



## 100<sup>th</sup> Meeting of the IUCN Council

By conference call on 14 September 2020 from 11.00 AM to 2.00 PM UTC/GMT

### Draft Annotated Agenda

Notes:

- The call will be operated by “Interprefy”
- Simultaneous interpretation will be provided in the three official languages of IUCN
- The time of the meeting in the time zones of Council members is shown in Annex A

Origin: Secretary to Council

11.00-11.10	<b>Agenda Item 1: Introduction by the President and approval of the agenda</b>
11.10-12.10	<p><b>Agenda Item 2: Additional proposals for consideration by the IUCN World Conservation Congress 2020</b></p> <p>The following issues require Council approval in order to be distributed to IUCN Members as Congress documents by 7 October 2020 in accordance with Rule 45:</p>
11.10	<p>2.1 <u>Amendments to the IUCN Statutes:</u></p> <p><i>The Governance and Constituency Committee (GCC) which met by conference call on 2 September 2020 presents a proposal to amend the Statutes and Regulations in respect of the functions of the Treasurer. This is one of the topics from the Council’s Response to the External Review of IUCN’s Governance that could be substantially developed or completed ahead of the 2020 Congress, selected by the GCC in February 2020 and endorsed by the Bureau (84<sup>th</sup> meeting, May 2020).</i></p> <p>Document: <a href="#">C100/2.1 Proposed Amendments - Functions of the IUCN Treasurer rev</a></p>
11.25	<p>2.2 <u>Revision of the Financial Plan 2021-24:</u></p> <p><i>The Finance and Audit Committee (FAC) met on 9 September 2020 to consider, among others, the revisions to the draft Financial Plan 2021-24 resulting from the postponement of the 2020 Congress and the impact of Covid-19 on IUCN operations. (Follow-up to <a href="#">FAC72, 28 July 2020, point 4</a>)</i></p> <p>Document: <a href="#">C100/2.2 IUCN Financial Plan 2021-2024 draft 10 September 2020</a></p>
11:40	<p>2.3 <u>Revision of the Membership Dues Guide 2021-24:</u></p> <p><i>During its meeting of 2 September 2020, the GCC approved the recommendations from the Joint GCC/FAC Task Force on membership dues to revise the Membership Dues Guide as a result of postponing the 2020 Congress. The FAC which met on 9 September 2020 made no further comments on the Dues Guide as revised by GCC.</i></p> <p>Document: <a href="#">C100/2.3 Revised Membership Dues Guide 2021-24 with Annex 1</a></p>
11:55	<p>2.4 <u>Comprehensive Gender Approach at IUCN</u></p> <p><i>On 2 September 2020, after considering the “Results and recommendations from the survey to IUCN Council, Commissions, Membership Structures and Secretariat” prepared by GCC’s Gender Task Force, the GCC decided to propose to Council that it forwards the survey results and TF recommendations to the 2020 Congress for discussion, together with a draft motion to Congress requesting the next Council to develop a comprehensive gender approach at IUCN. In case Council approves the motion to Congress, it will also be asked to approve that the draft Congress Agenda be modified to include this topic. (follow-up to GCC’s report to the Council, <a href="#">GCC Report to C98</a> pp. 12-13 and to <a href="#">Bureau’s decision B84/1</a>)</i></p> <p>Document: <a href="#">C100/2.4 Towards a comprehensive gender approach at IUCN - with Annex</a></p>
12.10-01.30	<b>Agenda Item 3: IUCN World Conservation Congress 2020</b>

	<p><i>At its 8<sup>th</sup> meeting on 1 September 2020, the Congress Preparatory Committee (CPC) examined the analysis and recommendations presented by the Secretariat on available options in case the IUCN World Conservation Congress 2020 could not be held in January 2021 as planned. The Secretariat's paper is attached to the Report of the CPC. At its 88<sup>th</sup> Meeting on 9 September 2020, the Bureau considered the CPC's recommendations and will transmit them together with its decision to Council in advance of its 100<sup>th</sup> meeting on 14 September 2020.</i></p> <p><b>As the consideration of this matter impacts the relationship to local authorities in the Host Country, sponsors, exhibitors, and suppliers, all members of Council are asked to treat this matter confidentially until the agreed date of an official announcement of the Council decision.</b></p> <p><u>Documents:</u></p> <ul style="list-style-type: none"> <li>• see Bureau document <a href="#">B88/3/1 - 8th CPC Meeting - 1 September 2020 - Report to Council - with Annex 1 CONFIDENTIAL</a></li> <li>• <a href="#">C100/3/3 Note for IUCN Council on the process and systems for elections by electronic vote prior to Congress 2020.09.12</a></li> </ul>
<p>01.30-01.45</p>	<p><b>Agenda item 4: Follow-up to the 99<sup>th</sup> Council meeting (11 August 2020)</b></p> <p>Any further input from Council members for the Council Working Group on IUCN's response to Covid-19.</p> <p><i>To help the chair manage the time effectively, Council members interested to speak under this agenda item are requested to inform the Secretariat (<a href="mailto:luc.deweever@iucn.org">luc.deweever@iucn.org</a>) by 13 August 2020.</i></p>
<p>01:45-02.15</p>	<p><b>Agenda item 5: Celebration of 100<sup>th</sup> Council meeting and 60<sup>th</sup> anniversary of WCPA</b></p> <p><i>Sean Southey, Chair of CEC proposes that, in response to Council members' request to celebrate the 100<sup>th</sup> Council meeting, he introduces and runs, together with Kathy MacKinnon, the new #NatureForAll Card Game developed at the occasion of WCPA's 60<sup>th</sup> anniversary and funded by CEC, WCA and Parks Canada.</i></p>

## Virtual meeting of the IUCN Council (100<sup>th</sup> meeting)

Monday 14 September 2020 at 11.00 AM UTC

### Timetable

<b>UTC</b>	<b>11:00</b>
<b>Rarotonga</b>	<b>01:00</b>
<b>Guatemala City</b>	<b>05:00</b>
<b>Panama, Bogota</b>	<b>06:00</b>
<b>La Paz, Caracas, Manaus, New York, Ottawa, Santo Domingo</b>	<b>07:00</b>
<b>Brasilia</b>	<b>08:00</b>
<b>Dakar</b>	<b>11:00</b>
<b>London</b>	<b>12:00</b>
<b>Harare, Brussels, Stockholm, Prague, Gland</b>	<b>13:00</b>
<b>Ramallah, Amman, Nairobi, Kampala</b>	<b>14:00</b>
<b>Tbilisi, Abu Dhabi</b>	<b>15:00</b>
<b>Islamabad</b>	<b>16:00</b>
<b>Colombo</b>	<b>16:30</b>
<b>Kathmandu</b>	<b>16:45</b>
<b>Kuala Lumpur, Beijing</b>	<b>19:00</b>
<b>Seoul, Tokyo</b>	<b>20:00</b>
<b>Sydney</b>	<b>21:00</b>
<b>Wellington</b>	<b>23:00</b>



**IUCN WORLD CONSERVATION CONGRESS 2020**  
7–15 January 2021, Marseille, France

**Proposed amendments to the IUCN Statutes and the  
IUCN Regulations:  
Functions of the IUCN Treasurer**

**Action Requested:** The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes and the IUCN Regulations regarding the functions of the IUCN Treasurer submitted by the IUCN Council under Articles 105 and 29 of the IUCN Statutes.

**DRAFT MOTION**

The IUCN World Conservation Congress,

**Adopts** the following amendment to the Statutes and Regulations of IUCN: (*cf. Table attached hereafter as Annex 1*)

**Decides** that they shall become effective at the close of the IUCN World Conservation Congress 2020.

**EXPLANATORY MEMORANDUM**

**The issue**

Specific functions of the Treasurer are described in various places in the Statutes and the Regulations, without there being a provision defining the Treasurer's main role.

While the Statutes place the overall responsibility for oversight on the IUCN Council, they give the Treasurer specific financial oversight responsibilities linked primarily to budgets, financial plans and the audited financial statements.

In contrast, the Regulations place the emphasis on providing advice to the Director General. However, the Regulations are silent on whether or not the Treasurer's advice needs to be followed. In the absence of such a requirement, it is assumed that the Director General has an obligation to ask the Treasurer for advice but no obligation to act on such advice.

The requirement for the Treasurer to provide both oversight and advice creates a conflict of interest.

In addition, to properly exercise an advisory role to the management would require the Treasurer to accept a level of liability and investment of time that cannot be expected from a voluntary position.

## **Council's proposal**

Part of its Response to the External Review of aspects of IUCN's governance, the IUCN Council reviewed the role of the Treasurer in the light of financial and risk management requirements of IUCN and good governance practice.

Details of the proposed revisions are shown in Annex 1. The key changes are:

### **1. The Statutes**

Articles 88 and 89: Clear separation of the roles of the Director General and the Treasurer in respect of the finances of IUCN. The over-riding role of the Treasurer is defined in article 89 as "The Treasurer shall provide advice on the financial affairs of IUCN and report to the World Congress and the Council as described in the Regulations."

A provision has been added to Article 89 to enable the Treasurer to base his advice to Council on official information sourced from the Director General and to establish the basis for the Director General and the Treasurer to communicate on financial matters.

As a result, Article 20 should be revised by adding the requirement for Congress to receive a separate report from the Treasurer as opposed to a joint report from the Director General with the Treasurer on the financial affairs of IUCN.

### **2. The Regulations**

Article 88: Requirement for the Director General to consult with the Treasurer on various financial matters has been removed as this was neither practical, nor was there any requirement for the Director General to act on any advice received.

Article 90*bis*: New article detailing the role of the Treasurer in providing advice to Congress and in assisting Council with its financial oversight responsibilities.

## **Process**

The IUCN Council reviewed the functions of the Treasurer in the context of its [Response to the External Review of aspects of IUCN's governance](#) approved by Council in January 2020. The proposal was therefore not presented for discussion to the Regional Conservation Forums together with the other proposals of the Council to improve the governance of IUCN.

The proposal was prepared by the Council's Governance and Constituency Committee with involvement of the Treasurer, the Chief Financial Officer and the Legal Adviser. The Council's Finance and Audit Committee concurred with the proposal.

## Proposed amendments to the IUCN Statutes and the IUCN Regulations regarding the functions of the IUCN Treasurer

Existing provisions of the IUCN Statutes	Amendments (with track changes)	New version of the IUCN Statutes as amended (all track changes 'accepted')
<p><b>Part V - The World Conservation Congress</b></p> <p><u>Functions</u></p> <p>20. The functions of the World Congress shall be <i>inter alia</i>: (...) (c) to receive and consider the reports of:</p> <p>(i) the Director General on the activities of IUCN during the period since the preceding session of the World Congress;</p> <p>(ii) the Director General with the Treasurer on the financial affairs of IUCN; (...)</p>	<p><b>Part V - The World Conservation Congress</b></p> <p><u>Functions</u></p> <p>20. The functions of the World Congress shall be <i>inter alia</i>: (...) (c) to receive and consider the reports of:</p> <p>(i) the Director General on the activities <u>and the financial affairs</u> of IUCN during the period since the preceding session of the World Congress;</p> <p>(ii) the <del>Director General with the Treasurer on the financial affairs of IUCN;</del> (...)</p>	<p><b>Part V - The World Conservation Congress</b></p> <p><u>Functions</u></p> <p>20. The functions of the World Congress shall be <i>inter alia</i>: (...) (c) to receive and consider the reports of:</p> <p>(i) the Director General on the activities and the financial affairs of IUCN during the period since the preceding session of the World Congress;</p> <p>(ii) the Treasurer; (...)</p>
<p><b>Part XI – Finance</b></p> <p>88. The Director General shall: (...) (d) with the Treasurer, submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;</p> <p>(e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress, together with the comments of the Treasurer and the Council; (...)</p>	<p><b>Part XI – Finance</b></p> <p>88. The Director General shall: (...) (d) <del>with the Treasurer,</del> submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;</p> <p>(e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress, <del>together with the comments of the Treasurer and the Council;</del> (...)</p>	<p><b>Part XI – Finance</b></p> <p>88. The Director General shall: (...) (d) submit to each ordinary session of the World Congress, a report on the consolidated accounts of IUCN together with the auditors' reports for the relevant years;</p> <p>(e) submit to each ordinary session of the World Congress for approval, a draft programme and financial plan for the period until the next ordinary session of the World Congress; (...)</p>

<p>(g) keep the Treasurer informed of unforeseen expenses and important variations from the projected income and, if necessary, submit amended budgets to the Council in agreement with the Treasurer.</p>	<p>(g) <del>keep the Treasurer informed</del> <u>in the event</u> of unforeseen expenses and important variations from the projected income <u>inform the Council</u> -and, if necessary, submit amended budgets to the Council <u>for approval in agreement with the Treasurer</u>.</p>	<p>(g) in the event of unforeseen expenses and important variations from the projected income inform the Council and, if necessary, submit amended budgets to the Council for approval.</p>
<p>89. The Treasurer may object on financial grounds to any proposed alteration of the budget, and shall inform the Council of such objection.</p>	<p>89. The Treasurer <del>may object on financial grounds to any proposed alteration of the budget, and shall inform the Council of such objection.</del> <u>shall:</u>  <u>a) provide advice on the financial affairs of IUCN and report to the World Congress and the Council as described in the Regulations;</u>  <u>b) be kept informed by the Director General about IUCN's financial situation between sessions of the Council.</u></p>	<p>89. The Treasurer shall:  a) provide advice on the financial affairs of IUCN and report to the World Congress and the Council as described in the Regulations;  b) be kept informed by the Director General about IUCN's financial situation between sessions of the Council.</p>

Existing provisions of the IUCN Regulations	Amendments (with track changes)	New version of the Regulations as amended (all track changes 'accepted')
<p><b>Part IX - Finance</b></p> <p><u>Financial Powers of the Director General</u></p> <p>88. The Director General, in consultation with the Treasurer, shall:</p> <p>(a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;</p> <p>(b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;</p>	<p><b>Part IX - Finance</b></p> <p><u>Financial Powers of the Director General</u></p> <p>88. The Director General, <del>in consultation with the Treasurer,</del> shall:</p> <p>(a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;</p> <p>(b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;</p>	<p><b>Part IX - Finance</b></p> <p><u>Financial Powers of the Director General</u></p> <p>88. The Director General shall:</p> <p>(a) as necessary, establish detailed financial policies and procedures, which may differ according to the requirements of the States in which IUCN is operating;</p> <p>(b) have the power to accept grants, donations and other payments on behalf of IUCN, subject to any instruction by the Council;</p> <p>(c) designate the banks in which the funds of IUCN shall be kept;</p>

<p>(c) designate the banks in which the funds of IUCN shall be kept;</p> <p>(d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;</p> <p>(e) maintain an appropriate level of reserves; and</p> <p>(f) implement appropriate risk management strategies.</p>	<p>(c) designate the banks in which the funds of IUCN shall be kept;</p> <p>(d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;</p> <p>(e) maintain an appropriate level of reserves; and</p> <p>(f) implement appropriate risk management strategies.</p>	<p>(d) be responsible for ensuring that the legal requirements of business operation are met in all States where IUCN is operating;</p> <p>(e) maintain an appropriate level of reserves; and</p> <p>(f) implement appropriate risk management strategies.</p>
<p>90. In keeping IUCN accounts and controlling expenditure, the Director General shall: (...) (d) confer in person with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.</p>	<p>90. In keeping IUCN accounts and controlling expenditure, the Director General shall: (...) (d) confer <del>in person</del> with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.</p>	<p>90. In keeping IUCN accounts and controlling expenditure, the Director General shall: (...) (d) confer with the Treasurer and external auditors each year on the annual audit of the financial statements of IUCN.</p>
<p>[none]</p>	<p><u>(new provision) The Treasurer</u></p> <p><u>90bis (a) The Treasurer shall provide advice and report to the World Congress, in particular on the financial health of IUCN, the audited financial statements and the draft financial plan.</u></p> <p><u>(b) The Treasurer shall assist the Council in its oversight function regarding the financial affairs of IUCN and in particular, shall</u></p> <p><u>i) provide advice and comments to the Council on the draft annual budget submitted by the Director General for approval;</u></p> <p><u>ii) provide advice on reserves and risk management strategies;</u></p>	<p><u>The Treasurer</u></p> <p>90bis (a) The Treasurer shall provide advice and report to the World Congress, in particular on the financial health of IUCN, the audited financial statements and the draft financial plan.</p> <p>(b) The Treasurer shall assist the Council in its oversight function regarding the financial affairs of IUCN and in particular, shall</p> <p>i) provide advice and comments to the Council on the draft annual budget submitted by the Director General for approval;</p>



	<p><u>iii) confer with the external auditors each year on the annual audit of the financial statements of IUCN;</u></p>	<p>ii) provide advice on reserves and risk management strategies;</p> <p>iii) confer with the external auditors each year on the annual audit of the financial statements of IUCN;</p>
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# IUCN Financial Plan 2021–2024

Draft v ~~11 February~~ 10 September 2020

~~(Endorsed by Council)~~

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In this version, where tables and figures have been updated, the original is shown first, followed by the revision.

## 1. Executive summary

The IUCN Programme sets ambitious targets and responds to the planetary crisis caused by climate change, habitat loss and over exploitation of natural resources. Increasing public awareness and the recognition of the urgent need to take action provides IUCN with fundraising opportunities. These are reflected in the Financial Plan which sees significant growth in funding over the four year period.

The Financial Plan outlines the resources that the IUCN Secretariat expects to mobilise and spend in the delivery of IUCN Programme 2021-2024 and to support the core Union and corporate functions of IUCN. It takes into account the need to generate the financial surpluses which are needed to invest in programme development and the corporate and Union functions of the organization. This involves supplementing traditional sources of revenues from bilateral and multilateral government agencies with innovative new income streams. In addition, effective delivery of the Programme requires IUCN to ensure that the cost and organizational structure are optimally designed and fit for purpose.

Making these changes will involve upfront investment, with revenues being generated later. During the first year of the Financial Plan the Secretariat will develop strategies to diversify its income base to reduce risk, take advantage of public and private sector awareness of the threats to nature and to build a sustainable financial model for the long term. Options include increasing engagement with the private sector through both programmatic engagements and sponsorships and through the development of blended finance (public/private) initiatives.

The investment necessary to develop and implement these initiatives together with investment required to increase operational effectiveness will be assessed in year 1 of the Financial Plan. Investment plans with expected new revenues will be submitted to Council as part of the annual budgeting process.

The impact of the Covid-19 emergency has been taken into consideration in the finalisation of the Financial Plan. The emergency creates both opportunities and risks. The increased level of awareness that the health of society is inextricably linked to the health of the natural world provides both programmatic and fundraising opportunities. However, the economic impact of the pandemic could result in a reduction in funding to IUCN as the budgets of donors may come under pressure and they may reassess their priorities. The pandemic also poses implementation challenges as on-the-ground, community based activities depend on the free movement of individuals and normal working practices.

### Scope and objectives

The Financial Plan has the following high level objectives:

1. Support the implementation of the IUCN Programme 2021–2024
2. Provide funding to meet the statutory objectives of IUCN
3. Provide investment funding to enhance operational capacity
4. Ensure the financial sustainability of IUCN

### Financial summary

The Secretariat plans to raise CHF ~~659m~~ 598m over the period 2021-2024, representing a ~~2821%~~ increase in income compared with the period 2017-2020. Unrestricted income and expenditure is projected to ~~remain at a similar level to 2017-2020~~ increase modestly by 10%.

whereas restricted income and expenditure is projected to increase significantly by 25%, as shown in Table 1.

**Table 1: Financial Plan summary**

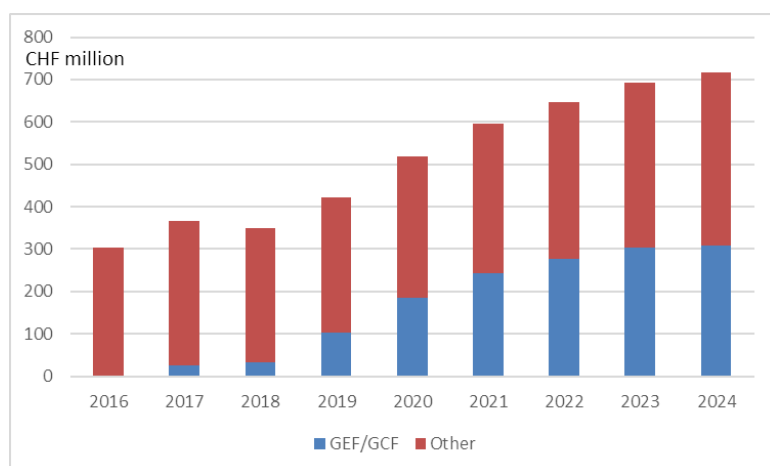
	Total 2017-20	Total 2021-24	Change
	Forecast	Plan	
	CHF m	CHF m	CHF m
<b>Unrestricted income and expenditure</b>			
<b>Unrestricted income</b>			
Membership dues	50	56	5
Framework income	46	42	-4
Other unrestricted income	30	33	3
<b>Total unrestricted income</b>	<b>126</b>	<b>131</b>	<b>5</b>
Unrestricted expenditure	126	122	-5
Investments	0	7	7
<b>Total unrestricted expenditure</b>	<b>126</b>	<b>128</b>	<b>2</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Restricted income and expenditure</b>			
<b>Restricted income</b>	<b>386</b>	<b>528</b>	<b>142</b>
<b>Restricted expenditure</b>	<b>386</b>	<b>528</b>	<b>142</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total income and expenditure</b>			
<b>Total income</b>	<b>513</b>	<b>659</b>	<b>146</b>
<b>Total expenditure</b>	<b>513</b>	<b>656</b>	<b>143</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>3</b>	<b>3</b>

	Total 2017-20	Total 2021-24	Change
	Forecast	Plan	
	CHF m	CHF m	CHF m
<b>Unrestricted income and expenditure</b>			
<b>Unrestricted income</b>			
Membership dues	50	55	5
Framework income	47	50	3
Other unrestricted income	29	33	5
<b>Total unrestricted income</b>	<b>126</b>	<b>138</b>	<b>12</b>
<b>Unrestricted expenditure</b>	<b>126</b>	<b>128</b>	<b>2</b>
Investments	0	7	7
<b>Total unrestricted expenditure</b>	<b>126</b>	<b>135</b>	<b>9</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>3</b>	<b>3</b>
<b>Restricted income and expenditure</b>			
<b>Restricted income</b>	<b>368</b>	<b>459</b>	<b>92</b>
<b>Restricted expenditure</b>	<b>368</b>	<b>459</b>	<b>92</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total income and expenditure</b>			
<b>Total income</b>	<b>494</b>	<b>598</b>	<b>104</b>
<b>Total expenditure</b>	<b>494</b>	<b>595</b>	<b>101</b>
<b>Surplus/(deficit)</b>	<b>0</b>	<b>3</b>	<b>3</b>

Note: investments during the period 2017-20 are included with unrestricted expenditure

The increase in restricted income and expenditure is supported by a healthy project portfolio (Figure 1). IUCN has experienced a steady increase in the value of its project portfolio and this is expected to continue over the coming four year period, driven primarily by growth in funds from the Global Environment Facility (GEF) and the Green Climate Fund (GCF)<sup>1</sup>.

