHF 149m

CHF119m of project expenditure

CHF 30m of core expenditure.

A deficit of CHF 2m is budgeted,

operational deficit of CHF 0.4m,

Exceptional Cost of CHF 1.6M

organisational change costs of CHF 1.0m,

change management cost of CHF0.2m and

systems investments of CHF 0.4m.

The key risks for the budget:

- confirmation of framework agreements
- delays in project implementation
- non-payment of membership dues
- delays in implementing cost savings



## Draft 2017 IUCN Work Plan and Budget

The Finance and Audit Committee recommends that Council APPROVES the 2017 Budget.

The FAC took note of dissenting voice of a member who requested more clarifications on the exceptional cost item of 1.6 M CHF.

### **Draft Council decision**

Council, on the recommendation of the Finance and Audit Committee, APPROVES the IUCN 2017 Budget.

# Commission financial rules

- First version of the Financial Rules had been approved by Council in April 2016. This covered the used of the Commission Operating Funds and funds received by the Secretariat for Commission activities.
- The rules had now been revised to include 3 new sections:
  - Income and expenditure received / incurred by other entities on behalf of IUCN Commissions
  - In-kind contributions from other organisations to Commission activities
  - Financial reporting requirements



# Commission financial rules

Noting that significant progress has been made , the Finance and Audit Committee requests that the Secretariat works with the Commission Chairs to finalise the Financial Rules by 31 March, 2017 including review by FAC and approval by Bureau.

## **Draft Council decision**

Council, on the recommendation of the Finance and Audit Committee, REQUESTS that the Secretariat works with the Commission Chairs to finalise the Financial Rules by 31 March, 2017 including review by FAC and approval by Bureau.



# Input to the Strategic Objectives and Priorities for the Council

- To ensure that drawing on the reserve to cover costs is the ultimate last choice and to build a clear strategy on how to rebuild the drawn reserve.



# **Governance and Constituency (GCC) verbal report to Council**

**9 February 2017**



# **Approval of Terms of Reference of the Governance and Constituency Committee (GCC)**





## Functions

- 1) Advise 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 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 (Annex 1 hereafter);

7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength, stability of the Union and all constituent parts;

8) Advise on matters involving adoption or changes and reforms to Human Resource Policies related to IUCN's human resources and any formulation of new and revised strategies relating to HR.



## **DRAFT COUNCIL DECISION:**

The IUCN Council,

*On the recommendation of the Governance and Constituency  
Committee,*

Adopts the Terms of Reference of the Governance and Constituency  
Committee, as amended.



## **Follow-up to 2016 Congress Resolutions requiring specific action from Council**

**WCC-2016-Res-003: mandates the Council to establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN.**



## The Governance and Constituency Committee:

- As mandated by Resolution WCC-2016-Res-003, agrees to establish a working group on the role and membership of Local and regional governments in IUCN.
- Seeks expressions of interest from Councillors to join a pre-working group who will determine the final composition of the full working group and the specific Terms of Reference.



## Constituency issues

**Decision on membership applications, including applications deferred from the previous Council ([Council decision C/90/3](#))**



GCC considered the 28 membership applications that had not received objections and unanimously agreed to recommend to Council their admission.

IUCN Statutory region	#	Organization name	Acronym	Country / Territory (IUCN Statutory State)	Member Category
Africa	1	Initiatives pour le Développement Intégré Durable (Initiatives of Integrated and Sustainable Development)	IDID	Benin	NG
	2	Service d'Appui aux Initiatives Locales de Développement (Support Service to Grassroots Development Initiatives)	SAILD	Cameroon	NG
	3	International Centre for Research on Agroforestry	ICRAF	Kenya	AF
Meso and South America	4	Associação de RPPNs e Outras Reservas Privadas de Minas Gerais (Association of Private Nature Reserves of Minas Gerais - Brazil)	ARPEMG	Brazil	NG
	5	Instituto Espinhaço - Biodiversidade, Cultura e Desenvolvimento Socioambiental (Institute Espinhaço-Biodiversity, Culture and Environmental Development)	Instituto Espinhaço	Brazil	NG
	6	WRI Brasil	WRI Brasil	Brazil	NG
	7	Así Conserva Chile	ACCh	Chile	NG
	8	Fundación para la recuperación y fomento de la Palma Chilena (Recovery and promotion of Chilean Palm Foundation)	FURPACH	Chile	NG
	9	Derecho, Ambiente y Recursos Naturales (Law, Environment and Natural Resources)	DAR	Peru	NG