Figure 1: IUCN project portfolio



Note: "other" refers to projects funded by bilateral government agencies, foundations, the private sector and other organisations.

<sup>1</sup> IUCN is an accredited implementing agency for both GEF and GCF

In terms of income that will be mobilised for the different programme areas and corporate and Union support, the following projections are made:

**Table 2: Income targets**

	2021-24
	Plan
	CHF m
<b>Programme areas</b>	
Land	216
Water	68
Oceans	68
Climate Change	128
People	124
<b>Total programme</b>	<b>604</b>
Corporate functions	36
Union development	16
Reserve increase	3
<b>Total corporate and Union functions</b>	<b>659</b>

	2021-24
	Plan
	CHF m
<b>Programme areas</b>	
Land	194
Water	62
Oceans	61
Climate Change	115
People	111
<b>Total programme income</b>	<b>543</b>
Corporate functions	36
Union development	16
Reserve increase	3
<b>Total income</b>	<b>598</b>

Programme implementation will be guided by an Operational Plan that seeks to enhance operational capacity through streamlining programmatic and corporate structures, strengthening programme delivery mechanisms and ensuring coherency in project portfolio development. Investments will be made to increase resource mobilisation capacity and strengthen planning, monitoring and evaluation. In addition, a platform to record membership contributions to the 2021-2024 Programme will be developed and engagement with the membership strengthened through the One Programme approach.

The Financial Plan sees approximately 75% of funding coming from bilateral and multilateral government agencies with the balance coming from foundations, the private sector, other organisations and the membership.

## 2. Strategic context

The Financial Plan 2021-2024 lays out how the IUCN programme of work and statutory objectives will be financed over the period 2021-2024. It takes into consideration risks and

opportunities faced by the organisation and aims to ensure financial sustainability over the medium term.

The IUCN Financial Plan 2021-2024 must support the unique aspects of IUCN whether it be through the maintenance of Union structures and processes or through the delivery of the IUCN Programme 2021-2024. This in turn requires complementarity and alignment with the IUCN Membership Strategy and the Secretariat's Operational Plan 2021-2024.

- **IUCN Statutes and Council decisions**

The Financial Plan is a statutory document that is required to accompany implementation of the Programme of IUCN. The quadrennial Financial Plan is prepared by the IUCN Secretariat, and submitted by the Director General to the World Conservation Congress for approval together with the comments of the Council and the Treasurer.

- **IUCN Programme 2021-2024**

The IUCN Programme 2021-2024 provides a roadmap of how IUCN will catalyse opportunities, build momentum and achieve impact during the first years of the 2020-2030 decade - a crucial period for the future of all life on Earth. Through its Programme, IUCN has an opportunity to support IUCN's government members in implementing the decisions of the 15th Conference of the Parties to the Convention on Biological Diversity, to encourage IUCN's non-governmental and indigenous peoples' organisations to make equivalent pledges, and to convene high-level summits for non-state actors, including businesses and cities, to contribute to Programme objectives.

The Programme 2021-2024 comes at a time when there is increasing recognition, and sense of urgency, that nature and its life support systems must be conserved in order to guarantee human well-being over time. Expectations are high, particularly in light of the Covid-19 pandemic, which means that IUCN - together with many other key players - must raise its level of ambition and aim to be impactful as well as catalytic in its actions. From a financial perspective, these challenges bring fundraising, cost-efficiency and accountability to the forefront, and require that IUCN provides value-for-money when delivering its programme of work.

### **3. Scope and objectives**

The Financial Plan has the following high level objectives:

- 1. Support the implementation of the *IUCN Programme 2021–2024***

The *IUCN Programme 2021–2024* will be implemented through the combined capacity of its Members and the components<sup>2</sup> of the Union. This Financial Plan covers the Secretariat's contribution to the implementation of the Programme. It includes funds secured and to be secured through active fundraising and expenditure to be incurred on Programme delivery. It includes expenditure to be incurred by Members and Commissions to the extent that it passes through the accounts of the Secretariat. Contributions from Members towards the implementation of the Programme are expected to be significant but are not included in the Financial Plan. Similarly, voluntary contributions from members of the six IUCN Commissions are not included in the Financial Plan.

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<sup>2</sup> The IUCN Statutes (Article 15) describe the components of IUCN as: (a) the World Conservation Congress; (b) the Council; (c) the National and Regional Committees and Regional Fora of Members; (d) the Commissions; and (e) the Secretariat.



## 2. Provide funding to meet the statutory objectives of IUCN

The majority of the statutory objectives of IUCN are met through the implementation of the IUCN Programme. Through the Programme, IUCN mobilises its Members, builds their capacity and promotes cooperation and collaboration. Additional funding is, however, required for the development of the Union, including the provision of services to the Membership and support to the network of Commission experts. Funding is also required to support the governance structures of IUCN, including the World Conservation Congress which takes place every four years.

## 3. Provide investment funding to enhance operational capacity

Investments will be made to enhance structural and operational capacity, increase efficiency and to support resource mobilisation and portfolio growth.

## 4. Ensure the financial sustainability of IUCN

Financial stability is key to ensuring the sustainability of the Union as well as continued growth and impact.

The Financial Plan seeks to ensure financial sustainability by:

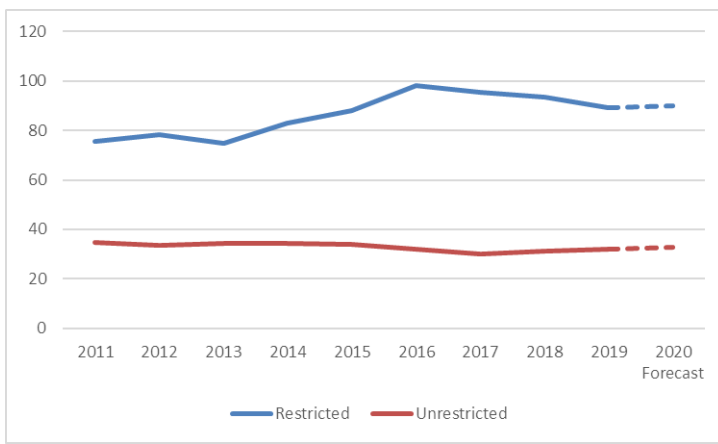
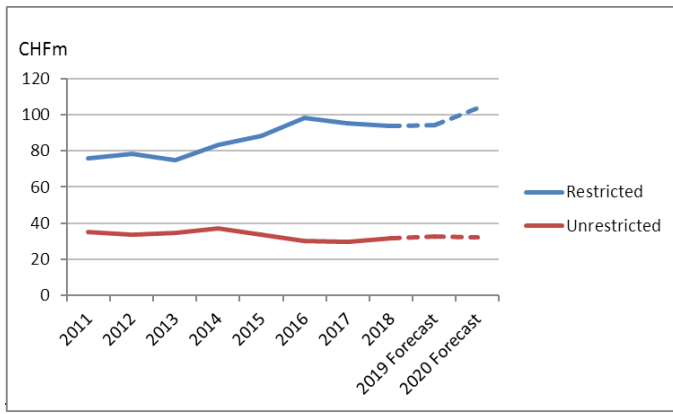
- a) Providing a basis for building unrestricted reserves from the current level of CHF 20 17.6 million (December 2018/2019) towards a target level of CHF 25 million. This will be achieved by budgeting annual surpluses.
- b) Making adequate provision in annual budgets to cover operational risks.
- c) Ensuring adequate levels of cost recovery from restricted funding to cover infrastructure and operational costs.
- d) Proactive management of the cost structure.
- e) Putting in place an effective resource mobilisation strategy.

## 4. Historic trends and the current financial situation

### Income

IUCN receives both unrestricted and restricted funding. Over the last 10 years unrestricted income has steadily declined and restricted income has increased (Figure 2).

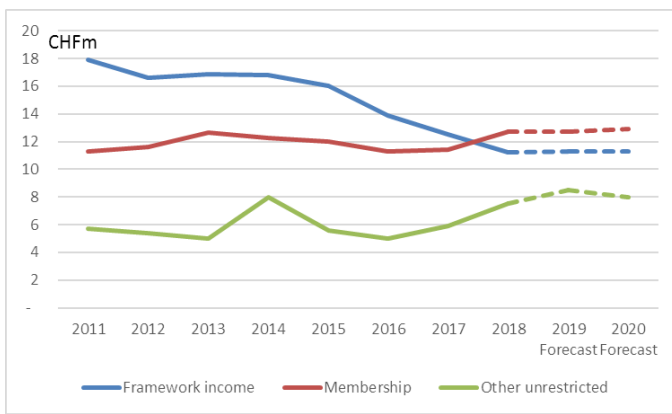
Figure 2: Income trends 2011-20, CHFm

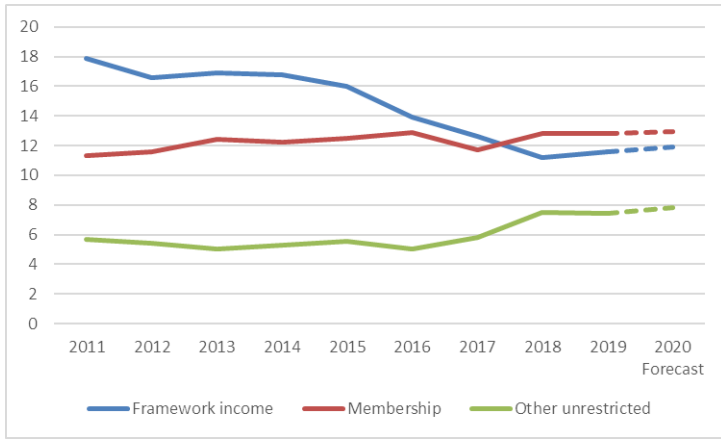


IUCN has 3 unrestricted income streams:

- a) Membership dues: statutory income paid by IUCN Members.
- b) Framework income: programmatic funding from governments that is not tied to particular programmes or projects.
- c) Other unrestricted income: including philanthropy, service fees and in-kind goods and services.

**Figure 3: Unrestricted income trends 2011-20, CHFm**



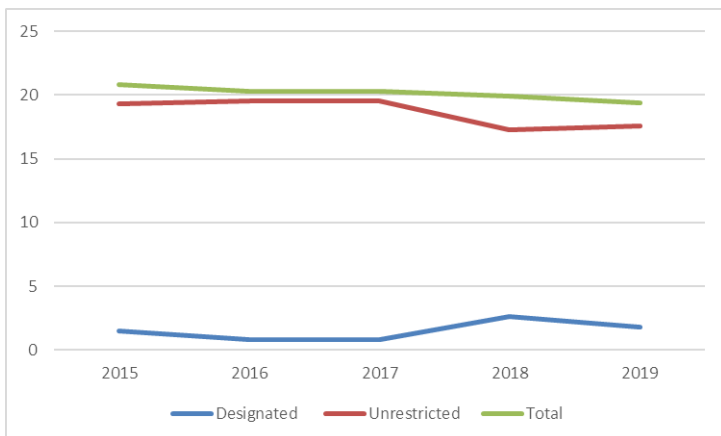
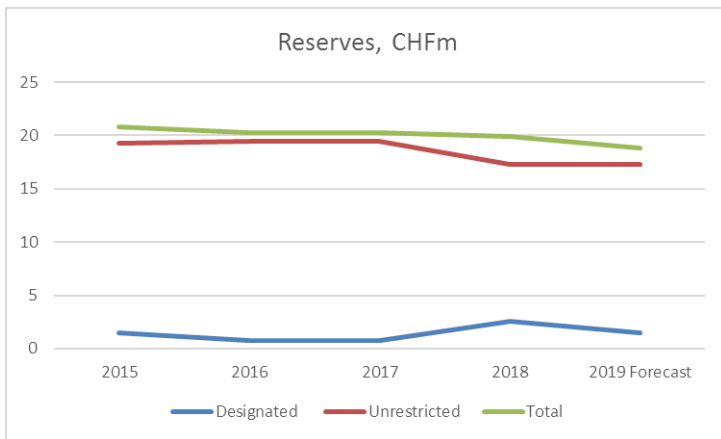


Framework income has shown a steady decline over the last 10 years, whereas membership dues have remained fairly constant. Other unrestricted income is more variable in nature.

The decline in framework income reflects changes in donor funding patterns. Donors are demanding greater levels of accountability and are restricting funding to specific programme areas and deliverables.

Total reserves have declined from CHF 21m at the end of 2015 to a forecast level of CHF 18.5m–19.4m at the end of 2019, comprising unrestricted reserves of CHF 17.6m and designated reserves of CHF 1.8 (Figure 4). Council has set a reserves target of CHF 25m for unrestricted reserves.

Figure 4: IUCN reserves, CHFm



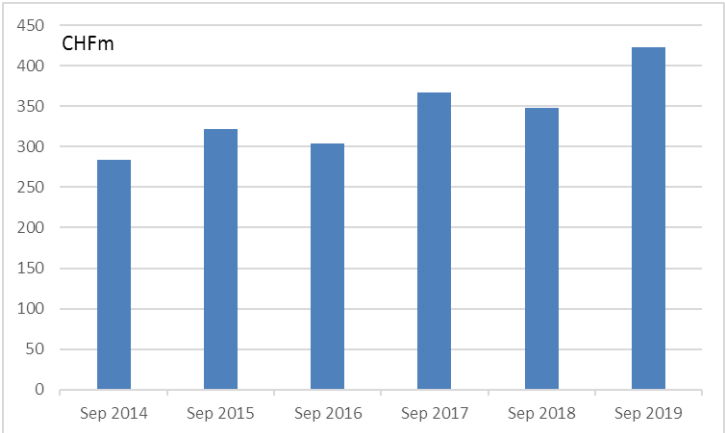
Source: Audited financial statements

Designated reserves are unrestricted reserves that have been allocated (“ring fenced”) by Council for a specific future purpose, e.g. for the funding of the 2020 Congress.

Project portfolio

The project portfolio represents the value of contracts under implementation at a point in time. Figure 5 shows the evolution of the project portfolio.

**Figure 5: Project portfolio evolution**

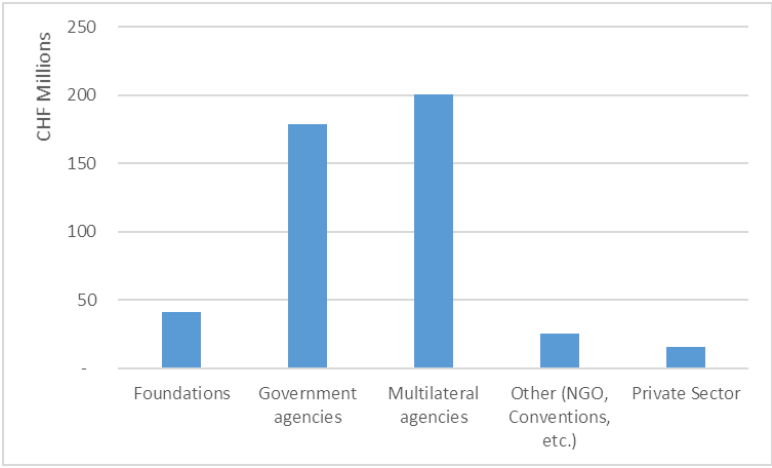


The value of the portfolio has increased steadily from 2014.

**Donor diversity**

The current portfolio is funded as shown in Figure 6.

**Figure 6: Current portfolio by funding source**



Source: Project Portal 17 January 2020

Of the current portfolio under implementation, multilateral agencies account for 43% of funding and government agencies (bilateral) 39%. The main multilateral donors are the European Union (EU), Global Environment Facility (GEF) and Green Climate Fund (GCF). The main bilateral donors are OECD DAC<sup>3</sup> countries.

<sup>3</sup> Organisation for Economic Co-operation and Development, Development Assistance Committee

## 5. Assessment of Financial Risks

Table 3 below provides an assessment of the financial risks faced by IUCN for the 2021-2024 period and how these will be mitigated.

**Table 3: Financial risks**

Risk	Detail	Risk level	Risk mitigation
Framework partners reduce core support to IUCN or convert core support to restricted funding	The current level of framework income is CHF <del>11m</del> 12m, provided by 7 partners. In the event that framework income reduces, IUCN would need to either reduce costs and activities funded by framework funding or obtain restricted funding for the same activities.	Low to medium	<ul style="list-style-type: none"> <li>• Impactful programme that speaks to framework donor priorities</li> <li>• Effective programme delivery</li> <li>• Reduce dependency on core funds (Operational Plan)</li> </ul>
State Members withdraw resulting in a reduction in membership income	80% of Membership income is paid by State Members (CHF 8.5m). If State Members perceive IUCN as not offering value for money they could withdraw.	Low to medium	<ul style="list-style-type: none"> <li>• Membership strategy</li> <li>• Working with State members</li> <li>• Framework for tailored engagement with States and Government Agencies (Operational Plan)</li> </ul>
Governance gaps and weaknesses identified in the external review of IUCN's governance are not addressed	IUCN needs to align its governance structures and practices with global best practice, thereby building trust with IUCN partners and donors.	Medium	<ul style="list-style-type: none"> <li>• Plan developed, with timelines, of action to be taken in response to recommendations made</li> </ul>
Unplanned losses	Project restricted income accounts for approx. 75% of total income. The portfolio carries an inherent level of risk that could result in the necessity to write off costs considered ineligible by a donor or as a result of cost over-runs.	Medium	<ul style="list-style-type: none"> <li>• Effective controls</li> <li>• Skilled project managers</li> <li>• Periodic review of operational systems and processes (Operational Plan)</li> </ul>
Foreign exchange losses	IUCN operates in 40+ countries using a variety of currencies.	Medium	<ul style="list-style-type: none"> <li>• Foreign exchange hedging strategy</li> </ul>
Investment losses	IUCN has investments of approx. CHF 16.5m. Volatility in financial markets could lead to investment losses	Medium	<ul style="list-style-type: none"> <li>• Investment strategy that results in low volatility and that is aligned with IUCN risk tolerance.</li> </ul>
IUCN organisational structure not optimised for delivery and cost effectiveness	IUCN operates from a headquarters in Switzerland and 40+ country offices, resulting in significant infrastructure costs.  Linked to this, there is no clear strategy for determining the geographic "footprint" and regional span of control.	Medium	<ul style="list-style-type: none"> <li>• Overarching organisational strategy to drive HQ, regional and country presence (Operational Plan)</li> <li>• Increase programme volume so as to realise economies of scale</li> <li>• Proactively manage cost base</li> <li>• Increase level of indirect cost recovery through improved project budgeting</li> </ul>
Insufficient investment in	New programme initiatives and major projects require	Low	<ul style="list-style-type: none"> <li>• Clear assessment of investment requirement</li> </ul>

Risk	Detail	Risk level	Risk mitigation
programme development	investment. This can come from a variety of mechanisms: <ol style="list-style-type: none"> <li>1. Framework funds</li> <li>2. Another project with related objectives</li> <li>3. Project development grants</li> <li>4. Recovering the development cost from the project budget once approved</li> </ol>		<ul style="list-style-type: none"> <li>• before taking a decision on new initiatives</li> <li>• Coherent approach to portfolio development and use of specific funding instruments (Operational Plan)</li> <li>• Funding strategy for investments</li> </ul>
Insufficient investment in infrastructure	IUCN needs to continue to invest in systems and processes so as to improve internal control and process efficiency and to maintain competitive	Medium	<ul style="list-style-type: none"> <li>• Adequate allocation of core funds</li> <li>• Smart investments</li> <li>• Shift some support functions to portfolio funding, e.g. PMER (Operational Plan)</li> </ul>
Unpredictable portfolio income streams due to inconsistent delivery	IUCN needs to ensure quality delivery in line with contractual project timelines	Medium to high	<ul style="list-style-type: none"> <li>• Enhance project delivery oversight through investment in PMER (Operational Plan)</li> <li>• Enhance collaboration across units (Operational Plan)</li> </ul>
<u>Covid-19</u>	<u>Covid-19 could impact the Financial Plan in several ways:</u> <ol style="list-style-type: none"> <li>1. <u>Reduction in Membership dues if Members experience financial difficulties</u></li> <li>2. <u>Reduction in framework and restricted income as a result of a general reduction or re-prioritisation of donor funds</u></li> <li>3. <u>Implementation constraints as a result of travel or other government restrictions</u></li> <li>4. <u>The World Conservation Congress results in a deficit</u></li> </ol>	High	<ul style="list-style-type: none"> <li>• <u>Adapt Programme and project proposals to be Covid-19 responsive</u></li> <li>• <u>Adopt an agile approach to project implementation</u></li> </ul>

Certain of the above risks, such as foreign exchange risk, project deficit risk, and loss of IUCN Members will be covered by operational provisions included in annual budgets. In the event that financial losses exceed the level of annual provisions they will be absorbed by reserves.

Several of the above risks are addressed through actions included in the Operational Plan (see Section 6 below, and indicated accordingly in the last column of the above table).

The impact that a specific risk event has on reserves depends on timing and the extent that it is forewarned. For example, a framework partner is likely to give advance notice if it intends to reduce or withdraw support to IUCN. This would allow budgetary adaptation by the Secretariat.

Covid-19 is a significant risk as it could impact resource mobilisation and project implementation. It could also impact the financial result of the 2020 Congress. Postponement could result in a deficit which will need to be charged to reserves. The amount will depend on the circumstances. If the meeting is held on a fixed though later date and attendance and sponsorship levels are similar to previous congresses, the deficit should not exceed CHF 1 million. However, if the meeting is ultimately cancelled, the deficit would be more significant

and could reach CHF 5 million, depending on the assumptions made. Reserves will be used as a last resort to absorb unplanned losses or declines in income.

## 6. Operational Plan

The Operational Plan acts a complement to the IUCN 2021-2024 Programme and the 2021-2024 Financial Plan. It outlines the major programmatic and corporate operational deliverables that the IUCN Secretariat will commit to over the intersessional period in order to comply with its statutory obligations, fulfil the mandate provided by its Members at the World Conservation Congress and meet the contractual, fiduciary and risk management benchmarks required by its donors.

The Operational Plan is currently under development. It will include sections on:

- Measures to enhance structural and operational capacity for growth and stability
- Measures to strengthen accountability and transparency on the use and allocation of resources
- Mechanisms to support resource mobilisation and portfolio growth

The overall thrust will be on creating a more unified organisation focussed on delivery. Aspects of the Operational Plan that have an investment requirement are included in section 9.

## 7. Financial targets

Table 4 below shows financial targets for the Secretariat. These are a mix of growth targets and targets around financial sustainability. The targets are aligned with objectives detailed in the Operational Plan, including a plan for monitoring and optimising the roll out and integration of a “full cost recovery approach” into IUCN project development procedures and rightsizing the organisational structure to support growth and efficient programme delivery.

**Table 4: Financial targets**

Target	Value	Period	Comment
Increase membership dues	10%	2021-2024	Through the recruitment of new Members and as a result of the reassessment of dues payable from Members.
Maintain current level of framework income	0%	2021-2024	IUCN will endeavour to grow framework funding but for planning purposes a prudent target is made.
Increase value of project portfolio: <ul style="list-style-type: none"> <li>• GEF/GCF</li> <li>• Other</li> </ul>	15% 5%	Year-on-year	Steady increase in value of portfolio following launch of new Programme and realisation of projects currently in development.
Increase annual level of restricted income and expenditure	10%	Year-on-year	Mirrors the steady increase in the value of the project portfolio. Higher increases may be possible, depending on the relevance of the new Programme to donors.
Increase level of operational costs funded by cost recovery	From 63% to 70%	2021-2024	Growth of IUCN is expected to be achieved by increases in restricted funding. It is therefore

Target	Value	Period	Comment
			essential that projects bear their fair share of infrastructure and support costs.
<del>Other-Non-staff</del> operating costs not to exceed 20% of total operating costs	20%	2021-2024	Current level is 20% ( <del>2018-2019</del> financial statements). This will be maintained.
Grow income from foundations and philanthropy	From 9% to 12% of total income		Marginal increases are targeted. However, IUCN's main funding will continue to come from government and multilateral agencies.
Grow income from private sector	From 3% to 5% of total income		Through a business engagement strategy.
Increase reserves	CHF 3m	2021-2024	To move from current reserves level of CHF <del>20m-19m</del> towards the reserves target of CHF 25m.

## 8. Financial overview – 2021-2024

This section provides projections for the 2021-2024 period. A more detailed analysis is provided in section 11.

Based on an assessment of Programme and Operational needs, and fundraising targets, IUCN expects to raise CHF ~~659-598~~ million and expend CHF ~~656-595~~ million over the four-year period 2021–2024. The balance of CHF 3m will be used to build reserves.

The Financial Plan projections assume that the 2020 Congress will go ahead as planned and that it will not end with a deficit. As noted in Section 5: Financial Risks, in the event of cancellation of the Congress, a deficit of up to CHF 5 million could be realised. This would need to be absorbed by reserves. No provision has been made in the Financial Plan for possible Congress losses.

**Table 5: Income and expenditure summary 2021-2024**



	2021-24
	Plan
	CHF m
<b>Unrestricted income</b>	
Membership dues	56
Framework income	42
Other unrestricted income	33
<b>Total unrestricted income</b>	<b>131</b>
Restricted income	528
<b>Total income</b>	<b>659</b>
<b>Programme expenditure</b>	
Land	216
Water	68
Oceans	68
Climate Change	128
People	124
<b>Total programme expenditure</b>	<b>604</b>
Corporate functions	36
Union development	16
<b>Total expenditure</b>	<b>656</b>
<b>Allocation to reserves</b>	<b>3</b>

	2021-24
	Plan
	CHF m
<b>Unrestricted income</b>	
Membership dues	55
Framework income	50
Other unrestricted income	33
<b>Total unrestricted income</b>	<b>138</b>
Restricted income	459
<b>Total income</b>	<b>598</b>
<b>Programme expenditure</b>	
Land	194
Water	62
Oceans	61
Climate Change	115
People	111
<b>Total programme expenditure</b>	<b>543</b>
Corporate functions	36
Union development	16
<b>Total expenditure</b>	<b>595</b>
<b>Allocation to reserves</b>	<b>3</b>

## Income

The four main sources of income that will fund the Financial Plan are:

1. Membership dues
2. Framework funding

3. Other unrestricted income
4. Restricted funding for programmes and projects

The 4 year totals for these income sources and their comparison to the previous 4 year period are shown in Table 6:

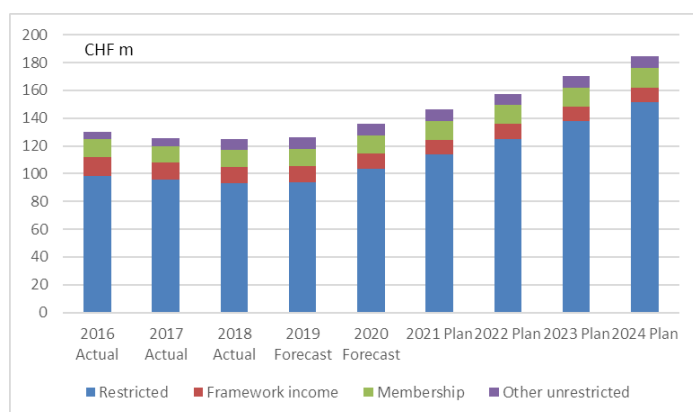
**Table 6: 2021-2024 plan income vs 2017-20 forecast income**

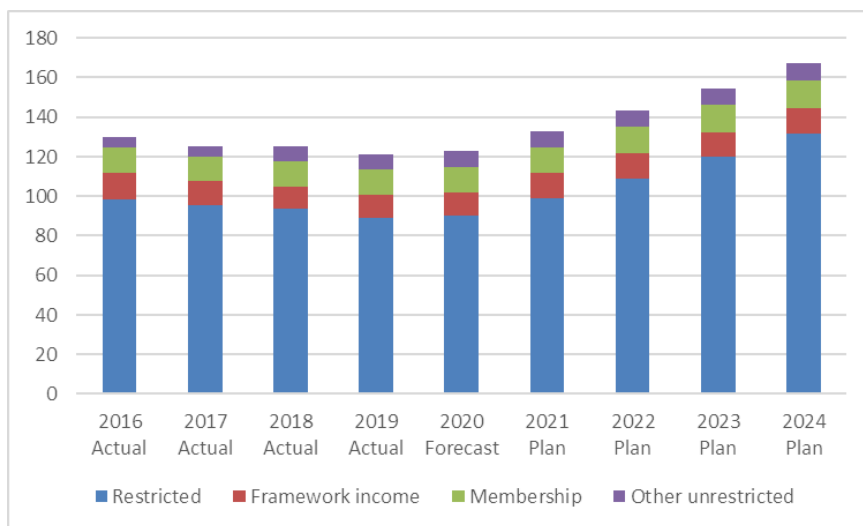
	2017-20	2021-24	
	Forecast	Plan	Change
	CHF m	CHF m	CHF m
<b>Unrestricted income</b>			
Membership dues	50	56	6
Framework income	46	42	-4
Other unrestricted income	30	33	3
<b>Total unrestricted income</b>	<b>126</b>	<b>131</b>	<b>5</b>
Restricted income	386	528	142
<b>Total income</b>	<b>512</b>	<b>659</b>	<b>147</b>

	2017-20	2021-24	
	Forecast	Plan	Change
	CHF m	CHF m	CHF m
<b>Unrestricted income</b>			
Membership dues	50	55	5
Framework income	47	50	3
Other unrestricted income	29	33	5
<b>Total unrestricted income</b>	<b>126</b>	<b>138</b>	<b>13</b>
Restricted income	368	459	92
<b>Total income</b>	<b>493</b>	<b>598</b>	<b>104</b>

On an annual basis, these income streams are expected to evolve as shown in Figure 7.

**Figure 7: Income evolution 2016-24, CHF million**





Total annual income is expected to increase from CHF ~~126-121~~ million in 2019 to a level of CHF ~~185-167~~ million in 2024.

### Membership dues

An increase of 10% is planned. This is driven by:

1. Increase in the number of Members, both States/State Agencies and NGO Members
2. The reassessment of the financial resources of NGO and I-NGO Members and their reclassification to the correct dues group.

### Framework income

Framework income is provided by IUCN's Framework Partners and is essential for IUCN's performance as a Union and for the delivery of the Programme. Framework income includes unrestricted programmatic income and thematically restricted programmatic income. To qualify as framework income it must not be operationally or geographically restricted. ~~The level of framework income is expected to stay at the 2019 level.~~ A marginal increase in the level of framework income is anticipated.

### Other unrestricted income

Other unrestricted income is planned to increase by 10%. The primary driver will be an increase in contributions from the Patrons of Nature initiative. Income may also be received from legacies, though this is far less certain and no amounts are included in the projection.

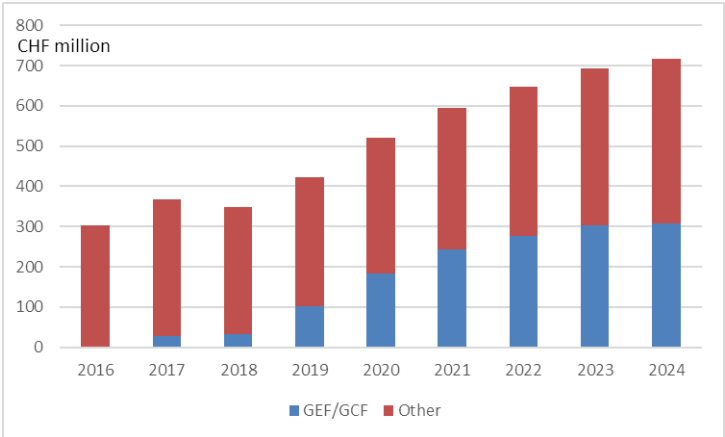
### Restricted income

Restricted income is planned to increase by ~~3725~~% over the 4 year period. This equates to approximately a 10% year-on-year increase. This will be driven primarily by the continued growth of the GEF/GCF portfolio as projects currently in development come on stream. In addition, modest growth in the number and value of projects funded by other donors is expected as a result of a focus on large-scale programmatic initiatives that will deliver against key results and impact areas of the 2021-2024 Programme.

### IUCN project portfolio

The value of IUCN’s project portfolio (total value of projects under implementation) stood at CHF 423m in September 2019 and is expected to increase at an average rate of 10% a year, reaching a level of CHF 720m by 2024, as shown in Figure 8.

**Figure 8: IUCN project portfolio projected growth, CHF million**



The increase in the project portfolio will be driven primarily by growth in the GEF and GCF portfolio, and to a lesser extent by new regional and global thematic initiatives linked to the 2021-2024 Programme results.

The growth in the GEF portfolio is based on the current pipeline of projects. Projects to the value of CHF 100m are either at the project preparation stage or implementation stage.

Growth in the GCF portfolio assumes that one major project is approved each year. All projects included in the projected portfolio are already under development and under discussion with the GCF Secretariat.

The portfolio of other projects is projected to grow at an average of 5% p.a.

IUCN is also in the process of seeking accreditation with the EU for implementation of the EU budget under what is referred to as “indirect budget management”. Once achieved, this will provide further opportunities for on-granting to IUCN Members and other partners.

Income mix

The Plan for 2021–2024 foresees the percentage of unrestricted income relative to total income falling from ~~25~~26% to ~~20~~23%. This change in the mix of income presents a major challenge. Unrestricted income is needed for IUCN to meet its statutory objectives, to invest in priority programme areas and to fund the institutional infrastructure necessary to support programme implementation. In absolute terms, ~~a marginal~~an increase of CHF ~~5m~~13m in unrestricted income is planned compared to the forecast for 2017-2020.

IUCN will adapt to the lower percentage of unrestricted income by:

- Increasing efficiency and streamlining programmatic and corporate structures
- Ensuring higher levels of costs recovery – full cost recovery principle
- Designing projects that leverage core institutional functions such as knowledge generation and policy influencing, thereby reducing the reliance of these functions on unrestricted funding
- Funding country offices on a demand-responsive basis from restricted funding

## Expenditure

Projected expenditure by programme area over the 4 year period is broken down as follows:

**Table 7: Programme expenditure 2021-2024**

	2021	2022	2023	2024	2021-24
Programme Area	Plan	Plan	Plan	Plan	Total
	CHF m	CHF m	CHF m	CHF m	CHF m
Land	50	53	55	58	216
Water	14	15	18	21	68
Oceans	14	16	18	20	68
Climate	28	31	33	36	128
People	27	29	32	36	124
<b>Total</b>	<b>133</b>	<b>144</b>	<b>156</b>	<b>171</b>	<b>604</b>
Secured or in development	129	80	44	17	270
To fundraise	4	64	112	154	334
<b>Total</b>	<b>133</b>	<b>144</b>	<b>156</b>	<b>171</b>	<b>604</b>

	2021	2022	2023	2024	2021-24
Programme Area	Plan	Plan	Plan	Plan	Total
	CHF m	CHF m	CHF m	CHF m	CHF m
Lands	45	48	49	52	194
Water	13	14	16	19	62
Oceans	13	14	16	18	61
Climate	25	28	30	32	115
People	24	26	29	32	111
<b>Total</b>	<b>120</b>	<b>130</b>	<b>140</b>	<b>153</b>	<b>543</b>
Secured or in development	120	80	44	17	261
To fundraise	-	50	96	136	282
<b>Total</b>	<b>120</b>	<b>130</b>	<b>140</b>	<b>153</b>	<b>543</b>

The above figures are indicative and are based on an assessment of the current portfolio and how this is expected to evolve over the four year period. Of the total of CHF ~~604m~~543m, CHF ~~270m~~261m is already secured or based on projects in development.

## 9. Investments

Investments over the period 2021-2024 will be driven by the Operational Plan which foresees a degree of organisational change with the objective of developing a more unified organisation focussed on delivery.

The following areas of investment are foreseen:

1. Enhancing the structural and operational capacity of the IUCN Secretariat for growth and stability

IUCN needs to optimise its organisational structure for the efficient and high quality delivery of the 2021-2024 Programme. By exploiting economies of scale, together with a clearer differentiation of roles and responsibilities, IUCN will be better placed to optimise cost recovery

for key programmatic and corporate functions from its portfolio thereby reducing reliance on core funding.

## 2. Implementation of the Information Systems Strategy

The IS Strategy developed in 2015 and implemented since 2016 has focussed on standardizing systems, technology and processes across all IUCN offices, and moving away from decentralized systems and operations. All offices now connect to central global systems localized in HQ (ERP, Human Resources Management System, Customer Relationship Management System, Union Portal, Commission Management System, Project Portal, etc.) using a common infrastructure and standards. This has significantly reduced running costs and increased efficiency through the standardisation of processes.

During 2021-2024, IUCN will review the physical localization of all central systems as many providers are switching their product offerings from “on-premises” (current IUCN model) to a model based on the “cloud”. In terms of applications, custom made applications (Human Resources Management System and Project Portal) will be reviewed. New technologies and new package offerings may make it worthwhile to transfer to off-the-shelf systems, thereby reducing operating risk.

## 3. Development of a platform to capture Members’ contributions to the IUCN Programme

The 2021-2024 Programme is a programme for the Union. To demonstrate delivery against programme targets a platform needs to be developed that would allow Members to register their contributions. Regional membership focal points would assist Members to use the platform.

## 4. Strengthening accountability and transparency on the use and allocation of resources

Investment will be made in increasing the capacity of monitoring and evaluation and also to ensure that IUCN has the risk, control and oversight mechanisms in place to support programme delivery.

## 5. Portfolio development

During the period 2021-2024 significant investment was made in building a pipeline of GEF and GCF projects. This has resulted in a GEF portfolio of over CHF 100m and a GCF portfolio that is expected to reach CHF 200m by 2024. Investment will continue to be made in building the GEF/GCF portfolio together with thematic initiatives that support the implementation of the 2021-2024 Programme.

## 6. Strengthening resource mobilisation and relationship management

Investment will be made in resource mobilisation to ensure strategic engagement with existing multilateral and bilateral donors and also to build funding from foundations, philanthropy and the private sector. In addition, IUCN will explore the possibility of developing new revenue streams.

Investment needs will be further analysed and prioritised ahead of the start of the 2021-2024 period. Investment plans and budgets will be approved as part of the annual planning and budgeting process.

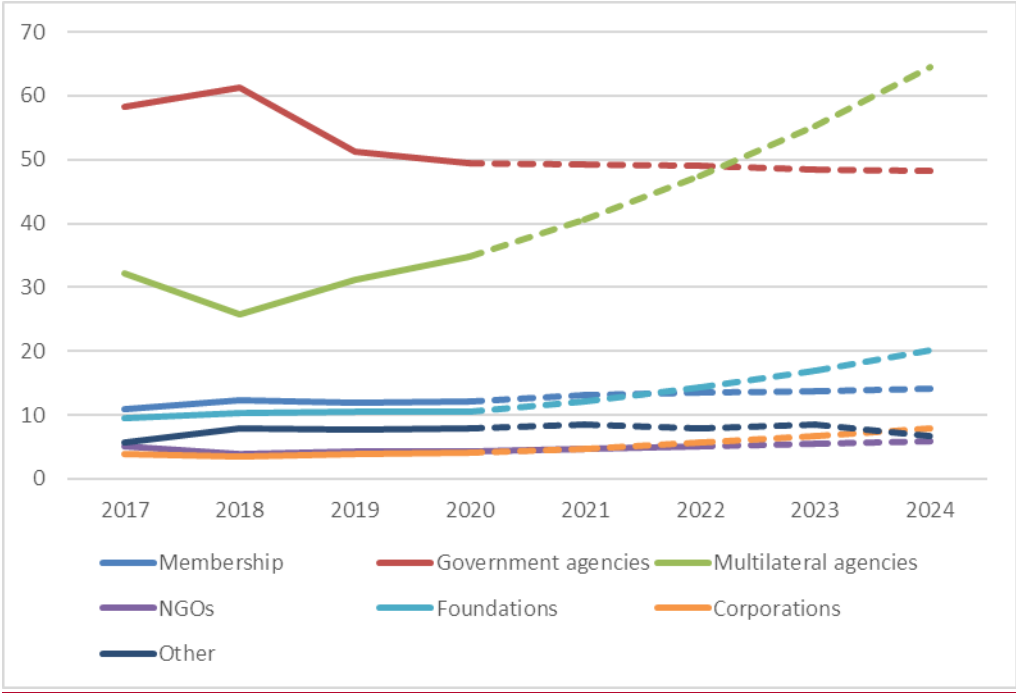
# 10. Resource mobilisation

IUCN operates in an increasingly competitive and results-accountable environment. In order to deliver the 2021-2024 Programme, IUCN will require an adequate level of predictable and multi-year investment from ongoing and new donors.

Historically, IUCN’s main source of funding has been Official Development Assistance (ODA), through the provision of unrestricted (core) and restricted (projects and programmes) funding from bilateral government agencies and multilateral agencies. Income from bilateral agencies formed the largest share, representing over 45% of total annual income during the period 2017-2020. During the same period annual income from multilateral institutions grew from 17% to a projected 25.28% in 2020. Income from philanthropy and the private sector remained stable over the period 2017-2020, representing 8% and 3% respectively.

Figure 9 shows the expected evolution of funding streams over the period 2021-2024, CHFm

**Figure 9: Evolution of funding streams, CHF million**



Official Development Assistance from OECD DAC countries and multilateral institutions will remain the largest income source to support the implementation of the IUCN Programme 2021-2024. Over the years, OECD DAC countries and multilateral institutions have shown an important commitment to the IUCN Programme, and it is expected that by strengthening the organization efficiency and visibility this support will continue. On the other hand, it is important to monitor the world political environment since changes could influence the support for the environmental agenda. To reduce risk and uncertainty IUCN needs to diversify and broaden its donor base.

IUCN's resource mobilisation strategy will therefore focus on growing and diversifying the resource base to ensure sustainable resources for the implementation of the IUCN Programme from ODA donors as well as from philanthropy and the private sector.

#### Framework funding:

IUCN's Framework Partners - currently all OECD DAC donor countries – provide unrestricted support to IUCN. Framework funding is essential to support the core functions of the Union needed for the delivery of the IUCN Programme globally as well as at the regional level.

Shifts in donor priorities in recent years have resulted in a significant decrease in unrestricted funding during the past two intersessional periods, while the overall value of project restricted funding has increased steadily.

During the period 2021-2024, IUCN will focus on securing the same level of multi-year framework funding that was achieved in the period 2017-2020. Targeted engagements with Framework Partners will be prioritized at the start of the intersessional period. Sustaining strong relations with Framework Partners who are also State Members will require continued and intensified engagements at the political level (in capitals and at country level) as well as at the technical level.

At the same time, IUCN will work towards identifying OECD DAC donors who are significant donors to IUCN but not Framework Partners and work towards commitments to provide Framework Funding. IUCN will also explore opportunities for new Framework funding with non-OECD DAC emerging economies and Gulf States. This will require focussed and strategic outreach with IUCN State Members.

The role of the IUCN Council will be key in supporting the growth of Framework Partners.

#### Patrons of Nature:

The Patrons of Nature (PoN) initiative grew successfully between 2017-2020 with new Patrons from the US, Europe, Asia and Oceania supporting IUCN. Patrons play a key role by providing unrestricted funding to the Union as well as providing strategic guidance, enhancing IUCN's visibility and working together on joint areas of interest. IUCN will continue to invest in growing the Patrons of Nature initiative over the 2021-2024.

#### Other unrestricted funding:

Individual giving, through bequests/legacies and online donations, remains small – due in part to the lack of outreach with the general public. During the 2021-2024 period IUCN will seek to develop targeted campaigns, including crowd funding to grow this segment of unrestricted funding, with an initial focus on the USA and Europe.

#### Restricted funding:

IUCN's growing project portfolio is strongly supported by bilateral donors – the bulk of which is provided by OECD DAC countries - as well as by multilateral institutions, together supporting close to 80% of the project portfolio. Foundations, the private sector and Non-Governmental Organisations represent a stable but small percentage of project funding.

During 2021-2024 IUCN expects to see a growth of 10% per year in restricted funding. Much of this will be through increased partnerships with multilateral institutions and bilateral



agencies, while IUCN will seek to increase its share of support from foundations and the private sector.

#### Bilateral funding:

Bilateral funding remains IUCN's largest source of funding.

While the level of funding from bilateral agencies is expected to remain stable with a small increase during 2021-2024, IUCN will focus on consolidating and strengthening its strategic engagements with key donors through large-scale initiatives that will deliver against key results and impact areas of the 2021-2024 Programme. At the same time, IUCN will look to diversify its donor base further in order to reduce the risk of dependency on a few large donor countries. In 2019, the five largest bilateral donors were Germany, USA, Sweden, Norway and France.

This will be done by engaging with current and potential OECD-DAC donors, while at the same time reaching out to non-OECD DAC emerging donor countries to expand and develop new opportunities for collaboration. In particular, IUCN will seek to increase its level of engagement with smaller donors.

At the regional and country level, IUCN will seek to continue to develop stronger links with bilateral aid agencies to strengthen the programmatic collaboration through the development of regional and country partnership agreements. Strong engagement and clear links to partner country priorities remains critical to ensure IUCN's strategic positioning.

#### Multilateral funding:

Multilateral funding has seen a steady growth during the period 2017-2020 and is expected to grow significantly over the next four years to become IUCN's largest source of funding.

To date, the European Union remains IUCN's largest donor with a large portfolio, followed by the Global Environment Facility, the World Bank and the Green Climate Fund.