<b>North America and the Caribbean</b>	10	Florida Association of Zoos & Aquariums, Inc.	FAZA	United States of America	NG
	11	International Wildlife Crimestoppers, Inc.	IWC	United States of America	NG
	12	Wildlife Protection Solutions	WPS	United States of America	NG
	13	Yellowstone to Yukon Conservation Initiative	Y2Y	United States of America	IN
<b>South and East Asia</b>	14	Community Development Centre	CODEC	Bangladesh	NG
	15	Fisheries Action Coalition Team	FACT	Cambodia	NG
	16	Beijing Xicheng District Evergreen Center For Sustainable Development	Evergreen	China	NG
	17	Guangdong Operation Earth Environmental Service Center	OE	China	NG
	18	Haikou Municipal Government	HKMG	China	GA
	19	Biodiversity And Nature Conservation Association	BANCA	Myanmar	NG

<b>West Asia</b>	20	Princess Alia Foundation	PAF	Jordan	NG
	21	Biodiversity and Environmental Research Center	BERC	Palestine	NG
<b>East Europe, North and Central Asia</b>	22	Nauchnoe obschestvo Tetis (Научное общество "Тетис") - (Tethys Scientific Society)	Tethys	Kazakhstan	NG
	23	Fundatia Carpati (Carpathian Wildlife Foundation)	CWF	Romania	NG
<b>West Europe</b>	24	SHARKPROJECT Germany e.V.		Germany	NG
	25	Mesogeiako Institutouto gia ti Fysi kai ton Anthropo (Mediterranean Institute for Nature and Anthropolos)	MedINA	Greece	NG
	26	Awtorità għall-Ambjent u r-Rizorsi (Environment and Resources Authority)	ERA	Malta	GA
	27	Marinecultures.org	MC	Switzerland	IN
	28	TREE AID		United Kingdom	IN



**DRAFT COUNCIL DECISION:**

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Approves the admission of 28 organisations and/or institutions applying for membership.



- Subsequently, GCC analysed 2 membership applications submitted by [AITA Foundation \(China\)](#) and [Window to Environment Association \(Lebanon\)](#) by 31 March 2016.
- These applications received two objections each from IUCN Members in July 2016.
- The applications were considered at the 90<sup>th</sup> meeting of Council on 31 August 2016, where it was decided to defer their consideration to the 92<sup>nd</sup> Council in 2017.



**DRAFT COUNCIL DECISION:**

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Defers the admission of Tajijin (AITA Foundation) and Window to Environment to the 93<sup>rd</sup> meeting of Council.



- Finally GCC analysed the membership re-application submitted by the [International Fund for Animal Welfare \(USA\)](#) by 31 March 2016.
- This application received six objections from IUCN Members in July 2016.
- The application was considered at the 90<sup>th</sup> meeting of Council on 31 August 2016, where it was decided to defer its consideration to the 92<sup>nd</sup> Council in 2017.



- GCC did not reach an agreement on the re-application for membership from the International Fund for Animal Welfare and requests Council to discuss and decide on this application.



## Background on IFAW application

- IFAW applied for membership in 1993; application rejected by the 40<sup>th</sup> Council meeting in 1994.
- Appeal against the Council decision considered by the 1996 World Conservation Congress in Montreal. The appeal failed to receive the required 2/3 majority votes in order to reverse the Council decision.
- Main concerns in 1996 were:
  - On the issue of “sustainable use of wildlife” as well as to an extent matters of principle and interpretation of statutes.
  - IUCN working for conservation and IFAW for Animal welfare may lead to conflicting opinions in issues of, among others, indigenous populations and the culling of introduced species to protect indigenous species.
  - On its tactics in advertising, lobbying and using funds to influence policy and research.