IUCN expects a 10% increase in restricted funding as a result of a significant growth in the project portfolio with the Global Environment Facility and the Green Climate Fund – much of which is already in the pipeline (see Figure 8).

The current portfolio with the European Union (€120m +) is expected to increase steadily if negotiations underway with the European Commission for accreditation for "indirect budget management" are successful. Such a status would enable greater opportunities to build large on-granting mechanisms for IUCN Members and other partners and avoid high transactions costs through competitive bidding.

Engagement with regional development banks remains limited. Over the 2021-2024 period, IUCN will seek to strengthen and develop new collaboration with key regional development banks to support the delivery of the IUCN Programme at regional level. IUCN will work with Regional Offices and the IUCN Council to develop clear and targeted engagement plans to respond to regional priorities.

#### Private sector:

IUCN's engagement with business remains stable but small, representing a mere 3% of IUCN's income. The engagements focus primarily on changing business practices by working with companies and key sectors to identify their impacts on biodiversity and create innovative solutions. With a number of programmatic engagements coming to an end in 2020, IUCN does not expect a significant growth during 2021-2024.

During 2021-2024 IUCN will seek to strengthen its efforts to mobilize private investment in conservation through the use of investment models that incorporate innovative blended (grant and non-grant) finance to enable the participation of return-seeking private investors. There are significant opportunities for IUCN to grow this area of work but investments will be needed institutionally to move this forward.

Beyond programmatic engagement, IUCN receives sponsorship and donations – mostly through Corporate Social Responsibility budgets. Sponsorship agreements and donations have mostly supported species related work and events such as the World Conservation Congress. A number of new engagements have provided interesting platforms to increase IUCN's visibility as well as increase awareness of IUCN, particularly around the Red List of Threatened Species.

During 2021-2024 IUCN will increase the number of engagements with the private sector through their CSR commitments for sponsorships at country level (in some cases legally binding) to support the implementation and delivery of IUCN's Programme.

IUCN will explore corporate-driven fundraising campaigns. These could represent an additional source of new funds through the development of partnerships for joint resource mobilization campaigns with the private sector. Such campaigns could further contribute to diversifying IUCN's income base.

IUCN's engagement with the private sector is subject to IUCN's Operational Guidelines for Private Sector Engagement. Application of the guidelines ensure coherence and consistency when embarking on new engagements and help the organization reduce the risk of damage to its reputation as a result of working with the business sector.

#### Foundations:

Income from trusts and foundations represented CHF11m in 2019. The potential for growth is significant, although this will require investment in strengthening resource mobilization in key countries. A limited increase is expected during the 2021-2024 as IUCN will need to secure new and alternative funding due to the closure of one of its main foundation supporters.

A focused engagement strategy with US based foundations will be developed during 2020 and be implemented during 2021-2024. IUCN will work with its Council and Members to develop key partnerships to support the delivery of the Programme.

## 11. Annual projections 2017-2020

### a. Global budget

The Financial Plan is broken down into two sections: unrestricted income and expenditure; and restricted income and expenditure, as shown in Table 8.

**Table 8: Unrestricted and restricted income and expenditure**

	2016	2017	2018	2019	2020	2021	2022	2023	2024	Total 2021-24
	Actual	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Unrestricted income and expenditure</b>										
<b>Unrestricted income</b>										
Membership dues	12.9	11.7	12.8	12.7	12.9	13.8	13.8	13.9	14.2	56
Framework income	13.9	12.6	11.2	11.3	11.3	10.6	10.6	10.6	10.6	42
Other unrestricted income	4.9	5.8	7.5	8.5	8.0	8.0	8.2	8.2	8.7	33
<b>Total unrestricted income</b>	<b>31.7</b>	<b>30.1</b>	<b>31.5</b>	<b>32.5</b>	<b>32.2</b>	<b>32.4</b>	<b>32.6</b>	<b>32.7</b>	<b>33.5</b>	<b>131</b>
<b>Unrestricted expenditure</b>	<b>31.9</b>	<b>29.0</b>	<b>32.6</b>	<b>32.5</b>	<b>32.2</b>	<b>30.4</b>	<b>30.5</b>	<b>30.1</b>	<b>30.5</b>	<b>122</b>
Investments	0.0	0.0	0.0	0.0	0.0	2.0	1.5	1.5	1.5	7
<b>Total unrestricted expenditure</b>		<b>29.0</b>	<b>32.6</b>	<b>32.5</b>	<b>32.2</b>	<b>32.4</b>	<b>32.0</b>	<b>31.6</b>	<b>32.0</b>	<b>128</b>
<b>Surplus/(deficit)</b>	<b>-0.2</b>	<b>1.1</b>	<b>-1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>1.0</b>	<b>1.5</b>	<b>3</b>
<b>Restricted income and expenditure</b>										
<b>Restricted income</b>	<b>98.1</b>	<b>95.4</b>	<b>93.4</b>	<b>94.0</b>	<b>103.4</b>	<b>113.7</b>	<b>125.1</b>	<b>137.6</b>	<b>151.4</b>	<b>528</b>
<b>Restricted expenditure</b>	<b>98.1</b>	<b>95.4</b>	<b>93.4</b>	<b>94.0</b>	<b>103.4</b>	<b>113.7</b>	<b>125.1</b>	<b>137.6</b>	<b>151.4</b>	<b>528</b>
<b>Surplus/(deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0</b>
<b>Total income and expenditure</b>										
<b>Total income</b>	<b>129.8</b>	<b>125.5</b>	<b>124.9</b>	<b>126.5</b>	<b>135.6</b>	<b>146.1</b>	<b>157.7</b>	<b>170.3</b>	<b>184.8</b>	<b>659</b>
<b>Total expenditure</b>	<b>130.0</b>	<b>124.4</b>	<b>126.0</b>	<b>126.5</b>	<b>135.6</b>	<b>146.1</b>	<b>157.2</b>	<b>169.2</b>	<b>183.4</b>	<b>656</b>
<b>Surplus/(deficit)</b>	<b>-0.2</b>	<b>1.1</b>	<b>-1.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>1.0</b>	<b>1.5</b>	<b>3</b>

	2017	2018	2019	2020	2021	2022	2023	2024	Total 2021-24
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Unrestricted income and expenditure</b>									
<b>Unrestricted income</b>									
Membership dues	11.7	12.8	12.8	12.9	13.0	13.8	13.9	14.2	55
Framework income	12.6	11.2	11.6	11.9	12.6	12.6	12.6	12.6	50
Other unrestricted income	5.8	7.5	7.4	7.8	8.0	8.2	8.2	8.6	33
<b>Total unrestricted income</b>	<b>30.1</b>	<b>31.5</b>	<b>31.8</b>	<b>32.6</b>	<b>33.6</b>	<b>34.6</b>	<b>34.7</b>	<b>35.4</b>	<b>138</b>
<b>Unrestricted expenditure</b>									
Unrestricted expenditure	29.0	32.6	32.0	32.6	31.6	32.1	32.2	32.3	128
Investments	0.0	0.0	0.0	0.0	2.0	2.0	1.5	1.5	7
<b>Total unrestricted expenditure</b>	<b>29.0</b>	<b>32.6</b>	<b>32.0</b>	<b>32.6</b>	<b>33.6</b>	<b>34.1</b>	<b>33.7</b>	<b>33.8</b>	<b>135</b>
<b>Surplus/(deficit)</b>	<b>1.1</b>	<b>-1.1</b>	<b>-0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>1.0</b>	<b>1.5</b>	<b>3</b>
<b>Restricted income and expenditure</b>									
<b>Restricted income</b>	<b>95.4</b>	<b>93.4</b>	<b>89.1</b>	<b>90.0</b>	<b>99.0</b>	<b>108.9</b>	<b>119.8</b>	<b>131.8</b>	<b>459</b>
<b>Restricted expenditure</b>	<b>95.4</b>	<b>93.4</b>	<b>89.1</b>	<b>90.0</b>	<b>99.0</b>	<b>108.9</b>	<b>119.8</b>	<b>131.8</b>	<b>459</b>
<b>Surplus/(deficit)</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0</b>
<b>Total income and expenditure</b>									
<b>Total income</b>	<b>125.5</b>	<b>124.9</b>	<b>120.9</b>	<b>122.6</b>	<b>132.6</b>	<b>143.5</b>	<b>154.5</b>	<b>167.1</b>	<b>598</b>
<b>Total expenditure</b>	<b>124.4</b>	<b>126.0</b>	<b>121.1</b>	<b>122.6</b>	<b>132.6</b>	<b>143.0</b>	<b>153.5</b>	<b>165.6</b>	<b>595</b>
<b>Surplus/(deficit)</b>	<b>1.1</b>	<b>-1.1</b>	<b>-0.2</b>	<b>0.0</b>	<b>0.0</b>	<b>0.5</b>	<b>1.0</b>	<b>1.5</b>	<b>3</b>

A surplus was achieved in 2017, counteracted by a deficit in 2018 and a small deficit in 2019. A breakeven result is forecast for both 2019 and 2020, resulting in a breakeven position for the period 2017-20. Modest surpluses are planned over the period 2021-2024, leading to an overall increase in reserves of CHF 3m. No increase in reserves is envisaged in 2021 and is limited to CHF 0.5m in 2022 to take into consideration planned investments (section 9). No provision has been made for a possible Congress deficit. As noted in Section 5: Financial Risks, in the event of cancellation of the Congress, a deficit of up to CHF 5 million could be realised, which would negatively impact the result for 2021.

## b. Unrestricted income and expenditure

### i. Membership income

Table 9 shows the expected evolution in the number of Members and Table 10 the corresponding value of dues

## Number of Members

Table 9: IUCN Members

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
Category	Number	Number	Number	Number	Number	Number	Number	Number
States	88	83	88	92	87	90	93	96
Government Agencies	125	128	118	121	120	124	120	126
National Non-Government Organizations	957	983	986	1,028	1,010	1,030	1,035	1,075
International Non-government Organizations	107	105	105	110	105	109	110	115
Indigenous Peoples Organizations	17	17	21	25	28	30	33	36
Affiliates	45	44	44	50	45	48	48	53
<b>Total</b>	<b>1,339</b>	<b>1,360</b>	<b>1,362</b>	<b>1,426</b>	<b>1,395</b>	<b>1,431</b>	<b>1,439</b>	<b>1,501</b>
Growth	-3%	2%	0%	5%	-2%	3%	1%	4%
Growth over intersessional period				3%				5%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
Category	Number	Number	Number	Number	Number	Number	Number	Number
States	88	83	88	90	87	90	93	96
Government Agencies	125	128	118	118	120	124	120	126
National Non-Government Organizations	957	983	987	1,028	1,010	1,030	1,035	1,075
International Non-government Organizations	107	105	104	105	105	109	110	115
Indigenous Peoples Organizations	17	17	21	23	28	30	33	36
Affiliates	45	44	45	51	45	48	48	53
<b>Total</b>	<b>1,339</b>	<b>1,360</b>	<b>1,363</b>	<b>1,415</b>	<b>1,395</b>	<b>1,431</b>	<b>1,439</b>	<b>1,501</b>
Growth	-3%	2%	0%	4%	-1%	3%	1%	4%
Growth over intersessional period				2%				6%

## Value of Membership dues

Table 10: Membership dues

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
Category	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
States	9.1	10.0	10.2	10.4	10.4	10.4	10.5	10.6
Government Agencies	1.1	1.2	1.1	1.1	1.1	1.1	1.1	1.2
National Non-Government Organizations	0.9	1.0	1.0	1.0	1.7	1.7	1.7	1.8
International Non-government Organizations	0.5	0.5	0.3	0.3	0.4	0.4	0.4	0.4
Indigenous Peoples Organizations	0.0	0.0	0.0	0.0	0.1	0.1	0.1	0.1
Affiliates	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
<b>Total</b>	<b>11.7</b>	<b>12.8</b>	<b>12.7</b>	<b>12.9</b>	<b>13.8</b>	<b>13.8</b>	<b>13.9</b>	<b>14.2</b>
Annual growth	-9%	9%	-1%	2%	6%	0%	1%	2%
Growth over intersessional period				0%				10%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
Category	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
States	9.1	10.0	10.0	10.1	10.4	10.4	10.5	10.6
Government Agencies	1.1	1.2	1.2	1.2	1.1	1.1	1.1	1.2
National Non-Government Organizations	0.9	1.0	1.0	1.0	1.0	1.7	1.7	1.8
International Non-government Organizations	0.5	0.5	0.5	0.5	0.4	0.4	0.4	0.4
Indigenous Peoples Organizations	0.0	0.0	0.0	0.0	0.0	0.1	0.1	0.1
Affiliates	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
<b>Total</b>	<b>11.7</b>	<b>12.8</b>	<b>12.8</b>	<b>12.9</b>	<b>13.0</b>	<b>13.8</b>	<b>13.9</b>	<b>14.2</b>
Annual growth	-9%	9%	0%	1%	1%	6%	1%	2%
Growth over intersessional period				0%				10%

During the period 2017–2020, a **32%** increase in the number of Members was achieved, driven primarily by an increase in the category National Non-Government Organizations. A decline in

the number of Members is expected in 2021 as a result of the withdrawal of Members likely to be rescinded at the 2020 Congress (as a result of non-payment of Membership dues), after which a modest annual increase in the number of Members is expected.

In the event that Congress approves the creation of a new membership category for sub-national governments, a further increase in the number of Members and total dues could be realised. No estimate has been included in the Financial Plan.

## ii. Framework income

Table 11: Framework income

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
Number of partners	8	7	7	7	7	7	7	7
Value of contributions (CHF m)	12.6	11.2	11.3	11.3	10.6	10.6	10.6	10.6
Annual growth	-9%	-11%	1%	0%	-6%	0%	0%	0%
Change over intersessional period				-19%				-6%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
Number of partners	8	7	7	7	8	8	8	8
Value of contributions (CHF m)	12.6	11.2	11.6	11.9	12.6	12.6	12.6	12.6
Annual growth	-9%	-11%	4%	3%	6%	0%	0%	0%
Change over intersessional period				-14%				6%

The value of framework contributions declined by 19% over the period 2017 to 2020. Contributions are projected to ~~decline~~ increase marginally ~~from 2020 to 2021 and then remain constant over the 2021-2024 period.~~

## iii. Other unrestricted income

Other unrestricted income includes a variety of items such as rental income and the in-kind value of tax concessions received from the Swiss Government. It also includes unrestricted donations from individuals such as the Patrons of Nature. Modest increases are foreseen over the 2021-2024 period.

## iv. Unrestricted expenditure

Table 12: Unrestricted expenditure

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Unrestricted expenditure	29.0	32.6	32.5	32.2	30.4	30.5	30.1	30.5
Investments	0.0	0.0	0.0	0.0	2.0	1.5	1.5	1.5
<b>Total unrestricted expenditure</b>	<b>29.0</b>	<b>32.6</b>	<b>32.5</b>	<b>32.2</b>	<b>32.4</b>	<b>32.0</b>	<b>31.6</b>	<b>32.0</b>
Annual growth	-9%	12%	0%	-1%	-6%	1%	-1%	1%
Growth over intersessional period				1%				-5%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Unrestricted expenditure	29.0	32.6	32.0	32.6	31.6	32.1	32.2	32.3
Investments	0.0	0.0	0.0	0.0	2.0	2.0	1.5	1.5
<b>Total unrestricted expenditure</b>	<b>29.0</b>	<b>32.6</b>	<b>32.0</b>	<b>32.6</b>	<b>33.6</b>	<b>34.1</b>	<b>33.7</b>	<b>33.8</b>
Annual growth	-9%	12%	-2%	2%	-3%	1%	0%	0%
Growth over intersessional period				2%				-1%

Unrestricted expenditure is aligned with the level of unrestricted income. It provides the capacity to meet statutory objectives, deliver core knowledge products and policy work, and support the delivery of the Programme.

Unrestricted expenditure is forecast to remain fairly constant over the period 2021–2024. Although it will be necessary to increase operational capacity to support a growing project portfolio, this will be funded from project restricted funding.

Unrestricted income is allocated during the annual budgeting process in accordance with the statutory objectives of IUCN and strategic priorities. The following are the key areas funded by unrestricted income.

- **Statutory obligations** such as the World Conservation Congress and governance meetings.
- **Union governance and development functions** that are necessary for coordinating the delivery of the IUCN Programme and for providing associated constituency support.
- **Strategic priorities that focus on delivery of priority programme results**, including:
  - a. Allocations to Commissions to fund operational costs and capacity building;
  - b. IUCN's global policy-influencing function;
  - c. Flagship knowledge products; and
  - d. Investments in thematic areas as a basis for leveraging restricted funding.
- **Programme delivery and support functions** that are necessary for the delivery of the Programme, including operational frameworks and standards.
- **Corporate functions** necessary to provide a basic level of global operational infrastructure, oversight and fiduciary control, including corporate communications.
- **Organisation-wide investments** such as investments in information technology that benefit components of the Union and support Programme delivery.
- **Allocations to cover institutional risks** both financial and programmatic.

### c. Restricted income and expenditure

#### i. Restricted income

Table 13: Restricted income

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Programme/project income	95.1	93.1	94.0	103.4	113.7	125.1	137.6	151.4
Other restricted income	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>95.4</b>	<b>93.4</b>	<b>94.0</b>	<b>103.4</b>	<b>113.7</b>	<b>125.1</b>	<b>137.6</b>	<b>151.4</b>
Annual growth	-3%	-2%	1%	10%	10%	10%	10%	10%
Growth over intersessional period				5%				46%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Programme/project income	95.1	93.1	88.8	90.0	99.0	108.9	119.8	131.8
Other restricted income	0.3	0.3	0.3	0.0	0.0	0.0	0.0	0.0
<b>Total</b>	<b>95.4</b>	<b>93.4</b>	<b>89.1</b>	<b>90.0</b>	<b>99.0</b>	<b>108.9</b>	<b>119.8</b>	<b>131.8</b>
Annual growth	-3%	-2%	-5%	1%	10%	10%	10%	10%
Growth over intersessional period				-8%				46%

## ii. Restricted expenditure

Table 14: Restricted expenditure

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Forecast	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Project and other restricted expenditure	95.4	93.4	94.0	103.4	113.7	125.1	137.6	151.4
Annual growth	-3%	-2%	1%	10%	10%	10%	10%	10%
Growth over intersessional period				5%				46%

	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
Project and other restricted expenditure	95.4	93.4	89.1	90.0	99.0	108.9	119.8	131.8
Annual growth	-3%	-2%	-5%	1%	10%	10%	10%	10%
Growth over intersessional period				-8%				46%

In accordance with IUCN's accounting policy, restricted income is recognised in line with expenditure. Restricted income and expenditure is forecast to increase by 46% over the period 2021–2024. Restricted income is programmatic in nature and accounts for over 90% of programme funding. Growth will come through expansion of the GEF/GCF portfolio and new large-scale, multi-year programmatic initiatives to be funded, primarily, by government agencies and other institutional donors.

## d. Balance sheet

Table 15: Balance sheet projections

	2018	2020	2024		2018	2020	2024
	Actual	Forecast	Plan		Actual	Forecast	Plan
	CHF m	CHF m	CHF m		CHF m	CHF m	CHF m
<b>Current assets</b>				<b>Current liabilities</b>			
Cash and short term deposits	48	52	60	Other liabilities	80	88	101
Investments	16	17	19	Provisions	5	6	7
Other receivables	39	43	48	<b>Total current liabilities</b>	<b>85</b>	<b>94</b>	<b>108</b>
<b>Total current assets</b>	<b>103</b>	<b>112</b>	<b>127</b>	<b>Non-current liabilities</b>			
				Deferred income	16	15	14
<b>Non-current assets</b>				Building loan	11	11	10
Fixed assets	29	28	28	<b>Total non-current liabilities</b>	<b>27</b>	<b>26</b>	<b>24</b>
Intangible assets	0	0	0	<b>Reserves</b>	<b>20</b>	<b>20</b>	<b>23</b>
<b>Total non-current assets</b>	<b>29</b>	<b>28</b>	<b>28</b>				
<b>Total assets</b>	<b>132</b>	<b>140</b>	<b>155</b>	<b>Total liabilities and reserves</b>	<b>132</b>	<b>140</b>	<b>155</b>



	2017	2018	2019	2020	2021	2022	2023	2024
	Actual	Actual	Actual	Forecast	Plan	Plan	Plan	Plan
	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m	CHF m
<b>Current assets</b>								
Cash and short term deposits	49	48	58	58	60	62	64	66
Investments	16	16	16	16	17	17	18	19
Other receivables	36	39	39	42	43	44	46	48
<b>Total current assets</b>	<b>101</b>	<b>103</b>	<b>113</b>	<b>116</b>	<b>120</b>	<b>123</b>	<b>128</b>	<b>133</b>
<b>Non-current assets</b>								
Fixed assets	30	29	27	28	28	29	29	29
Intangible assets	0	0	0	0	0	0	0	0
<b>Total non-current assets</b>	<b>30</b>	<b>29</b>	<b>27</b>	<b>28</b>	<b>28</b>	<b>29</b>	<b>29</b>	<b>29</b>
<b>Total assets</b>	<b>131</b>	<b>132</b>	<b>140</b>	<b>144</b>	<b>148</b>	<b>152</b>	<b>157</b>	<b>162</b>
<b>Current liabilities</b>								
Other liabilities	77	80	89	93	97	101	105	109
Provisions	6	6	6	6	6	7	7	7
<b>Total current liabilities</b>	<b>83</b>	<b>86</b>	<b>95</b>	<b>99</b>	<b>103</b>	<b>108</b>	<b>112</b>	<b>116</b>
<b>Non-current liabilities</b>								
Deferred income	17	15	13	15	15	14	14	14
Building loan	11	11	12	11	11	10	10	10
<b>Total non-current liabilities</b>	<b>28</b>	<b>26</b>	<b>25</b>	<b>26</b>	<b>26</b>	<b>24</b>	<b>24</b>	<b>24</b>
Designated reserves	1	3	2	1	1	1	1	1
Unrestricted reserves	19	17	18	18	18	19	20	21
<b>Total reserves</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>19</b>	<b>19</b>	<b>20</b>	<b>21</b>	<b>22</b>
<b>Total liabilities and reserves</b>	<b>131</b>	<b>132</b>	<b>140</b>	<b>144</b>	<b>148</b>	<b>152</b>	<b>157</b>	<b>162</b>

Table 15 shows the expected evolution of the actual balance sheet over the period 2017 to 2024, at the end of 2018, the forecast balance sheet at the end of 2020 and the projected balance sheet at the end of 2024. The main variables are an increase in the level of *Cash and short-term deposits* are expected to increase over the period 2021 to 2024, reflecting an increase in the project portfolio over the four-year period. This is matched by an increase in the level of *Other liabilities*, the majority of which represent funds held on behalf of donors for future project implementation. Unrestricted reserves are forecast to increase by CHF 3m, in line with annual projected surpluses.