## Background on IFAW application

- IFAW re-applied for membership in 2016; endorsement letters received from:
  - 1) GA/999 US Fish & Wildlife Service (FWS), United States of America
  - 2) IN/195 Wildlife Conservation Society, United States of America
  - 3) IN/216 World Association of Zoos and Aquariums, Switzerland
  - 4) NG/25287 Wildlife Trust of India, India
  - 5) NG/25427 Freeland, Thailand
  - 6) NG/454 Royal Society for the Conservation of Nature, Jordan
  - 7) NG/515 Natural Resources Defense Council, United States of America
- IFAW's re-application received objections from:
  - 1) NG/1080 Namibia Nature Foundation, Namibia
  - 2) NG/25510 NamibRand Nature Reserve, Namibia
  - 3) GA/145 Namibia Ministry of Tourism, Namibia
  - 4) IN/401 Internatinal Association of Fish and Wildlife Agencies, USA
  - 5) NG/1063 International Council for Game and Wildlife Conservation (CIC), Hungary
  - 6) IN/1416 International Association for Falconry and Conservation of Birds of Prey (IAF), Belgium



## Background on IFAW application

- The application
- The objections,
- IFAW's reply to the objections
- Additional information

form part of the documentation made available to Councillors in preparation for the 92<sup>nd</sup> meeting and is available on the Union Portal ([Council document C92 5.3.3.1](#)).



## Background on IFAW application

- Council has to consider three options:
  - 1) Recommend admission
  - 2) Defer the decision to the 93<sup>rd</sup> Council meeting
  - 3) Reject the re-application
- If Council recommends the admission of IFAW, Article 11 of the IUCN Statutes comes into force:

*Article 11 of the Statutes "If an applicant whose membership has once been rejected by the World Congress again applies and Council recommends admission, then such re-application shall be submitted to the World Congress for decision".*

- The decision could be made by the 2020 Congress or earlier by an electronic vote of IUCN Members, in accordance with Article 94 of the Statutes.



## **International Fund for Animal Welfare (IFAW)**

### **Question to be put to vote by IUCN Members:**

**Q1: Do you admit the International Fund for Animal Welfare (IFAW) as new IUCN Member, as recommended by the IUCN Council?**

*Note: If a simple majority of votes cast in Category A and in Categories B and C combined votes “yes” to this question, thereby accepting IFAW’s re-application, the International Fund for Animal Welfare becomes an IUCN Member with immediate effect.*



**DRAFT COUNCIL DECISION:**

[Recommends the admission of the International Fund for Animal Welfare (IFAW)]; and

[Submits the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to Members eligible to vote, through an electronic vote to take place in 2017] or [to the 2020 World Congress].

[Defers the admission of International Fund for Animal Welfare (IFAW), to its next meeting].

[Rejects the admission of International Fund for Animal Welfare (IFAW)];



**Appeal against Council decision C/88/21  
admitting the Born Free Foundation (BFF)**



## Born Free Foundation (BFF)

- In **April 2016**, IUCN Council approved the admission of BFF.

**Rationale to admit BFF:** Council felt BFF has made positive contributions to conservation and that, as a convening platform, it was important, and enriching to have a wide range of Members with different opinions within the Union, provided they align with IUCN's Mission and Vision.



## Born Free Foundation (BFF)

- On **13 October 2016** an appeal by 13 Members was received against Council decision to admit BFF.
- In **October 2016** Council agreed, by e-mail correspondence, to table this at the 92<sup>nd</sup> Council meeting.





## Born Free Foundation (BFF)

### **Appeal process**

Article 10 of IUCN Statutes:

*Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations (within 6 months of notification of the Council decision). The World Conservation Congress, on such an appeal, shall have the right to reverse the Council's decision by a two-thirds majority of votes cast by each Category of Member eligible to vote.*



**Born Free Foundation (BFF)**

The GCC having considered the options to handle the appeal, recommends to submit the decision to IUCN Members by electronic vote.