**IUCN WORLD CONSERVATION CONGRESS 2020**  
**~~11–19 June 2020~~ 7-15 January 2021, Marseille, France**

**Proposal for the ~~2021-2024~~ membership dues**

**Action Requested:**

The IUCN World Conservation Congress ~~2020~~ is invited to:

1. CONSIDER and ADOPT the ~~proposal for 2021–2024 IUCN m~~Membership ~~D~~ues Guide submitted by the IUCN Council, according to Article 20(f) of IUCN Statutes (Annex 1); and
2. MANDATE the ~~2021~~20-2024 Council to:
  - CONTINUE THE WORK achieved by the 2016-2020 Council on:
    - a. the issue of dues for venue-based organisations and government agencies;
    - b. the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues; and to
  - SUBMIT both proposals to IUCN Members by electronic vote before the ~~2024~~next Congress.

**EXPLANATORY MEMORANDUM**

The initial proposal for the 2021-2024 membership dues was approved by the 98<sup>th</sup> Council meeting (decision C98/21), following recommendations from its Governance and Constituency Committee and its Finance and Audit Committee, based on the work from a Membership Dues Task Force that had been established by both committees.

Following the postponing of the Congress to 2021, the IUCN Council at its 100th meeting, approved a revised version of the Membership Dues Guide (decision C100xx), to clarify that it will apply for membership dues from 2022 and that the 2017-2020 Membership Dues guide will remain applicable for the 2021 membership dues to enable the Secretariat to timely invoice IUCN Members before 1 January 2021. No other changes have been made to the content of the Guide, which was initially approved by IUCN Council at its 98th meeting and published with official Congress documents.

The proposed membership dues are included and explained in the Draft Membership Dues Guide attached herewith as Annex 1.

The background paper C98/GCC25/2.5.1 discussed during the 98<sup>th</sup> Council meeting, providing Council's considerations on the issue of the dues for venue based organisations/agencies and the issue of the value of membership and of Members facing difficult financial situations and not being able to pay their dues, is available here (pp. 505-509 of the pdf file and its annexes 3 and 4).



# IUCN Membership Dues Guide

~~2021–2024~~

**Commented [FGB1]:** Proposal to remove date following recommendation from the Legal Adviser:

Is it still appropriate to set the date here, since the guide will apply until a new guide is adopted? This is to avoid similar situation as to the one we are facing now, i.e. giving the perception that the guide would apply only within this timeline.



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## Introduction

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IUCN is a unique organisation – a democratic membership Union – composed of over 1,300 Members, some 15,000 scientific experts in our thematic Commissions and some 900 staff, who work together in more than 160 countries. By joining IUCN, Members benefit from IUCN's scientific credibility, its unsurpassed knowledge base and convening power, extensive networking opportunities and access to high-level political, economic and social decision making. More information on the benefits of IUCN membership is available [here](#).

The prompt payment of annual membership dues is essential to fund the work of IUCN, supporting the implementation of the Programme and governance of the Union, the facilitation of global networking and communications, and the sharing of knowledge and expertise.

**Membership dues are payable in advance and payment shall be received by the 1st of January.** Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year.

This Dues Guide provides information on the calculation and structure of dues for IUCN Members.

**This revised version of the Membership Dues Guide was approved by Council at its 100<sup>th</sup> meeting, following the postponing of the 2020 Congress to 2021, to clarify that it will apply for membership dues as from 2022 and that the 2017-2020 Membership Dues guide will remain applicable for the 2021 membership dues, to enable the Secretariat to timely invoice IUCN Members before 1 January 2021. No other changes have been made to the content of this Guide, which was initially approved by IUCN Council at its 98<sup>th</sup> meeting and published with official Congress documents.**

Commented [FGB2]: Subject to decision by Council

## Applicability of the Guide

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This Membership Dues Guide is applicable for membership dues as from 2022, until a revised Guide is adopted by the next World Conservation Congress. **As an exception, this Guide will apply from 2021 for subnational governments. (NOTE: this part in yellow will be part of the Guide if the motion on subnational governments is adopted by Congress).**

The 2017-2020 Membership Dues guide will remain applicable for the 2021 membership dues.

## Categories of membership

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Membership of IUCN is divided into four categories, as defined in Articles 4 and 5 of the [IUCN Statutes](#).

Category A: States and government agencies;  
Political and/or economic integration organisations;

Category B: National non-governmental organisations;  
International non-governmental organisations;

Category C: Indigenous peoples' organisations; and

Category D: Affiliates.

For each category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes). ~~At the 2020 World Conservation Congress in Marseille, Members approved the IUCN Membership Dues Guide 2021–2024 (Congress Document CGR-2020-7.3/-Annex 1).~~ More information on the calculation and structure of IUCN membership dues can be found in the sections below.

At the 2000 Congress (Amman), Members requested the IUCN Council to review the calculation of membership dues, linking them to a recognized published inflation index instead of the pre-defined percentage increase used since the 17<sup>th</sup> Session of the General Assembly (San José, 1988). In Bangkok, in 2004, the Members' Assembly approved Council's proposal to use the [Swiss Consumer Price Index](#)<sup>1</sup> (CPI), published annually by the Swiss Federal Statistical Office to index the membership dues, from 2006 onwards. No adjustments to the dues are made when the index is negative.

---

<sup>1</sup><https://www.bfs.admin.ch/bfs/en/home/statistics/prices/consumer-price-index.html>

# Membership dues

## Category A: States, government agencies, and political and/or economic integration organisations

As per Regulation 22<sup>2</sup> of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision.

The latest “[UN scale of assessments for the period 2019-2021](#)”<sup>3</sup> was published on 4 January 2019. Consequently, the IUCN Dues Guide has been updated to reflect the 2019–2021 UN Scale of assessments and it is valid ~~for the years 2021 to 2024~~ **from 2022**.

In the calculation of membership dues for States, government agencies and political and/or economic integration organisations, IUCN does not apply the UN assessment percentages directly. Rather, IUCN has elaborated its own sliding scale to form the IUCN dues groups/levels by grouping the different countries according to their percentage contributions to the UN budget. Approved by the 2000 IUCN World Conservation Congress (Amman), the present scale of percentage grouping, used to determine the IUCN Category A membership dues scale of 11 groups, ranging from “0” to 10, is shown in Table 1.

**Table 1: IUCN sliding scale of State, government agency, political and/or economic integration organisation Members and corresponding UN assessment percentages**

IUCN CATEGORY A MEMBERS IN DUES GROUPS:	CORRESPOND TO STATES WITH A UN ASSESSMENT PERCENTAGE OF:	UN ASSESSMENT PERCENTAGES:			
				Less than	
0					0.01%
1		From	0.01%	up to & including	0.05%
2		More than	0.05%	up to & including	0.07%
3		More than	0.07%	up to & including	0.11%
4		More than	0.11%	up to & including	0.19%
5		More than	0.19%	up to & including	0.35%
6		More than	0.35%	up to & including	0.67%
7		More than	0.67%	up to & including	1.31%
8		More than	1.31%	up to & including	2.59%
9		More than	2.59%	up to & including	5.15%
10		More than	5.15%		

The membership dues scales for States (Table 2) and Government agencies (Tables 3 & 4) comprise 11 groups. For the composition of the 11 dues groups, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

## Category A: States

**Table 2: States**

Group	0	1	2	3	4	5	6	7	8	9	10
<del>2021–2024</del>	7,790	15,570	31,150	51,520	78,980	118,400	181,280	247,670	295,290	396,260	495,330

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>4</sup>.

<sup>2</sup> Regulation 22 of the IUCN Statutes: “Dues for Members in Category A shall be established by the World Conservation Congress and be calculated for the period until the next World Congress on the basis of the latest available percentage assessed for States concerned in the budget of the United Nations. The Council may establish groups for the setting of dues...”.

<sup>3</sup> <https://undocs.org/en/A/RES/73/271>

<sup>4</sup> Decision from the Members’ Assembly in 2004 (refer to page 2 for more information)



## Category A: Government agencies and Subnational governments

**NOTE:** text highlighted in yellow will be included in the *Membership Dues Guide*, subsequent to the approval of the motion on Subnational governments.

For a government agency and subnational governments the dues group is the same as that of its State.

Government agencies are divided into two groups, A and B:

Group A: government agencies of a State where the State IS a Member of IUCN

Group B: government agencies of a State where the State IS NOT a Member of IUCN.

Dues for government agencies and Subnational governments in Groups A and B are shown in Tables 3 and 4 respectively.

### Government agencies and Subnational governments – Group A:

Table 3: Government agencies where the State is a Member of IUCN and Subnational governments – Group A

Group	0	1	2	3	4	5	6	7	8	9	10
2021–2024	2,370	2,370	2,370	2,370	2,370	3,560	5,440	7,430	8,860	11,890	14,860

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>5</sup>.

Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups "0" to 3 who pay the rate based on Group 4<sup>6</sup>. For the appropriate dues group of your agency please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

The membership dues of subnational governments are governed by the scale for "Government agencies where the State is a Member of IUCN", irrespective of whether the State is a Member or not. For 2021, dues for members in this category, will be based on the above scale.

### Government agencies – Group B:

Table 4: Government agencies where the State is not a Member of IUCN – Group B

Group	0	1	2	3	4	5	6	7	8	9	10
2021–2024	3,890	3,890	7,790	12,880	19,750	29,620	45,320	61,920	73,820	99,070	123,830

Membership dues are expressed in Swiss Francs (CHF) and include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%)<sup>5</sup>.

In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group "0" for which the rate of dues is the same as in Group 1<sup>4</sup>. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

## Category A: Political and/or economic integration organisations

The amount of dues payable by political and/or economic integration organisations is the average amount obtained by adding up the dues payable by each of its State components, as if they were Members of IUCN, and dividing it by the number of States constituting the organisation concerned. Please refer to the **IUCN dues groups for IUCN Members in Category A (2021–2024)** at the end of this guide.

<sup>5</sup> Decision from the Members' Assembly in 2004 (refer to page 2 for more information)

<sup>6</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica

## Categories B and C: National and international non-governmental organisations and indigenous peoples' organisations

Dues for national and international non-governmental organisations and Indigenous peoples' organisations, shown in Table 5, ~~are valid for the years 2021–2024, and~~ were established according to Regulation 23<sup>7</sup>.

The dues scale for national and international non-governmental organisations and Indigenous peoples' organisations comprise ten different dues groups. A lower group was set for lower Indigenous peoples' organisations and smaller civil societies. Membership dues for national and international non-governmental organisations and indigenous peoples' organisations are calculated on the basis of the organisation's total expenditure (in US Dollars). **This is defined as all expenditure of the organisation during the year, irrespective of the funding source and including interest costs and taxes.**

Applicant and Member organisations are requested to provide appropriate financial information including their latest annual audited financial statements together with a declaration of total expenditure. This will enable the IUCN Secretariat to determine the dues group an organisation should be in. If the organisation is not required to have a statutory audit, the latest annual financial statements approved by the Board or governing body can be provided.

### Re-assessment of membership dues

Every four years, after the IUCN World Conservation Congress, the Secretariat undertakes a re-assessment of the dues groups for Members in Category B and C. In ~~July 2021~~, after the approval of the Dues Guide at the Congress, each Member will be required to submit to the Secretariat, a declaration of total expenditure for the last three years, together with their annual audited financial statements for those three years. This information will be used by the Secretariat to calculate the average total expenditure for that period and to determine their dues group for the ~~following four years~~ next quadrennial or until a new Dues Guide is approved by Members (2021–2024). This exercise will be completed ~~in~~ time for the ~~2022~~ invoicing in November 2021<sup>9</sup>. If a Member does not submit the information required, the Secretariat will use the latest financial statements available from public sources to determine the level of total expenditure of the Member. Failing that, the organisation will be reclassified into the dues group immediately above the one it is currently in.

Table 5: National and international non-governmental organisations and Indigenous peoples' organisations

Group	Total Expenditure bands (USD)		Membership dues scale 2021–2024 (CHF)
	FROM (≥)	TO (<)	
1	-	100,000	300
2	100,000	500,000	480
3	500,000	900,000	770
4	900,000	1,620,000	1,230
5	1,620,000	2,916,000	1,970
6	2,916,000	5,248,800	3,150
7	5,248,800	9,447,840	5,030
8	9,447,840	17,006,112	8,050
9	17,006,112	30,611,002	12,885
10	30,611,002		20,620

Membership dues are expressed in Swiss Francs (CHF)

FROM: equal to or above the amount indicated; TO: below the amount indicated

<sup>7</sup> Regulation 23: "Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council".

## Category D: Affiliates<sup>8</sup>

Dues for Affiliate Members, shown in Table 6, ~~are valid for the years 2021–2024, and~~ were established according to Regulation 23<sup>6–9</sup>.

All Affiliate Members pay the same rate as indicated below. Affiliate Members do not have the right to vote, nominate candidates or submit Motions to the World Conservation Congress (Article 12 (b) of the IUCN Statutes).

Table 6: Affiliates

	Affiliates
2021-2024	3,150

Membership dues are expressed in Swiss Francs (CHF)

## Payment of dues

### When do dues become payable?

**Membership dues are payable in advance and payment shall be received by the 1st of January.**

Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year, i.e. dues for 202~~2~~<sup>4</sup> should be received no later than 1 January 202~~2~~<sup>4</sup>; dues for 202~~3~~<sup>2</sup> should be received no later than 1 January 202~~3~~<sup>2</sup>, etc.

IUCN membership does not expire unless the IUCN Member is withdrawn or expelled from IUCN as detailed in Article 13 of the [IUCN Statutes](#) or unless the IUCN Member withdraws voluntarily by providing IUCN with written notification of its intention to withdraw its membership. Members withdrawing from the Union must ensure that all outstanding membership dues have been paid, up to and including the year of the notification of withdrawal.

With regards to withdrawal from the Union in relation to non-payment of membership dues, according to Article 13 (a) of the IUCN Statutes, "*The rights of a Member in connection with elections, voting and motions shall ipso facto be suspended when the dues of that Member are one year in arrears.*"

*If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress<sup>10</sup> which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine*";

and 13 (b) "*If, one year after the decision of the World Congress to rescind the remaining rights of a Member, the Member in question has not paid its arrears owed up until such rescission, that Member shall be deemed to have withdrawn from IUCN*".

### How can dues be paid?

#### Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes<sup>11</sup>. For payments which are not made in CHF,

<sup>8</sup> Government agencies, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.

<sup>9</sup> Decision made by the 17<sup>th</sup> General Assembly of IUCN in San Jose, Costa Rica

<sup>10</sup> Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.

<sup>11</sup> Regulation 25 of IUCN Statutes: "*Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question*".

Members are requested to use the same daily exchange rates as IUCN: <http://www.oanda.com/currency/live-exchange-rates/>, which will help to avoid major exchange rate differences when the payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in the Member's next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset arrears before being allocated to the current year's dues. If amounts paid are higher than what is due, the extra amount will be credited to the next year's dues.

For payments by bank transfer, Members will bear all bank charges. Invoice number, Member ID and relevant contact details must be quoted when making payments. Secretariat/Membership Focal Points should be informed if the payment is made to the Regional Office directly or through a third party to help with the follow-up of payments.

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card\* via the member profile page on the [Union Portal](#)<sup>12</sup>. Only Visa and MasterCard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts can be downloaded from the individual Member organisational pages on the [Union Portal](#) (within a few weeks of receipt of funds by IUCN Headquarters).

### **Applicant Member organisations**

A deposit equivalent to the entire current year of membership is payable at the time of submitting a membership application. However, once the new Member has been admitted, the membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following admission. If the balance is then positive, it will be credited to the following year. If an application for IUCN membership is rejected, the deposit will be reimbursed less any administrative costs that may apply.

### **Adhesion of States**

In accordance with Article 6 of the IUCN Statutes "*States or political and/or economic integration organisations shall become Members of IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues.*", the payment equivalent to the first year of membership is payable at the time of submitting the letter of adhesion. The membership dues for that year are calculated on a pro-rata basis of the total annual membership dues, starting from the month following receipt of the letter of adhesion and payment of dues.

---

<sup>12</sup> please refer to section 4.15 of the [Union Portal Guide](#)

## Payments details

Membership dues or deposit payments may be made to the following bank account:

Account name: **IUCN, International Union for Conservation of Nature and Natural Resources**

Bank Address: UBS Switzerland AG  
Place St. François 16  
CH-1002 Lausanne  
Switzerland

IBAN/Bank account IBAN CH23 0024 3243 3350 3501 W  
Swift Code: UBSWCHZH80A  
Currency: Swiss Francs

For any information regarding your payment, please contact your [Membership Focal Point](#).

May we kindly remind you to inform us of any important changes in your organisation that may affect your organisation's membership of IUCN, such as the category of membership or the dues group. If your Statutes and/or expenses have significantly changed since your organisation joined IUCN, please provide your [Membership Focal Point](#) with your organisation's most recent Statutes and/or financial report, including the details of your organisation's total expenditure.

## IUCN dues groups for IUCN Members in Category A ~~(2021–2024)~~

(Based on the Scale of assessments for the apportionment of the expenses of the United Nations 2019–2021)

<b>GROUP "0"</b>	Niger	Liechtenstein	Qatar
Afghanistan	*Niue	Malta	Romania
Albania	Palau	Mauritius	South Africa
Andorra	Papua New Guinea	Monaco	Thailand
Antigua and Barbuda	*Palestine	Myanmar	<b>GROUP 6</b>
Armenia	Republic of Moldova	Panama	Chile
Barbados	Rwanda	Paraguay	Denmark
Belize	Saint Kitts and Nevis	Serbia	Finland
Benin	Saint Lucia	Sri Lanka	Greece
Bhutan	Saint Vincent and the Grenadines	Sudan	Indonesia
Burkina Faso	Samoa	Syrian Arab Republic	Iran (Islamic Republic of)
Burundi	San Marino	Trinidad and Tobago	Ireland
Cambodia	Sao Tome and Principe	Tunisia	Israel
Cape Verde	Senegal	Turkmenistan	Portugal
Central African Republic	Seychelles	United Republic of Tanzania	Singapore
Chad	Sierra Leone	Uzbekistan	United Arab Emirates
Comoros	Solomon Islands	Yemen	Venezuela (Bolivarian Republic of)
Congo	Somalia	<b>GROUP 2</b>	<b>GROUP 7</b>
*Cook Islands	South Sudan	Bahrain	Austria
Côte d'Ivoire	Suriname	Belarus	Argentina
Democratic People's Republic of Korea	Swaziland	Costa Rica	Belgium
Democratic Republic of the Congo	Tajikistan	Dominican Republic	India
Djibouti	The Former Yugoslav Republic of Macedonia	Cuba	Mexico
Dominica	Timor-Leste	Luxembourg	Norway
Eritrea	Togo	Morocco	Poland
Fiji	Tonga	<b>GROUP 3</b>	Saudi Arabia
Gambia	Tuvalu	Croatia	Sweden
Georgia	Uganda	Ecuador	<b>GROUP 8</b>
Grenada	Vanuatu	Lithuania	Australia
Guinea	Zambia	Slovenia	Netherlands
Guinea-Bissau	Zimbabwe	Ukraine	Republic of Korea
Guyana	<b>GROUP 1</b>	Uruguay	Russian Federation
Haiti	Angola	Viet Nam	Spain
Honduras	Azerbaijan	<b>GROUP 4</b>	Turkey
Jamaica	Bahamas	Algeria	<b>GROUP 9</b>
Kiribati	Bangladesh	Egypt	Brazil
*Kosovo	Bolivia (Plurinational State of)	Iraq	Canada
Kyrgyzstan	Bosnia and Herzegovina	Libya	France
Lao People's Democratic Republic	Botswana	Oman	Italy
Lesotho	Brunei Darussalam	Pakistan	United Kingdom of Great Britain and Northern Ireland
Liberia	Bulgaria	Peru	<b>GROUP 10</b>
Madagascar	Cameroon	Philippines	China
Malawi	Cyprus	Slovakia	Germany
Maldives	El Salvador	<b>GROUP 5</b>	Japan
Mali	Equatorial Guinea	Colombia	Switzerland
Marshall Islands	Estonia	Czech Republic	United States of America
Mauritania	Ethiopia	Hungary	
Micronesia (Federated States of)	Gabon	Kazakhstan	
Mongolia	Ghana	Kuwait	
Montenegro	Guatemala	Malaysia	
Mozambique	Iceland	New Zealand	
Namibia	Jordan	Nigeria	
Nauru	Kenya		
Nepal	Latvia		
Nicaragua	Lebanon		

\* is not or is not located in, a member of the United Nations. Refer to Regulation 22.



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FOR CONSERVATION OF NATURE**

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Field Code Changed



**IUCN WORLD CONSERVATION CONGRESS 2020**  
7–15 January 2021, Marseille, France

## **Developing a comprehensive gender approach at IUCN**

**Action Requested:** The World Conservation Congress is invited to DISCUSS the document “*Developing a comprehensive gender approach at IUCN - Results and recommendations from the survey to IUCN Council, Commissions, Membership Structures and Secretariat*” (Annex 1) undertaken by the Gender Task Force, July 2020, and CONSIDER the following draft decision proposed by the IUCN Council.

### **DRAFT DECISION**

The IUCN World Conservation Congress,

*Having discussed* the results and recommendations from the survey to IUCN Council, Commissions, Membership Structures and Secretariat on “Developing a comprehensive gender approach at IUCN” undertaken by the Gender Task Force established under the auspices of the IUCN Council,

**Requests** the next IUCN Council to:

1. prepare an IUCN Gender Strategy taking into account the results of the discussion during the 2020 Congress,
2. consult all IUCN Members on the draft IUCN Gender Strategy, and
3. submit it for approval to an electronic vote of IUCN Members prior to the next IUCN World Conservation Congress.

### **EXPLANATORY MEMORANDUM**

With many decades of member Resolutions reaffirming the importance of gender equality to meeting IUCN’s objectives, IUCN aims to realize gender equality and women’s rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. Recognising these commitments and the need to strengthen approaches, in 2018, several IUCN Council members submitted a letter to the Council to develop a comprehensive gender approach beyond the IUCN Programme. In response, the IUCN Council established a Gender Task Force (GTF) to advance the incorporation of gender equity in a comprehensive manner in IUCN.

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach in the organization, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN's institutional culture of respecting and promoting women’s rights and



gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

Attached hereafter as Annex 1 are the results of the work of the GFT and its recommendations.

The IUCN Council proposes that the Members' Assembly discuss these results and recommendations during the 2020 Congress and adopts a decision to request the next Council to develop an IUCN Gender Strategy reflecting a comprehensive gender approach at IUCN taking into account the results of the discussion at the 2020 Congress.

Reflecting the sense of urgency to implement a Gender Strategy, and to enable IUCN Members to take certain aspects of the Gender Strategy into account during the next nomination and election process for Council, the IUCN Council is proposing that the Congress gives a mandate to the next IUCN Council to develop a Strategy and, after consultation with IUCN Members, submits it to an electronic vote of IUCN Members before the next Call for nominations is issued.



# Developing a comprehensive gender approach at IUCN

Results and recommendations from the survey to IUCN Council, Commissions, Membership Structures and Secretariat

Prepared by the Gender Task Force (GTF)

July 2020

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## INTRODUCTION

With many decades of member Resolutions reaffirming the importance of gender equality to meeting IUCN's objectives,<sup>1</sup> IUCN aims to realize gender equality and women's rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. Recognising these commitments and the need to strengthen approaches, in 2018, several IUCN Council members submitted a letter to the Council to develop a comprehensive gender approach beyond the IUCN Programme.<sup>2</sup> In response, the IUCN Council established a Gender Task Force (GTF) under Regulation 59 to advance the incorporation of gender equity in a comprehensive manner in IUCN. The GTF members were drawn from within the IUCN Council's Governance and Constituency Committee (CGCC) and the wider Council.<sup>3</sup>

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach<sup>4</sup> in the organization, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

The GTF developed a scope of work (SOW) that identified the key units and constituent parts of IUCN and the focus areas of research toward meeting this objective (see Annex 2). One of the main activities under the SOW was to conduct a self-assessment survey for IUCN Council, Commissions, Membership Structures and Secretariat to enable a stock-taking of existing policies, actions and capacities, as well as key gaps and challenges related to gender in the respondents area of work. This report shares the results from the desk review and the self-assessment survey for IUCN Council, Commissions, Membership Structures and Secretariat and provides recommendations based on these results to support further development of a gender approach across IUCN. These recommendations are intended to serve as a basis for further work to develop action plans for gender-responsive approaches across the organization, governance and policy of the IUCN Union.

## METHODOLOGY

Specific questions for IUCN Council, Commissions, Member Structures and Secretariat were developed in alignment with identified key priorities and proposed areas of focus on the GTF SOW. These questions were shared with the GTF and a beta test survey was developed and shared with key informant people from each Unit to gather feedback. The valuable feedback received informed the final set of questionnaires, resulting in eight different surveys.

For the final self-assessment survey, the GTF selected key informants to respond from each IUCN Unit based on criteria to ensure an inclusive and representative sample. The GTF contacted 123 informants (57 women and 66 men) across the eight surveys and received 63 responses (25 women and 38 men). These responses were compiled and analysed, and the results are included in four sections of this report:

IUCN Unit	Contacted	Responded
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<sup>1</sup> See more information on IUCN's commitment to gender in Annex 1.

<sup>2</sup> [IUCN Documents of the 75th Meeting of the Bureau of the IUCN Council \(page 80\)](#)

<sup>3</sup> See in ToR of GTF more details information about its composition and functions: click [here](#) (pp 127-128 of the pdf file).

<sup>4</sup> Gender-responsive approach is a proactive identification of gender gaps, discriminations and biases and then the coordinated development and implementation of actions to address and overcome them. This approach helps ensure that IUCN not only avoids exacerbating or reinforcing inequalities, but also rather takes meaningful steps to reduce disparities and to empower women, girls and members of traditionally disadvantaged groups.

<i>Council</i>	16 people (5 women and 11 men)	9 people (3 women and 6 men)
<i>Commissions</i>	24 people (14 women and 10 men)	8 people (6 women and 2 men)
<i>National and Regional Committees</i>	43 people (25 women and 18 men)	19 people (10 women and 9 men)
<i>Secretariat</i>	40 people (13 women and 27 men)	27 people (6 women and 21 men)

In addition to the self-assessment survey, a review of women’s and men’s participation in governance and organizational bodies was conducted. Where information was available, the GTF analysed how women’s participation has evolved over the years to identify trends on gender equality within these bodies. Information from the external review of the IUCN Programme 2017-2020 related to gender responsiveness and social inclusion was also consulted.

## **GENDER MAINSTREAMING ACROSS IUCN**

This section of the report is based on the analysis of the responses to the set of surveys on gender mainstreaming in IUCN. Additional information from the update of the 2016 IUCN Course of Action on Gender (CAG) and IUCN statutes, regulations, mandates, procedures and other documentation were also consulted and included where relevant.

### **IUCN COUNCIL**

The IUCN Council is the principal governing body of IUCN in between sessions of the World Conservation Congress, the general assembly of Union members. Subject to the authority, direction and policy of the World Congress, the Council has the responsibility for the oversight and general control of all the affairs of IUCN, including setting strategic direction and policy guidance for the work of the Union; providing oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular; encouraging coherence among its component parts; fulfilling its fiduciary responsibilities to the Members of the Union and rendering account to them on the achievement of the Union’s objectives; and supporting the Director General in communicating IUCN objectives and policy and the IUCN Programme to the global community.<sup>5</sup>

The Council is composed of the President, the Treasurer, the Chairs of the six Commissions, twenty-eight Regional Councillors,<sup>6</sup> a Councillor from the State in which IUCN has its seat, and one additional appointed Councillor, and four Vice Presidents are elected from among its members. The work of the Council is conducted through Working Committees and Task Forces. In between meetings of the Council, the Bureau of the Council acts on behalf and under the authority of the Council, and it includes the President, two Vice Presidents, the Treasurer, one Commission Chair, two Regional Councillors and the Chairs of the Standing Committees (i.e., Programme and Policy Committee, Finance and Audit Committee and Governance and Constituency Committee).<sup>7</sup>

In order to better understand gender mainstreaming within the IUCN Council, the GTF selected 16 Regional Councillors (5 women and 11 men) to respond to the survey, of which nine (56%) replied. An analysis of IUCN statutes, procedures and other documentation, as well as an analysis of the composition of the Council since its creation, complement Councillors’ responses regarding (1) the composition and criteria for selection in terms of equal

<sup>5</sup> [IUCN Statutes and Regulations](#)

<sup>6</sup> The number of elected Councillors for each Region is: four for Africa; four for Meso and South America; three for North America and the Caribbean; five for South and East Asia; three for West Asia; three for Oceania; three from West Europe, and three from East Europe, North and Central Asia.

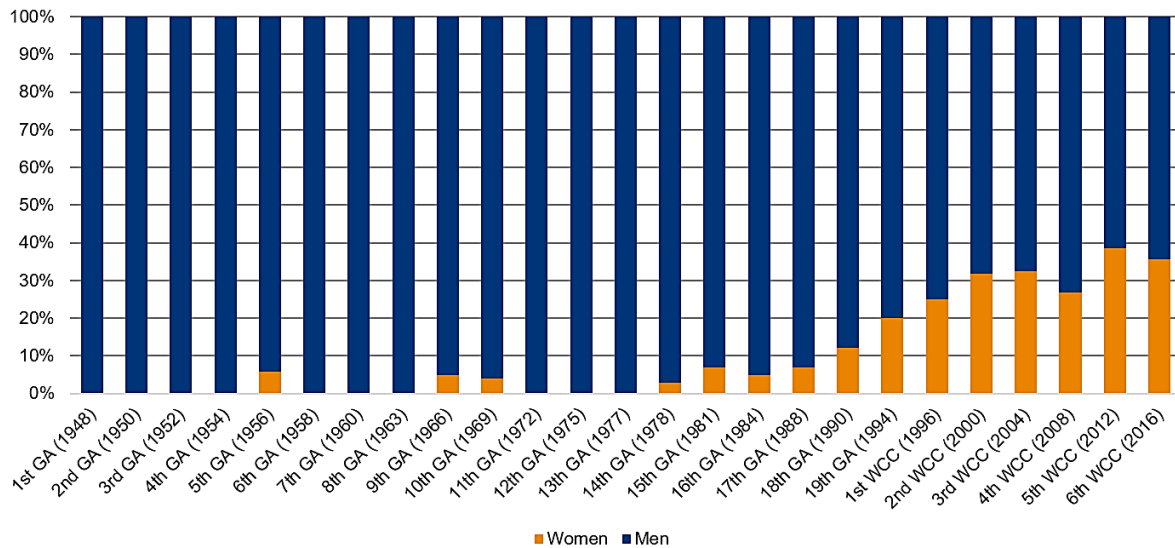
<sup>7</sup> [IUCN Statutes and Regulations](#)

participation of women and men in the Council and in its committees and task forces, and (2) the changes to policies and/or procedures that can promote and support gender balanced representation.

**Gender balance and composition considerations of IUCN Council and subsidiary bodies**

The composition of the IUCN Council has evolved since its creation in 1948. The restructuring of the executive board into Regional Councillors seats during the 14th General Assembly increased the number of seats available at the Council and the number of women occupying these positions has been growing ever since, as shown in Figure 1.

**Figure 1: Gender composition of IUCN Council (1948-2016)**

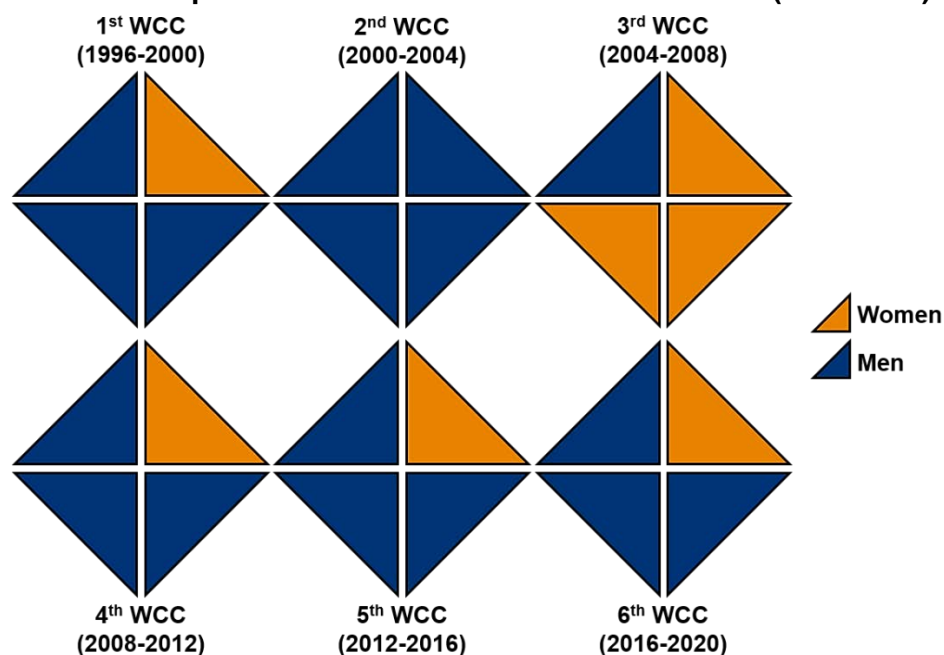


GA - General Assembly, WCC - World Conservation Congress. Figure 1 includes all members of the Council as identified in the document on the [membership of the IUCN Council since 1984](#), including other important positions that are not strictly part of the Council, such as the Director General, the Legal Adviser or the deputy chairs or vice-chairs of Commissions. Additionally, when substitutions took place during the period of the mandate, both people have been counted.

During the 20th General Assembly and 1st World Conservation Congress in 1996, the IUCN statutes and regulations were revised to include, among others, statute 46. (j), which mandates “to elect from among its members, up to four Vice Presidents, chosen with due regard to geographical distribution and gender balance.”<sup>8</sup> However, except for the 2004-2008 term, the Council’s Vice Presidents tend to be composed of one woman and three men, as shown in Figure 2.

<sup>8</sup> [IUCN Statutes and Regulations](#)

**Figure 2: Gender composition of IUCN Council Vice Presidents (1996-2020)**



WCC - World Conservation Congress.

The number of women selected as vice-presidents depends first on their selection as Regional Councillors, which varies across regions<sup>9</sup>. In order to strengthen women’s participation, a set of guiding recommendations were adopted prior to the last Congress, as recorded in IUCN Council Handbook:<sup>10</sup>

§13 the Call for nominations for Regional Councillor candidates issued on 6 November 2015 asked IUCN Members, when making their nominations, to “bear in mind the need for gender balance within the Council, and also for a reasonable balance between candidates from the governmental and non-governmental sectors...”.

Similarly,

§15 When discussing a “Strategy for Gender Mainstreaming at the 2016 Congress” during its 87th Meeting (October 2015), the Council modified the Terms of Reference of Council’s Nominations Committee including in its methodology for assessing candidates for President, Treasurer and Commission Chairs: “gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications”.<sup>11</sup>

The composition of the IUCN Council also determines the composition of the Bureau of the Council. Recommendations have been established in the Rules of Procedure of the Bureau of the IUCN Council to ensure gender balance, as indicated in the IUCN Council Handbook:<sup>12</sup>

The Vice-Presidents, the Chairs of the standing committees of the Council and the Regional Councillors members of the Bureau may be appointed by consensus decision of the Council on the proposal of the President following consultation with Council members. (Council decision C/88/7) In the absence of consensus, a vote may be taken or elections may be held. The Council shall ensure adequate geographical and gender distribution in the Bureau. (Council decision C/73/15.3.a)

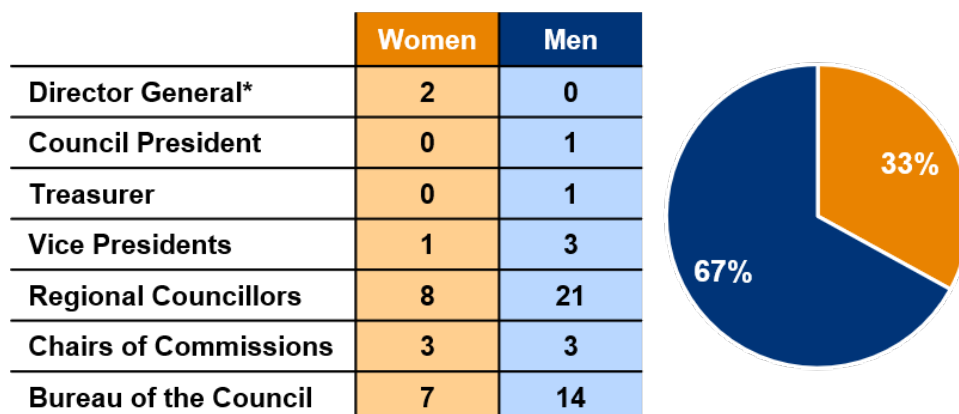
<sup>9</sup> See Annex 3

<sup>10</sup> [IUCN Council Handbook](#)

<sup>11</sup> For the ToR of the Nominations Committee: see [C/87/14 Annex 9](#) (October 2015).

<sup>12</sup> [IUCN Council Handbook](#)

**Figure 3: Gender composition of the 2016-2020 IUCN Council**



\* Figure 3 includes Acting Director General, Dr Grethel Aguilar, who assumed office in June 2019.

As seen in Figure 3 above, women chair a third of the positions in the 2016-2020 Bureau of the Council, reflecting the percentage of women in the Council. Women’s participation in other subsidiary bodies of the Council, including Committees and Task Forces, vary from limited participation (e.g. the Financial and Audit Committee and its Financial Planning Post 2020 Task Force) to gender balance (e.g. nominations committee) or high participation (e.g. Climate Change Task Force). Women occupy approximately one-third of the positions in these bodies, which are filled on a voluntary basis.

As mentioned in Council members’ responses to the survey, there are no formal mechanisms to encourage women’s participation and ensure gender parity in the different positions of the Council. The above-mentioned guidelines are only suggestions and there are no mechanisms to ensure adherence to them. Gender parity depends, *inter alia*, on the information accessible to, outreach with, and willingness of diverse proposed candidates to fulfil the roles as well as IUCN members’ votes; it also is related to the engagement of the President and the Vice Presidents in their roles as the Council Nominating Committee, especially as the President is the one selecting the Vice Presidents and the chairs of the Standing Committees, as mentioned above.

In addition to the lack of formal mechanisms, Council member respondents have identified other challenges to achieve gender balance, such as the uneven number of elected Regional Councillors in some of the regions and the fact that leadership in environmental organisations is male-dominated and there are regularly more men than women running for Council member positions. In some regions, candidacy is open to all members, but in others, the regional and national committees are the ones proposing candidates, which can also determine who is proposed as a candidate.

Council members’ suggested steps and actions to be considered to improve the equitable representation of women and men in the Council and its subsidiary bodies include: the reform of the statutes, rules of procedure and other guiding documents so as to provide clearer and concrete recommendations on gender equality and women’s empowerment; the establishment of gender quotas (e.g., 50%) for candidates and elected positions; a better oversight of appointments made by Council; and the regular outreach to and encouragement of member organisations and women candidates to run for the position(s). However, other respondents suggested avoiding quotas, except in cases such as the composition of the Bureau of the Council and the election of Vice Presidents.

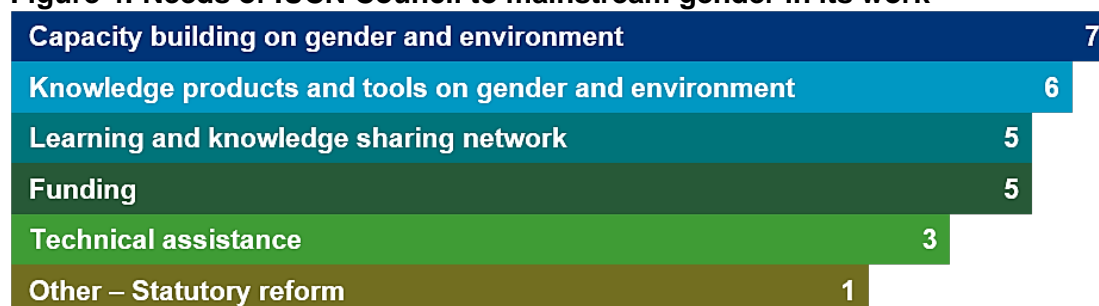


### **Implementation of gender-responsive considerations and needs**

Council respondents agree that gender equality and women's empowerment is relevant and beneficial for their work at the Council. Some emphasized the need for the Council to be a reflection of its constituency and create opportunities for women to lead and recognize their work, while other members highlighted women Council members' very active role in the Council and how women's differentiated perspectives and approaches can strengthen IUCN's action. Along those lines, all respondents affirmed knowing how to employ a gender-responsive approach in their work at the Council.

Yet support for mainstreaming gender in the Council may still be needed. Council respondents were asked to identify from a list what their needs were to mainstream gender in their work at the Council, in terms of learning, knowledge sharing, capacity building and resources. As Figure 4 below shows, the majority of Council respondents selected capacity building on gender and environment, followed by knowledge products and tools on gender and environment. In addition to the ones proposed in the survey, one respondent identified, as well, the need for a statutory reform.

**Figure 4: Needs of IUCN Council to mainstream gender in its work**



Since there are currently no formal mechanisms to promote and ensure accountability for gender mainstreaming across the Council's work and its structure, it depends significantly on the priorities and commitments of the President and IUCN Council members. In order to strengthen work on an ongoing basis across election periods, some Council respondents advocate for normative changes (such as a statutory reform), the adoption of Council Standard Operating Procedures or the creation of a Standing Gender Committee. Other respondents suggested focusing on awareness raising on the importance of gender balance and encouraging women candidates to run for the position at the Council and to promote and create opportunities for leadership of women and sexual and gender minorities, while strengthening rules and procedures to ensure diversity and prevent discrimination and disrespect (e.g. by creating an ethics and complaints mechanism across IUCN).

### **IUCN COMMISSIONS**

Commissions are an integral component of IUCN, supporting IUCN and its Members by providing innovative knowledge generation, technical expertise and policy advice for conservation and sustainable development.<sup>13</sup> There are over 15,000 volunteer scientists and experts that comprise membership across six IUCN Commissions:<sup>14</sup>

- *The Commission on Education and Communication (CEC)* - Driving change through leading communication, learning and knowledge
- *The Commission on Ecosystem Management (CEM)* - Promoting ecosystem-based approaches for the management of landscapes and seascapes

<sup>13</sup> IUCN Commissions <https://www.iucn.org/about/union/commissions>

<sup>14</sup> IUCN Commission membership reaches 15,000 (2019) <https://www.iucn.org/news/secretariat/201908/iucns-commission-membership-reaches-15000>

- *The Commission on Environmental, Economic and Social Policy (CEESP)* - Harmonising nature conservation and the critical social, cultural, environmental, and economic justice concerns of human societies
- *The Species Survival Commission (SSC)* - Influencing, encouraging and assisting societies to conserve biodiversity by building knowledge on the status and threats to species
- *The World Commission on Environmental Law (WECL)* - Advancing environmental law to strengthen the legal foundations of conservation of nature and sustainable development
- *The World Commission on Protected Areas (WCPA)* - Developing knowledge-based policy, advice and guidance on the full suite of issues surrounding protected areas

For this report, the GTF selected 24 IUCN Commission members (14 women and 10 men) to assess gender mainstreaming in IUCN Commissions. Eight representatives (33%) replied (6 women and 2 men): two from the CEC, two from CEM, one from CEESP, and three from WCPA. The responses from these eight representatives is incorporated with assessment of materials based on a desk review to determine (1) how is gender balance taken into account in the composition of Commissions, and (2) how gender issues are taken into account in the work of Commissions.

### ***Gender composition of IUCN Commission Chairs and Steering Committees***

Each Commission is led by a Chairperson who provides strategic guidance to the Commission's work. This person is elected at the World Conservation Congress and serves until the next Congress where nominations are opened and elections take place (before the first Congress in 1996, these nominations and elections occurred in the General Assembly).<sup>15</sup> Commission Chair rosters available from the 12th IUCN General Assembly in 1975 in Kinshasa through to the 1st World Conservation Congress in 1996 in Montreal show that there were no women serving as Commission Chairs over this 21-year period.<sup>16</sup> Then, at the 1996 World Conservation Congress, there were several milestones in advancing gender considerations and balance across IUCN: Congress elected IUCN's first woman President, Yolanda Kakabadse; discussed gender equity as a cross-cutting priority in the IUCN Programme; and approved a revision to the IUCN Regulations, stipulating that Commission Steering Committee members "shall reflect consideration of technical qualification, of geographic representation, diversity of points of view, and gender equity."<sup>17</sup> This had a significant impact on the gender composition in leadership among the six IUCN Commissions, moving from no women Chairs to more inclusive and equitable leadership between women and men over the subsequent terms (see Figure 5).