## **Question to be put to the electronic vote:**

**Q1: Do you agree to reverse the Council decision C/88/21 admitting the Born Free Foundation and by doing so accept that it ceases to be an IUCN Member with immediate effect?**

*Note: If a two-thirds majority of votes cast in Category A and a two-thirds majority of the votes cast in Categories B and C combined votes “yes” to this question, thereby accepting the appeal and reversing Council decision C/88/21, the Born Free Foundation will cease to be a Member of IUCN with immediate effect.*

## Timeline for electronic vote

Step in Process	Proposed dates
<p><b>The appeal, together with the question on which to vote, are presented to IUCN Members</b></p> <p>The communication will include posting all information on the Union Portal including:</p> <ol style="list-style-type: none"> <li>1. The application for IUCN membership by Born Free Foundation (BFF)</li> <li>2. The objections submitted by the IUCN Members before 8 September 2015</li> <li>3. BFF reply to the objections</li> <li>4. Additional questions asked by the Governance and Constituency Committee (GCC)</li> <li>5. Reply by BFF to those additional questions</li> <li>6. The Council decision and its rationale</li> <li>7. The appeal against IUCN Council's decision to admit BFF as IUCN Members</li> </ol> <p>The process will start with an online discussion on the Union Portal (similar to the online discussion of the motions prior to the 2016 Congress). After the online discussion, an electronic ballot will be conducted in accordance with Regulation 94.</p>	<p><b>1 March 2017</b></p>
<p><b>Opening of online discussion</b></p> <p>Opening of the online discussion for IUCN Members. The discussion will be monitored by the Legal Adviser who will make sure the discussion is transparent and respectful.</p>	<p><b>8 March 2017</b></p>
<p><b>First notice to IUCN Members</b> about electronic ballot (6 weeks after communication by DG and 8 weeks before the date of opening of the electronic ballot – Regulation 94)</p>	<p><b>12 April 2017</b></p>
<p><b>Second notice to IUCN Members</b> about electronic ballot (3 weeks after the first notice – Regulation 94)</p>	<p><b>3 May 2017</b></p>
<p><b>Close of online discussion</b></p>	<p><b>24 May 2017</b></p>
<p><b>Electronic vote</b></p>	<p><b>7 June 2017 – 21 June 2017</b></p>
<p><b>Publication of results</b></p>	<p><b>by 5 July 2017</b></p>



## **DRAFT COUNCIL DECISION (REP):**

The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Submits the appeal to Council decision C/88/21 admitting the Born Free Foundation to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.



**Thank you !**

## GROUP 2

- **INCOME STABILITY**

- Income Growth, Reserves, Expense stability, Cost recovery, budget growth)

**Approach 1: Gov't Framework and Large foundations**

- **HOW – Networks, Diplomacy, Strong value proposition, Communications and Campaigns**

**Approach 2 Develop Knowledge products**

- **HOW – Invest in Commissions**
- **(CAP number of Knowledge products)**

**Approach 3 Structure IUCN delivery at regional level generating both**

- **Institutional support + project support**
- **Structuring Country offices for relevance to governments – having political representative to raise stability through various wholesaling opportunities such as GCF/GEF**

## GROUP 2

- **Approach 4 Engaging the Business Sector**
  - Engage family businesses
  - link CSR Business and knowledge products  
(Manage expectations)
- **Approach 5 New Initiatives**
  - Such as food systems, urbanisation
  - Foundations to provide seed money
  - High net worth individuals, entrepreneurs, Celebrities
- **Approach 6 Wholesaling Vs Retailing**
  - GEF &GCF



## GROUP 2

- **WHAT CAN COUNCIL DO?**
  - 1. FAC to develop roadmap of seeking funding and report to Council at each meeting**
  - 2. Have Private Sector Task Force evaluate Business engagement strategies.**
  - 3. More actively manage membership**
  - 4. Capitalize knowledge products**
  - 5. Seek to create a seed / innovation fund**



WHAT can a Value Proposition for members look like?

Relevance for emerging world order shaping.

Overall Uniformity but where appropriate regionally specific

Relevance for Governments

Leadership and innovation(co-initiators of CBD, IPBES, ...)



WHO?

Strategic objective for Council

Develop with secretariat a draft VP!!