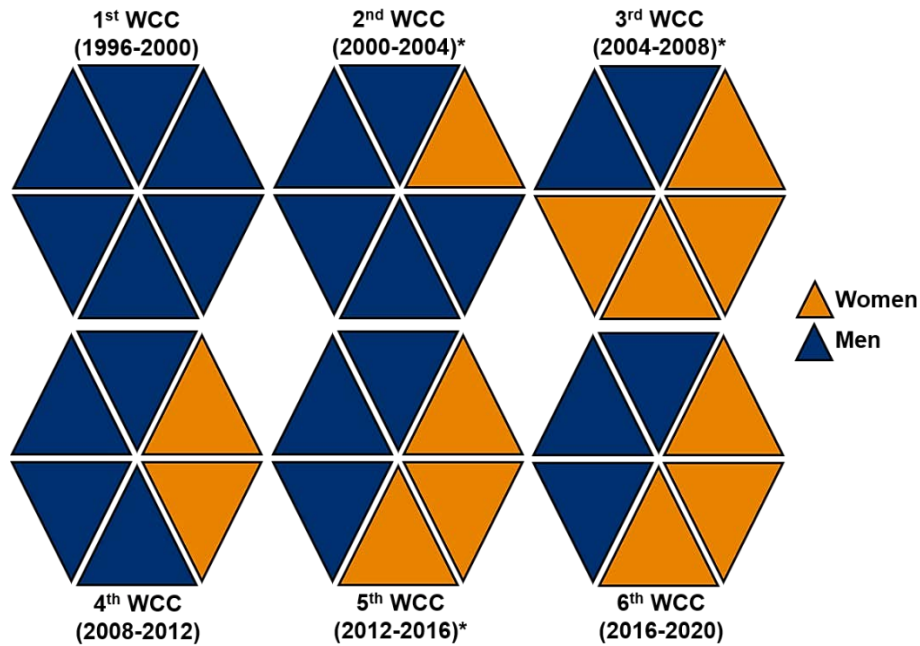
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<sup>15</sup> World Conservation Congress 1996-2000 Proceedings: <https://portals.iucn.org/library/efiles/documents/WCC-1st-003.pdf>

<sup>16</sup> IUCN: [https://www.iucn.org/sites/dev/files/content/documents/c-hist\\_1948-2016.pdf](https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf)

<sup>17</sup> IUCN Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations (Statutes last amended 27 September 2016, rules of procedure last amended 27 March 2019, and regulations last amended 11 February 2020)

**Figure 5: Gender composition of IUCN Commission Chairs (1996-2020)**



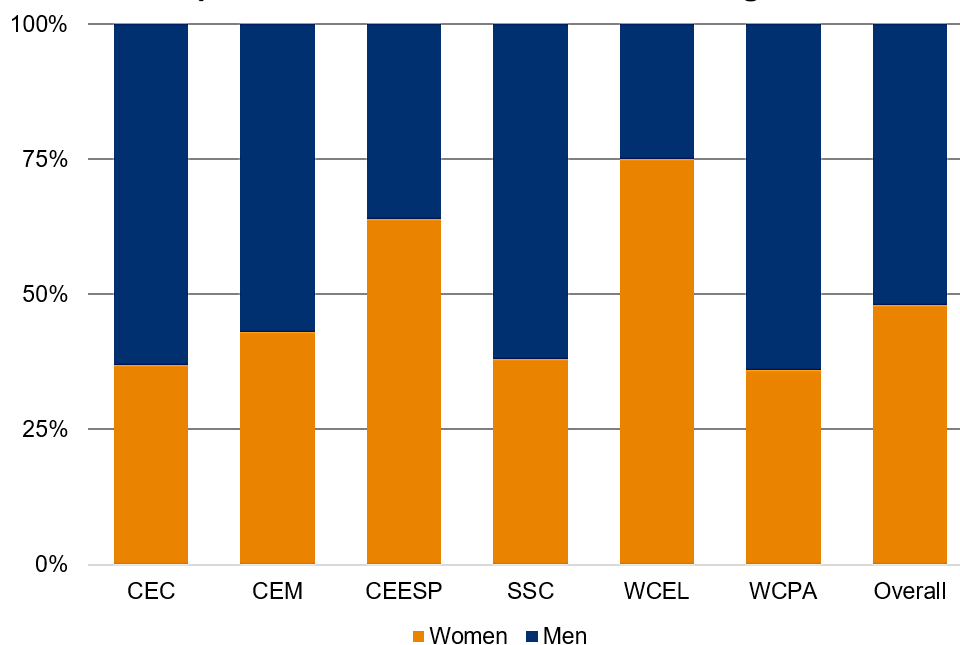
WCC - World Conservation Congress

\*Indicates IUCN Programme periods where there was a substitution of a Commission Chair that affected gender composition. For instance, in 2000, the gender composition of Commission Chairs was all men, but in 2001, Hillary M. Masundire took over as Chair of the CEM, making the gender composition 5 men and 1 woman.<sup>18</sup>

Commission Steering Committees assist in leading and providing direction in each Commission's work. The GTF received some responses on the survey regarding gender composition of the Steering Committees, and for other Commissions, the GTF reviewed online Steering Committee pages to determine gender composition, but this information will have to be verified and updated based on Steering Committee Members' self-disclosure of gender (if they choose to disclose) and any updates that may not be reflected online. When assessing individual Commission Steering Committees, the gender composition varies quite a bit. However, when assessing the total number of Steering Committee Members across all six Commissions, the membership is nearly gender balanced between women and men, with 52% men and 48% women out of 109 Steering Committee Members (see Figure 6).

<sup>18</sup> IUCN. [https://www.iucn.org/sites/dev/files/content/documents/c-hist\\_1948-2016.pdf](https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf)

**Figure 6: Gender composition of IUCN Commissions' Steering Committees**



According to most survey respondents, these ratios of men and women Steering Committee Members have more or less stayed constant in recent years. For the WCPA, a representative noted:

In my years of membership in WCPA a good deal of progress has been made in this area, especially when I think back to earlier meetings (over a decade ago) when gender balance was much poorer. Female leadership of the Commission has made a big difference in shifting the atmosphere. But more progress could, of course, be made in this area.

Survey respondents also noted some ways in which Commissions have tried to ensure a more gender balanced composition in Steering Committees. Some mentioned that over the years there have been more women in meetings and that discussions have tended to be more open and somewhat less dominated by men, attributing this to an evolution of thinking toward assuming leadership roles. One survey respondent emphasised that it is important to foster an environment where all colleagues, including women, young professionals and indigenous people, feel comfortable and know that their voices will be heard and respected.

### ***Gender composition of IUCN Commission members and specialist groups***

Many Commissions specifically reaffirm commitment to ensure membership represents regional, ethnic, language, age, culture, and gender diversity in the most recent 2017-2020 Mandates, with the exception of the 2017-2020 Mandates for the WCEL and WCPA.<sup>19</sup> In the case of CEESP, a representative emphasised that CEESP support IUCN's Mission for gender equality and recognises women, gender equality, diversity and equity as core to its values, noting that the bylaws include this commitment to gender considerations in membership and leadership, as well as in the Commission's themes:

CEESP will develop a diversified membership of disciplines, cultures, languages, geographical regions, age and gender, to encourage diverse perspectives and experiences in debating, analysing, and promoting the issues of concern to the Commission's vision and mission.<sup>20</sup>

<sup>19</sup> [IUCN Commission Mandates 2017-2020](#)

<sup>20</sup> [CEESP Bylaws \(approved 12 June 2019\)](#)

Survey respondents did not have the number of women and men involved in specialist groups, task forces and thematic groups available. While this information is collected when members apply to Commissions, it is possible it may not be publicly available. It is significant to note that applications for Commission membership offer inclusive options for gender, allowing applicants to choose from female, male, gender non-conforming and 'prefer not to disclose,' which can serve as a best practice for efforts across IUCN to collect gender-disaggregated data and promote broader inclusion. Options could be woman, man, gender non-conforming (or non-binary), prefer not to disclose, and an option for individuals to specify their own gender to encompass intersex and/or transgender individuals and incorporate the vast gender diversity present in regions around the world.<sup>21</sup>

Several survey respondents mentioned the difficulty with mandating gender balance among membership for specialist groups, task forces and thematic groups, including because these are volunteer positions, some members are invited because of their position in an organisation and the Commission has no possibility to consider gender in that case, and the possibility that Steering Committee members may not know women in their regions that can take on leadership roles. Survey respondents offered ways to address potential gender imbalances, including making gender balance more explicit in the terms of reference for leadership positions, establishing a network of women in areas of work in the Commission to help facilitate inclusion in all regions, mentoring programmes to encourage both women and youth involvement, and gender sensitivity training for Steering Committee members. Importantly, a representative from WCPA noted the importance of considering gender-responsive efforts beyond gender-balance:

[Adopting] dynamic and interactive facilitation techniques for some sessions -- rather than just conventional moderation -- could ensure that more voices are heard. Because, of course, it is not just about numbers, it is about participation and voice when people are in the room together.

In addition to promoting gender balance in Commission membership, gender non-discrimination is also enshrined in the Code of Conduct for Members of IUCN Commissions, which all Commission members are to read, understand and abide by in their work with each other and for the Commission:

[A]void and refuse to tolerate discriminatory practices that treat groups or individuals less favourably on the basis of culture, national or ethnic origin, gender, marital or other family status, sexual orientation, socio-economic status, age, disability, political alignment or religious belief.<sup>22</sup>

### ***Gender considerations in the work of IUCN Commissions***

All the Commission survey respondents consider gender equality and women's empowerment relevant and beneficial to the work of Commissions. A representative from CEM also emphasised that it is important to take into consideration intersecting identities, such as ethnicity, race, class, sexual orientation and disability, when addressing differentiated challenges and access to opportunities toward empowerment. Based on responses to the survey from Commission representatives, the resources needed to strengthen gender considerations in the work of Commissions are knowledge products and tools on gender-responsive approaches and issues, technical support on developing and implementing gender-responsive approaches, capacity building and awareness raising sessions for Commission leadership, and establishing gender policies and gender task forces in Commissions.

There are several current examples of Commissions that can serve as best practices for contributing to gender equality and social inclusion results in the IUCN Programme through

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<sup>21</sup> See [UN Free and Equal definitions](#)

<sup>22</sup> [Code of Conduct of the Members of IUCN Commissions](#)

gender-responsive and socially inclusive research, knowledge generation and partnerships—working to identify gender gaps and inequalities, and then developing and implementing ways to address and overcome them. Some examples of how Commissions are integrating gender and social considerations in the work of the Commission include:

- CEESP has a Specialist Group on Gender created in 2016 in response to growing recognition and knowledge on gender within IUCN's programme.<sup>23</sup> The Specialist Group on Gender supports CEESP's priority on gender equality in conservation made in its 2017-2020 Mandate.<sup>24</sup> For example, in 2018, the Specialist Group on Gender contributed and participated in a session on gender-responsive strategies in conservation during the Communities, Conservation and Livelihood Conference in Halifax, Canada, which was hosted by CEESP. Additionally, the Chair of CEESP and the Specialist Group developed a virtual dialogue on the impact of COVID-19 on gender and environment.
- The CEESP Specialist Group on Gender has a diverse membership of gender experts who are also available to support IUCN in gender-responsive approaches and gender mainstreaming. For example, this group has been engaged with the IUCN GPGR on providing peer reviews and other expert inputs to publications.
- According to a survey respondent, gender is a theme of CEM and there is a gender focal point in place, helping to support gender considerations in the Commission's work.
- Another survey respondent from CEM mentioned that the Mountains Ecosystem Thematic Group is developing a case study compendium on gender-differentiated approaches to ecosystem management.
- In 2016, the WCEL coordinated with key partners to hold the 1st World Congress on Environmental Law in Rio de Janeiro, with one outcome being the IUCN World Declaration on the Environmental Rule of Law.<sup>25</sup> The Declaration recognises the importance of education and empowerment of women and girls and Indigenous knowledge and cultures in sustainable development, and includes principles for achieving environmental justice on right to nature and rights of nature, right to environment, intra- and inter-generational equity, gender equality, participation of minority and vulnerable groups, and Indigenous rights over lands and territories.<sup>26</sup>
- The WCEL also has an Early Career Specialist Group that promotes inter-generational partnerships and engages youth entering careers as environmental lawyers, policy makers and scholars.<sup>27</sup>
- The WCPA develops guidelines as part of a series on best practices in Protected Areas, some of which include gender considerations. For instance, the guidance on Large-scale Marine Protected Areas (LSMPAs) includes several gender-related recommendations to conduct "a gender analysis specific to the LSMPA, with an understanding that gender includes women and men at different ages (children, youth, adult, elderly), classes (economic and social status), cultural backgrounds and ethnicities," and "to think about how to integrate gender considerations into all aspects of management, from applied research, funding decisions, and establishing project objectives and methodologies, to data gathering, analysing results and evaluation."<sup>28</sup>
- The WCPA also launched a Young Professionals Network in 2005 that helps engage young professionals (age 35 and younger) in the Commission, emphasises the importance of intergenerational partnerships in the work of the Commission and IUCN, and fosters intra- and inter-generational knowledge exchange and collaboration.<sup>29</sup>

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<sup>23</sup> [CEESP Gender](#)

<sup>24</sup> [IUCN Commission Mandates 2017-2020](#)

<sup>25</sup> [IUCN World Declaration on the Environmental Rule of Law \(2016\)](#)

<sup>26</sup> [IUCN World Declaration on the Environmental Rule of Law \(2016\)](#)

<sup>27</sup> [WCEL Early Career Specialist Group](#)

<sup>28</sup> [Large-scale Marine Protected Areas: Guidelines for design and management \(2017\)](#)

<sup>29</sup> [WCPA Young Professionals Network](#)



## IUCN NATIONAL AND REGIONAL COMMITTEES

National and Regional committees facilitate the coordination among IUCN members, members' coordination with other components of IUCN and members' participation in the programme and governance of IUCN.<sup>30</sup> There are currently seven Regional Committees: Eastern and Southern Africa Regional Committee, West and Central Africa Regional Committee, Meso America Regional Committee, South America Regional Committee, Caribbean Regional Committee, South and East Asia Regional Committee and West Asia Regional Committee. The West Europe and East Europe, North and Central Asia regions, as well as the Oceania region, do not have formal Regional Committees, but IUCN members are being organized through the European Working Group and the Oceania Regional Collaboration, respectively. IUCN members also organise themselves in a total of 65 National Committees.<sup>31</sup>

The GTF selected 43 people (25 women and 18 men) geographically diverse from IUCN National and Regional Committees to respond to the survey. A total of 19 members (44%) responded (10 women and 9 men). The following subsections focus on (1) the participation of women and men in decision-making structures of IUCN National and Regional Committees and (2) in the incorporation of gender issues in the working agenda of these groups.

### ***Gender balance and considerations in composition of the National and Regional Committees***

The Operational Guide for IUCN National and Regional Committees, approved in 2020, establishes clear ethical and operational guidelines to ensure they adhere to IUCN vision, rules and procedures. As such, IUCN requires all IUCN National and Regional Committees to take all appropriate steps to ensure that:

[T]o the extent possible, the IUCN Members' individual representatives to the National and Regional Committees reflect a balance of gender, age and expertise in line with IUCN's diversity principles, in the interest of representing the diverse concerns of Members and of enabling the National and Regional Committees to benefit in the future from a continued succession of diverse experience and perspectives.

The composition of National and Regional Committees varies across countries and regions. For example, in Canada, while a respondent estimated that there is the same number of women and men in leadership positions, 80% of the positions of the National Committee board are actually occupied by women. In contrast, in the West and Central Africa Regional Committee, women only represent a 14% of the board members. As indicated by some respondents, the composition highly depends on the leadership in member organisations and on who voluntarily comes forward to run as candidate for the Committee.

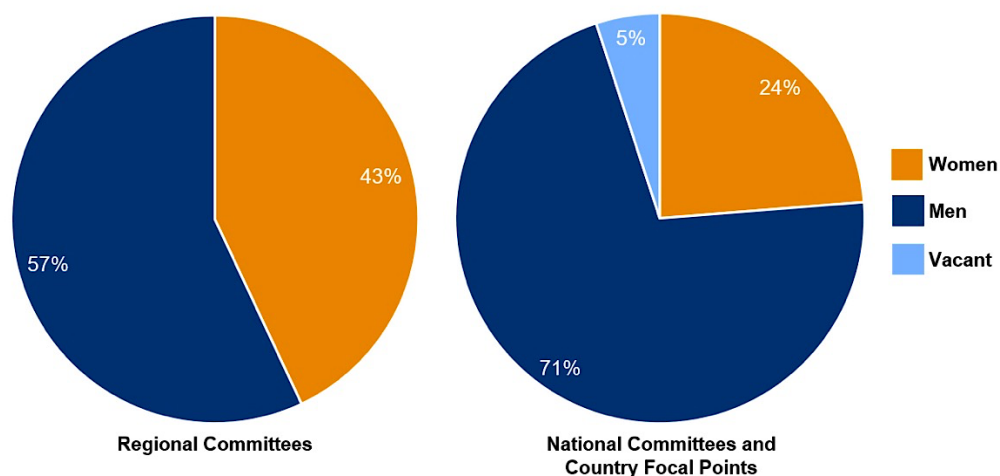
An analysis of Regional Committees Chairs, National Committees Chairs and Country Focal Points showed that about 25% of National Committee Chairs, or Country Focal Points for those that do not have a National Committee, are women. For Regional Committees, there is more of a gender balance with about 43% being chaired by women and 57% chaired by men (see Figure 7).

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<sup>30</sup> [IUCN Statutes and Regulations](#)

<sup>31</sup> [IUCN National and Regional Committees: A Global Directory](#)

**Figure 7: Gender composition of IUCN Regional and National Committee Chairs and Country Focal Points**



While there is no readily available data on the composition of the National and Regional Committees boards in the past years, member respondents have indicated that there has been an increase in the participation of women in these boards in most of the Committees. It is worth mentioning that in the National Committees of Guatemala and Dominican Republic women have always had a prominent role since their creation, and both have more women than men in their boards.

Changes in women’s participation in these Committees could be a reflection of broader societal changes, as no formal policies or mechanisms exist regarding gender equality and women’s empowerment in Committees. Informally, in a few Committees, gender equality is taken into consideration by the nominating Committee. Yet, in the majority of cases, informal practices to encourage gender equality also do not exist and it depends on leadership within member organisations and their own institutional capacity in relation to gender, as few of them have gender policies in their organisations.

As there are no restrictions to women’s participation in National and Regional Committees boards, many survey respondents did not identify any obstacles for women’s participation in the different positions of the board. Others indicated that patriarchal systems and associated gender inequalities and discrimination limit women’s participation in decision-making and leadership roles. Since women’s participation in National and Regional Committees depends on their roles within member organisations, advocating for gender equality and gender mainstreaming at this level is key, especially since the IUCN Council is composed of Regional Councillors selected by Regional Committees. Nonetheless, gender considerations can also be integrated in the Committees’ constituting documents. As indicated by a respondent from IUCN Working Group on National Committee Development for Europe, North and Central Asia, gender considerations can be taken into consideration in the bylaws that will constitute the Interregional Committee that is being established in the region.

***Gender mainstreaming in working agendas of National and Regional Committees***

When asked about whether they consider gender equality and women’s empowerment relevant and/or beneficial to their work, all respondents, except for one, agreed that achieving gender equality is important for the environment sector. Some mentioned the importance of having a diversity of perspectives in Committees as the different knowledge that women and LGBTQI+ communities can bring to the table enriches discussions and results. Others made the case that women are often mainly responsible for managing natural resources and land and have gender-differentiated experiences and knowledge, but that they are often excluded from benefits derived from environmental conservation and have limited rights to the land and



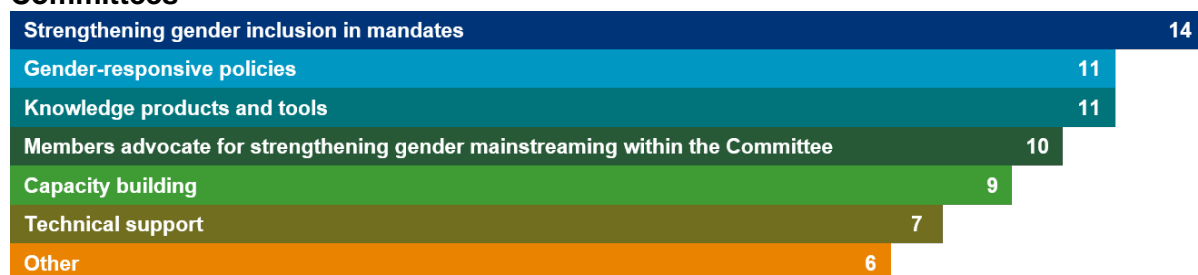
resources, thus the importance of including them in decision-making. As pointed out by a member organisation respondent, even in countries where many top experts are female, the majority of senior environmental positions are held by men. Along those lines, one respondent advocated for the importance of engaging youth, as there is a growing number of young women working in the sector. This can facilitate intergenerational partnerships that can contribute to knowledge sharing and collaboration among different generations. Finally, as one respondent points out, there is a need to empower women at all levels, but also empower and engage men on the importance of gender equality.

Unfortunately, most of the National and Regional Committees do not include gender equality and gender mainstreaming within their agendas. In addition to references to equal rights to participate in the Committee, only two respondents mentioned having specific gender-focused activities: the National Committee of Guatemala and an organisation part of the National Committee for the United Kingdom, which sent a Motion to the World Conservation Congress on population health, which includes women’s access to health advice and treatment. Another respondent mentioned that the Committee ensures gender balance in all speaking events. Additionally, the Canadian Committee for IUCN focuses its agenda in advancing the role of indigenous peoples and youth, which can help achieve gender equality.

Regarding needs to mainstream gender, respondents identified the main need as strengthening gender inclusion in mandates, followed by technical support and knowledge products and tools (see Figure 8 below). Given that Committees’ bylaws are developed by IUCN member organisations of the region or country, having members advocating for gender mainstreaming is key to make changes in norms and procedures. As one respondent further emphasized, there is a need to include gender equality in the constituting documents of the Committee. Additionally, another respondent was more specific and indicated the need to have gender mainstreaming instruments and policies, even in those cases where there is gender balance in the board:

We believe the national and the regional committees must develop and approve an explicit gender mainstreaming instrument. The DRNC considers that it does not have a gender problem, but agrees that it does not have explicit policies to mainstream gender.

**Figure 8: Needs of IUCN Members to mainstream gender in Regional and National Committees**



The IUCN Council can support this effort by also strengthening its Mandates and providing support to IUCN Members and Committees. In addition to the needs pre-identified in the survey, a few Members also mentioned other needs, such as influencing member organisations so they provide space for women in leadership roles, documenting good practices within National and Regional Committees for coming members and providing spaces for discussion to share experiences and good practices.

***IUCN support in terms of knowledge generation, capacity building and learning***

When asked about their knowledge of how IUCN is supporting knowledge generation, capacity building and learning on gender-responsive action, the majority of IUCN member respondents

confessed to not be aware of it. Only a few were aware and highlighted the usefulness of IUCN documentation and manuals and mentioned projects through which they had received support, including two REDD+ projects in Uganda and Guatemala and the IUCN project Communities of the Paramos in Ecuador. For example, as part of the pro-poor approaches to the REDD programme, IUCN built or enhanced the capacity of ECOTRUST staff and Ugandan IUCN members, and as a result, most of their projects with IUCN are now gender sensitive. Likewise, IUCN documentation was very useful in the development of the gender policy of IUCN Member, Fundación Ambiente y Recursos Ambientales (FARN) (Environment and Natural Resources Foundation, in English), from Argentina, which also received support from gender experts to develop a protocol against sexual harassment at the workplace. It is worth noting that the question focuses only on gender-focused knowledge, tools and work of IUCN and that IUCN members may be using other gender knowledge and tools, including their own. Additionally, the small sample of survey respondents does not allow for the extrapolation of responses. IUCN Global Programme on Governance and Rights is aware of many IUCN members that are (or have been) actively integrating gender considerations in their work, in some cases with support from GPGR and/or other IUCN programmes and offices and Commissions.