Working group in Council. Led by GCC but all councilmembers to be involved. Support from CEC

Test the VP with members and partners



## HOW ?

- Role of councilors to reach out to members in the regions
- Regional offices and National Committees to provide platform
- More regular engagement and convening of members to relay VP



## Achievements!

- 
- Agreed Value Proposition and regularly reviewed
- Councilors have become ambassadors in their region
- IUCN has More State Members
- IUCN has a Structural outreach outside the conservation “Family”
-



## **Item 8**

# **COUNCIL'S STRATEGIC PRIORITIES AND OBJECTIVES 2017-2020**

## **One Programme Approach**

**13.00-15.00**

**9 February 2017**



## Commissions-Members-Secretariat **interaction**

PPC to develop a **road map** to monitor and report back to Council the implementation of One Charter

The road map to **include indicators, both quantitative and qualitative (data segregated)**, to facilitate reporting to Council and to be able to analyse and communicate results at all levels

Monitoring and reporting influences decision making (e.g. resource allocation)

Identify possible **mechanisms and incentives** for enhanced cooperation/work across IUCN

Develop a **Joint Implementation Model** for programme/project implementation – set of standards and guidelines



Cross-cutting

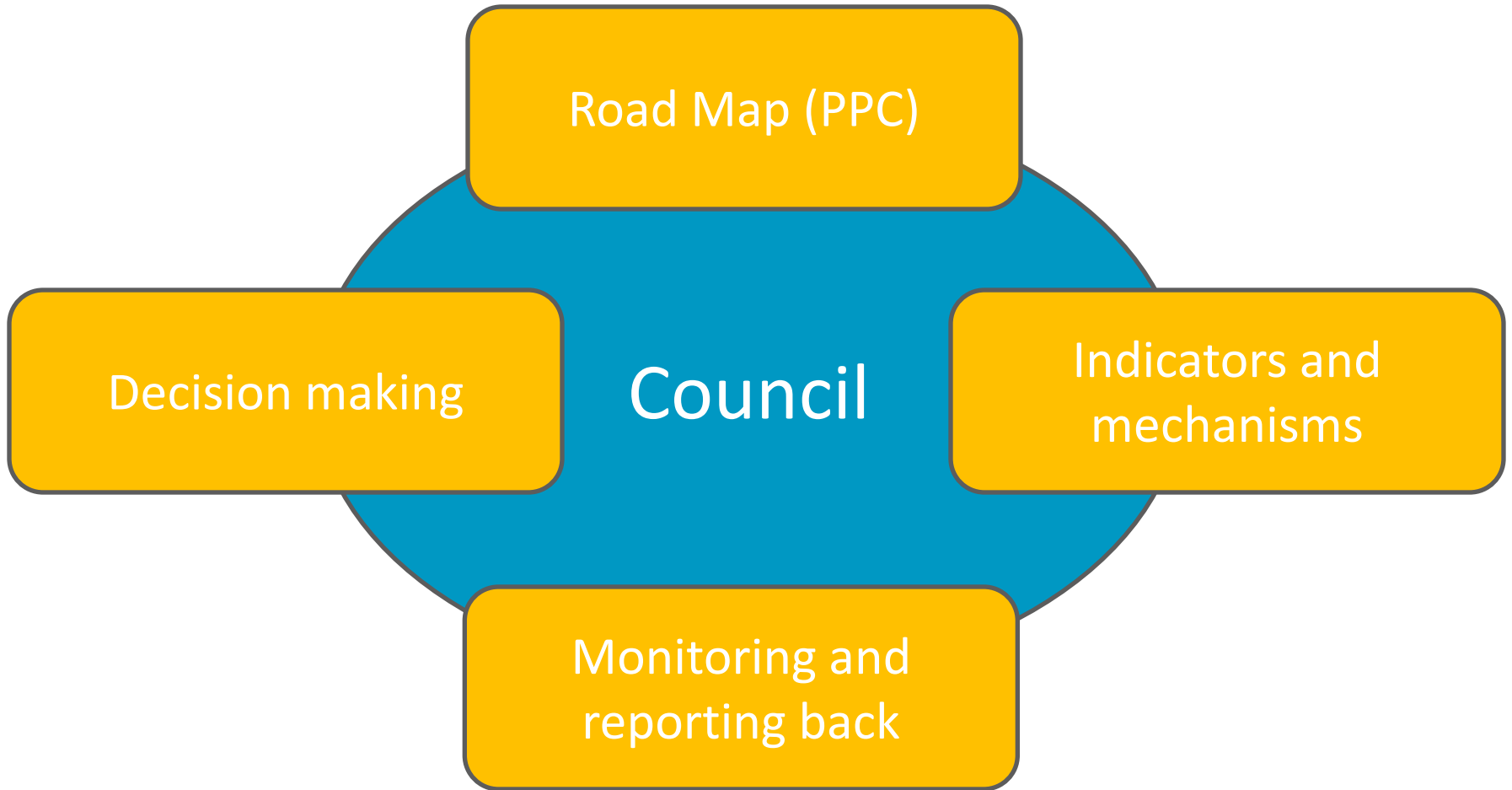
**Communication** (reaching out effectively)

**Collaboration and engagement**

**Sharing of experiences** and lessons learned related to the One Programme Approach (e.g. Guinea-Bissau)

**Better understanding**





**Council members (2016-20) present at the 92<sup>nd</sup> Council meeting  
(8-9 February 2017)**

**PRESIDENT**

Mr ZHANG Xinsheng, China

**TREASURER**

Mr Patrick de Heney, Switzerland/United Kingdom

**REGIONAL COUNCILLORS****Africa**

Mr Mamadou Diallo, Senegal  
 Ms Jesca Eriyo Osuna, Uganda  
 Mr Ali Kaka, Kenya  
 Ms Jennifer Mohamed-Katerere, South Africa

**Meso and South America<sup>1</sup>**

Mr Marco Vinicio Cerezo Blandon, Guatemala  
 Mr Carlos Cesar Durigan, Brasil  
 Ms Jenny Gruenberger, Bolivia

**North America and the Caribbean<sup>2</sup>**

Mr John Robinson, USA  
 Mr Rick Bates, Canada

**South and East Asia**

Mr Amran Hamzah, Malaysia  
 Mr Masahiko Horie, Japan  
 Mr Malik Amin Aslam Khan, Pakistan  
 Mr Mangal Man Shakya, Nepal  
 Mr Youngbae Suh, Republic of Korea

**West Asia**

Ms Shaikha Salem Al Dhaheri, UAE  
 Mr Said Ahmad Damhoureyeh, Jordan  
 Mr Ayman Rabi, Palestine

**Oceania**

Mr Andrew Bignell, New Zealand  
 Mr Peter Michael Cochrane, Australia  
 Ms Anna Elizabeth Tiraa, Cook Islands

**East Europe, North and Central Asia**

Mr Michael Hošek, Czech Republic  
 Ms Tamar Pataridze, Georgia  
 Mr Rustam Sagitov, Russian Federation

**West Europe**

Ms Hilde Eggermont, Belgium  
 Mr Jonathan Hughes, United Kingdom  
 Mr Jan Olov Westerberg, Sweden

**COMMISSION CHAIRS****Commission on Ecosystem Management**

Ms Angela Andrade, Colombia

**Commission on Education and Communication**

Mr Sean Southey, Canada/South Africa

**Commission on Environmental, Economic and Social Policy**

Ms Kristen Walker Painemilla, USA

**Species Survival Commission**

Mr Jon Paul Rodriguez, Venezuela

**World Commission on Environmental Law<sup>3</sup>**

Ms Denise Antolini, Deputy Chair of WCEL

**World Commission on Protected Areas**

Ms Kathy MacKinnon, United Kingdom

**COUNCILLOR FROM THE STATE IN WHICH IUCN HAS ITS SEAT**

Mr Norbert Baerlocher, Switzerland

**DIRECTOR GENERAL**

Ms Inger Andersen

**OTHERS**

Ms Sandrine Friedli Cela, IUCN Legal Adviser

Mr Luc De Wever, Sr. Governance Manager,  
 Secretary to Council

Other members of the Secretariat as required for  
 all or specific parts of the Council meeting

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<sup>1</sup> Mr Lider Sucre, Panamá, had sent apologies and gave a proxy to Mr Marco Vinicio Cerezo Blandon

<sup>2</sup> Mr Sixto J. Inchaustegui, Dominican Republic, had sent apologies

<sup>3</sup> Mr Antonio Herman Benjamin, Chair of WCEL, had sent apologies and was represented by Ms Denise Antolini, Deputy Chair of WCEL