### ***Gender mainstreaming within IUCN member organisations***

Within the IUCN member organisations responding to the survey, gender mainstreaming is still rare in many cases. Less than half of respondents identified concrete gender actions being taken in their country or region, either because they do not exist or because they are unaware of them. Based on survey responses, South America, Mesoamerica and the Caribbean are the regions where gender mainstreaming within environmental organisations and their programming is stronger.

At the community level, an IUCN member organisation from Mexico is empowering women to access and control the supply chain of a specific tree nut, while the Cuban IUCN member Fundación Antonio Núñez Jiménez de la Naturaleza y el Hombre (FANJ) (Foundation Antonio Núñez Jiménez for Nature and Humans, in English) is empowering women and focusing on healthy masculinities to change gender discriminatory social norms in conservation. Additionally, in Dominican Republic, IUCN Member Sur Futuro (South Future, in English) is implementing two different projects on women's empowerment and resilience building in the face of climate change with a gender perspective.

At the institutional level, IUCN member Grupo Jaragua (Jaragua Group, in English) from Dominican Republic has a gender and conservation policy and has participated in the creation of national gender equality plans. Meanwhile, in Guatemala, organisations such as Sotzil, FCA and Ak Tenamit have gender policies and work with indigenous women in conservation. Additionally, a respondent from Ecuador has identified many organisations in the country with experience in gender mainstreaming in their work and publications. Finally, at the international level, the Argentinian IUCN member, FARN, participates in women's groups and decision-making spheres in Multilateral Environmental Agreements and Environmental Funds. The only example received from outside these regions was about the Ugandan IUCN member ECOTRUST, which works with entire households, empowering men on the importance of including their wives, and in some cases children, into resource use decision-making.

The majority of member organisation respondents identified access to knowledge products and tools as the main need to mainstream gender in their organisation, followed with the same level of importance by gender-responsive organisational policies, capacity building and technical support (see Figure 9). A few respondents also identified other needs, including having gender volunteers and a gender network for sharing and building gender capacities together; and in the case of those that already have gender capacities, providing financial support so they can mainstream gender in projects instead of hiring gender consultants.

**Figure 9: Needs of IUCN Members to mainstream gender in their organisations**

Access to knowledge products and tools	14
Gender-responsive organizational policies	9
Capacity building	9
Technical support	9
Other	4

## IUCN SECRETARIAT

The IUCN Secretariat has around 900 staff in more than 50 countries. The Secretariat has a decentralized structure with regional, outpost, country and project offices around the world, focusing on work around key themes and organised into 11 operational regions. The IUCN Secretariat plays an important role in the implementation of gender-responsive action within IUCN programmes and projects, guided by the 2018 IUCN Gender Equality and Women's Empowerment Policy, which focuses on mainstreaming gender-responsiveness within the IUCN programme of work. The Policy specifically establishes the oversight responsibility of the Director General, sending a strong signal to all involved staff, partners and stakeholders to be proactive, gender-responsive, and rights-based in their programming.

In order to better understand the status of the implementation of the IUCN Gender Policy – and particularly the measures taken to respond to the Implementation Plan section of that policy – and in addition to know what measures have been put in place by the Human Resources office to promote an inclusive working environment in IUCN, the GTF selected 40 secretariat representatives (13 women and 27 men) to respond to specific surveys. Of these, 27 people (67%) replied (6 women and 21 men). From the 27 responses, 22 came from IUCN Global Directors, Regional Directors, Programme Directors and Regional Programme Coordinators; one from Human Resources Office; one from GPGR; and three from the Planning, Monitoring, Evaluation and Risk Management Unit.

The following sections present the results on how the IUCN Gender Policy has been implemented by the Secretariat in relation to the Implementation Plan measures focused on:

- *Programme and project planning and approval systems*, with a focus on how planning and approval systems ensure systematic screening for risks of gender-based discrimination and measures to address it;
- *Project design, implementation and monitoring and evaluation (M&E)*, with a focus on access to the capacities needed and resources allocated to ensure gender responsive program design, implementation and M&E;
- *Programme monitoring and evaluation systems*, with a focus on the systems and resources in place to monitor and evaluate the advance of gender equality in the IUCN programme, and on how these systems promote wider learning and use of learning to inform progressively impactful gender responsive actions; and
- *Knowledge generation, capacity building and learning*, with a focus on how knowledge generation, capacity building and learning on gender-responsive action is supported in the IUCN Programme.

An additional section presents survey results on:

- *Human resources*, with a focus on the status of IUCN action to establish and implement policies to ensure a gender equitable work force and on capacities and best practices within the Human Resources Unit to promote and support gender policy implementation.

### ***Programme and project planning and approval systems***

The IUCN Programme Performance, Monitoring and Evaluation and its Planning, Monitoring, Evaluation and Risk Management Unit has developed the Project Appraisal and Approval system (PAAS), which is required for project concepts, proposals, contract, review, and closure, and it is the mandatory appraisal and approval process before a project concept or a project proposal may be submitted to a donor. They also developed the Project Guidelines and Standards (PGS), which is a roadmap and toolkit for selecting, identifying, planning, implementing, monitoring, evaluating and closing IUCN projects, whether IUCN is acting as an implementing or executing agency. To assess risk, the PAAS includes appraisals (technical peer review), risk assessments and approval, and there is the Environmental and Social Management System (ESMS) that has the tools available to do the risk assessment.<sup>32</sup>

IUCN project ideas and proposals have to follow the PAAS, the PGS and the ESMS according to the requirement and project budget size. For this reason, the gender-related tools in those systems are used when the project ideas or proposal are elaborated. All gender-related tools are available on the PGS Home webpages,<sup>33</sup> which also includes a presentation on gender mainstreaming to promote wider learning and use of gender tools.<sup>34</sup>

### ***Project Guidelines and Standards (PGS)***

According to the Planning, Monitoring, Evaluation and Risk Management Unit staff, the PGS system gender mainstreaming is included in the guidance documentation. Some examples of the guiding documents are:

- Module #1 of PGS includes a Gender Annex.<sup>35</sup> It also mentions that “[p]rojects comply with Environmental and Social Safeguards in order to minimize negative environmental and social impacts; and Gender is mainstreamed into all field operations.”
- Module #2 Project Identification and conceptualization includes information about the Project Gender Equality Strategy and Gender Marker;<sup>36</sup> the Stakeholder Analysis Template<sup>37</sup> also requests gender disaggregation; and the Concept Template has the section at the beginning to register the scale of the gender marker.<sup>38</sup>
- The PGS home page has a complete sub-module 3.8 about gender mainstreaming for all project phases and based on the gender policy of IUCN.<sup>39</sup> The last version of the gender mainstreaming tool is going to be available in July 2020.

### ***Environmental and Social Management System (ESMS)***

The ESMS aims at ensuring that gender risks are avoided. The ESMS screening questionnaire contains specific questions to identify potential gender risk including also gender-based violence risks. The IUCN Environmental and Social Management Plan (ESMP) template contains a section where the strategy for avoiding gender risks is specified. The ESMP gender section is used for monitoring environmental and social risks (including gender risks). For GEF and GCF projects, the ESMS Coordinator is involved in ensuring these monitoring tools are applied, and for other projects, it is the responsibility of the project manager to ensure this the application of the screening questionnaire. The ESMS requires that all risks (including gender) that have been identified are being addressed through measures. Through the ESMP template progress in implementing the mitigation strategy of all identified risks is monitored through table 2 or 3 of the ESMP template.<sup>40</sup>

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<sup>32</sup> [IUCN ESMS.](#)

<sup>33</sup> [Gender-related tools.](#)

<sup>34</sup> [Presentation on gender mainstreaming.](#)

<sup>35</sup> [Module #1 PGS Gender Annex.](#)

<sup>36</sup> [Gender equality strategy and gender marker.](#)

<sup>37</sup> [Stakeholder analysis template.](#)

<sup>38</sup> [Concept template.](#)

<sup>39</sup> [Sub-module 3.8 on gender mainstreaming in all project phases.](#)

<sup>40</sup> [IUCN ESMP Template.](#)

The ESMS screening questionnaire is updated when gaps with the old version are identified or in order to integrate new risk issues. A new ESMS Guidance Note is in development that includes instructions and suggestions for measures to prevent or mitigate gender risks and risks of gender-based violence. ESMS also has an IUCN Standard on Indigenous Peoples, which establishes risk assessment and management requirements for IUCN projects to avoid negative impacts on indigenous peoples.<sup>41</sup>

#### *How systems are being used by Programmes and Projects*

All 22 IUCN Global Directors, Regional Directors, Programme Directors and Regional Programme Coordinators who responded to the survey are aware of the existence of the IUCN Gender Policy. The majority of respondents expressed awareness of the relevance of gender equality and women's empowerment for the strategic planning and design of programmes, project development and implementation, standards, generation of knowledge products, and staff recruitment. Ninety-three percent noted that they include gender (to some extent) in strategic planning or programming, while a smaller number indicated that gender is not included. Some responses noted the importance of promoting gender equality and women's empowerment as matters of ethics and human rights, where there is a need to combat and reverse historic discrimination, and from a perspective of agency, as conservation is more effective with empowered people. Thus, gender mainstreaming is essential for achieving IUCN's mission, including toward justice and equity. A few respondents highlighted the importance of social inclusion beyond gender and the need to address root causes of inequalities. Finally, respondents also indicated gender equality requirements by donors, such as the Green Climate Fund (GCF), the Global Environment Facility (GEF) and the Swedish International Development cooperation Association (SIDA), as an important point to mainstream gender.

Gender awareness, support for the IUCN gender policy and commitment to gender mainstreaming is relatively high among the Secretariat respondents. However, turning the gender policy into sustained, consistent and coherent practice is where respondents highlighted they fall short. Institutionally, there are some processes for gender that are gaining traction in concept and project reviews), including the PAAS and PGS, which ensure gender mainstreaming in the project cycle, and ESMS, which ensures the systematic screening for risks of gender-based discrimination. However, respondents noted the organization will need to institutionalize more actions, practices and resources to achieve what the policy sets out.

Regarding measures to address risks and proactively promote gender equality and women's empowerment in projects, it was found that the application of a gender analysis is a measure done by 82% of respondents in project design. Respondents noted that in the case of GEF and GCF the gender analysis information and recommendations support the development of the gender action plan, as mandated by those donors. About 77% of the survey respondents do a gender risk assessment in the project. Conversely, only about 25% of the respondents include gender-based violence considerations in risk assessments.

In the case of the ESMS the major obstacle has been the lack of time for ensuring good project design. While a number of IUCN staff are very experienced in gender, there is still a certain lack of skills or experience in gender mainstreaming in the following areas: gender-analysis (in particular how to collect meaningful data to strengthen project design), gender-responsive project design (effectively integrating gender mainstreaming actions into project design/activities); and monitoring (how to develop good indicators and targets).

#### ***Gender-responsive project design, implementation and M&E***

The Secretariat has received training about PGS, PAAS and ESMS, which includes the information in these processes about gender mainstreaming and risk analysis in the design of

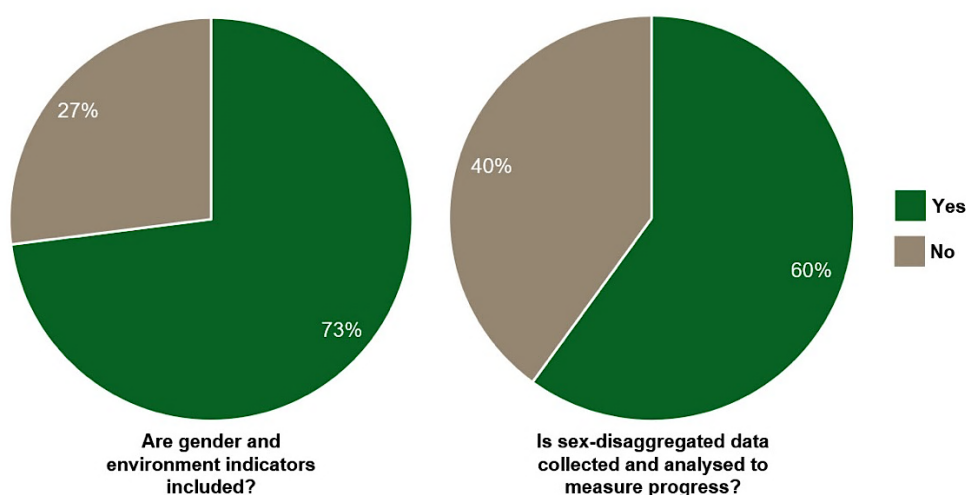
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<sup>41</sup> [ESMS IUCN Standard on Indigenous Peoples.](#)



projects and programmes. Eighty two percent of respondents confirmed using gender analysis in the design of their projects, yet there is currently no system monitoring the quality of these analyses. GPGR Informal knowledge on the quality indicates that IUCN staff still need more capacity building on this topic. Other measures which show the capacities of staff to strengthen gender mainstreaming in projects and also proactively promote gender equality and women’s empowerment are the inclusion of gender issues in a project’s theory of change, which is done by 82% of the respondents. For M&E, about 73% of survey respondents note that they identify gender indicators, and 60% of respondents collect and use sex-disaggregated data in the implementation of the project and programmes (see Figure 10). Also, in relation to M&E systems, respondents said they could be improved to better monitor changes in gender gaps. These responses indicate that capacities in relation to these topics need to be improved.

**Figure 10: Programme Directors and Regional Programme Coordinators using gender indicators and collecting and using sex-disaggregated data in the Programme and projects**



According to the most recent external review, the IUCN 2018 annual report shows IUCN Council’s enhanced attention “towards a gender-responsive portfolio of projects,” and it highlights an important case description on mainstreaming gender in the BRIDGE river basin management programme (Impact award winner, Gender category). The review of literature reveals that consideration of gender and Indigenous People aspects in project implementation is rather mixed from one project to another. It is generally rather strong in ORMACC projects, where several success stories illustrate both Indigenous Peoples inclusion and gender responsiveness. It appears more mixed in global and ESARO projects.

An option highlighted by respondents to increase gender capacities of programmes is to strengthen collaboration with the IUCN GPGR gender team, which can provide technical support. About 77% of the respondents have developed some degree of collaboration with IUCN GPGR. Another action suggested by respondents for increasing gender capacities is having a diverse working team and hiring staff with appropriate capacities and expertise in social inclusion.

Survey respondents were also asked to mention the main obstacles for implementing the IUCN Gender Policy in their programmes and projects. For Global and Regional Directors, lack of/limited access to capacity building and technical assistance are the main obstacles. For Programme Directors and Regional Programme Coordinators, lack of gender responsive-budgeting and limited access to tools, methodologies, sex-disaggregated data, indicators and gender experts are the major obstacles. This information is relevant for understanding what

aspects are necessary to increase capacities of the Secretariat with the objective of ensuring better gender-responsive programme design, implementation and M&E.

It was found that 64% of the Secretariat respondents said they often and frequently allocate budget for the implementation of gender related action in the project design, implementation and M&E; 27% responded that they rarely allocate budget for gender actions; and 9% did not respond. Respondents also reported the need to work in the programme business model to ensure sufficient resources are allocated from projects to improve gender-responsive actions. It was also reported that a good number of donors focus predominantly on conservation outcomes, which contributes to less funding being allocated to social aspects.

Secretariat respondents identified practices and actions to strengthen gender mainstreaming beyond the measures in place for the development and implementation of projects. However, these actions have not been systematically implemented within IUCN Global and Regional programs. Some examples of actions implemented are the elaboration of a gender action plan, such as in the case of Oceania Regional Office (ORO), which identifies areas for implementation of gender related activities and capacity building.

Other relevant actions are to have a staffing plan for the region to ensure more inclusive team compositions, identify a gender focal point for the programme, develop a gender strategy for a programme, and develop strategic alliances with gender-focused organizations working in the regions. For example, Asia Regional Office (ARO) has a regional focal point appointed who advises on gender mainstreaming in IUCN Asia projects for the last 15+ years. Another example, the Mangroves for the Future (MFF) Programme is probably the first in IUCN that actually had a gender mainstreaming strategy developed for 12 countries as part of implementation. This led to the development of gender research tools, capacity building guidance, and an active network of gender and development practitioners across Asia. The office also has cultivated a very close working relationship with the gender task force of CEESP and with regional organizations, such as UN Women, UNESCAP, FAO, WOCAN, SEI and gender focal points of major international donors.

Regarding Global Programmes, the Water Programme worked hard to mainstream gender in the development of the GReACT tool and other publications on gender. The Programme expressed that they would do more if they had the resources and the time. In the case of a Global Policy Unit, they have developed a close relationship with the GPGR gender team which provides support both through submissions and key messages to the UNFCCC and on-site engagement and collaboration in the various UN COPs. A few Global Programmes like the Forest Programme, or Regional Programmes, like ORMACC or ESARO, have developed internal agreements with the GPGR gender team to provide backstopping in the implementation of projects.

Secretariat respondents also describe practices for including gender considerations, including taking into account the composition of IUCN delegations and organisation of (and participation in) various events and sessions (e.g., no all-male panels are permitted). It was also noted the importance of considering and taking into account women's knowledge more systematically in the IUCN Programme, and when working with indigenous peoples, the need to differentiate between men and women, as well as cultural issues.

### ***Programme monitoring and evaluation systems***

The recently developed Programme and Project Portal for IUCN is a searchable project database and project management information system. It generates reports for project managers, programme managers, senior management and donors based on IUCN's project portfolio, which can provide insight into gender considerations in projects across IUCN. For example:

- The Portal is going to help to track the gender marker, which is referred to in the PGS Module 2. IUCN's Gender Marker is a new element developed by the Planning, Monitoring, Evaluation and Risk Management Unit to track how well gender has been integrated into IUCN's project portfolio, revealing impact at a global scale. It is an accountability and learning tool and helps project teams improve gender-responsive action and investment, allowing for monitoring and analysis of trends by region, theme and programme and will improve IUCN's ability to report on gender equality commitments. The interface in the Portal to integrate and track the gender marker is going to be developed in 2020.
- In the case of monitoring of gender-related indicators, under the current 2017-2020 IUCN Programme, only target 26 includes women, and there is some data available at the project level available in the Portal.<sup>42</sup> It must be noted that the targets and indicators for the 2021-2024 Programme are now being developed and the GPGR gender team should be involved in this process.
- One way to help monitor and communicate gender-related project outcomes is through the PANORAMA solutions website,<sup>43</sup> which IUCN projects contribute to through the Portal when closing a project. The PANORAMA solutions website highlights gender-responsive approaches in projects through a tagging system, which can help ensure project managers communicate gender outcomes and/or challenges.

The Planning, Monitoring, Evaluation and Risk Management Unit notes that it does not monitor the guidelines, tools or templates, which it considers are 'owned' by GPGR, and therefore has the expectation that any tools will be maintained and updated by the Programme. Additionally, in the future, a section on gender mainstreaming will be added into the Project Portal, and it will be under the ownership of the GPGR in terms of requirements, training and tracking.

### ***Gender knowledge generation and capacity building***

The GPGR gender team, as well as different units and teams of the Secretariat, contribute to thought leadership, knowledge generation, capacity building and increased awareness across IUCN on gender mainstreaming. Many of the knowledge products are applied to inform and advance gender-responsive programming. Examples include the following, listed below, and it is likely that more could and should be gathered.

- Related to gender and fisheries, through the development of the IUCN-USAID publication, *A Sea of Opportunities*, it has been possible to raise awareness, engage colleagues, and also use it as training material for various projects, for example those led by IUCN in Central America and in Mozambique.<sup>44</sup>
- Various series of webinars<sup>45</sup> and a MOOC on gender-environment issues<sup>46</sup> have been developed and implemented and are available online for everyone in IUCN (and externally) to access them.
- New knowledge is developed and applied via internal agreements. For example, the collaborative work by an internal agreement between GPGR with the Global Forest Programme has allowed for generation of new knowledge on Gender and Forest Landscape Restoration.<sup>47</sup>
- IUCN Gender team's development of the Climate Change Gender Action Plans (ccGAPs) methodology and gender analyses are regularly used and applied across countries and informed the GCF Readiness-phase supported gender project in Pakistan. The IUCN GPGR gender team also uses some of the background

<sup>42</sup> See: <https://confluence.iucn.org/display/KMD/I.26.2>

<sup>43</sup> PANORAMA Solutions: <https://panorama.solutions/en/explorer?theme%5B0%5D=499>

<sup>44</sup> *Advancing Gender in the Environment: Gender and Fisheries- A sea of opportunities.*

<sup>45</sup> See webinars here: <https://genderandenvironment.org/?s=webinar>

<sup>46</sup> Gender and Environment MOOC: <https://www.unclearn.org/open-online-course-gender-and-environment>

<sup>47</sup> Gender-responsive restoration guidelines: <https://portals.iucn.org/library/sites/library/files/documents/2017-009.pdf>



information from across many projects to advise and make recommendations for other IUCN projects (e.g., for GCF projects).<sup>48</sup>

- IUCN's 2020 publication on gender-based violence and environment linkages was widely shared across the Union and triggered a number of specific follow-up requests for information and support.<sup>49</sup> For example, as requested by several staff and IUCN members, the team produced a guidance note on gender-based violence and environment linkages in the context of COVID-19.<sup>50</sup> Additionally, gender-based violence components are also being integrated in other projects, including in a coastal resilience and climate change project in Mozambique and in a USAID fisheries project in Indonesia. Knowledge is regularly shared with members as well (e.g., CI and WWF safeguard units).
- Environment and Gender Information (EGI) data and analyses are used in multiple project proposals.<sup>51</sup>
- The Natural Resources Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive, and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. Its overarching goal is to set standards and guidance for decision makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature's benefits, following good governance principles, such that improved gender-responsive governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability.<sup>52</sup>

The External Review of the IUCN Programme 2017-2020 found in the 2018 annual progress report that Target 5 on IUCN knowledge, including gender-specific knowledge, was to be fully achieved by 2018. The achievement was measured in the number of downloads of documentation on the value and conservation of nature and number of scientific papers published by IUCN. However, there is no reference to a qualitative assessment of how gender-specific knowledge was provided, nor which effect it may have had on those being communicated to with the purpose of influencing key global, regional and local decisions and actions.

To support effective knowledge generation, sharing and capacity building, the respondent to this questionnaire noted that further investments in learning and information exchange will be required to develop structures and enable environments to improve gender capacities across the Union. This includes, for example, monitoring, evaluation and learning staff to support development of gender indicators and gender-responsive processes expertise. Specific guidance for gender-responsive budgeting is also important.

### **Human Resources Office**

Gender institutionalization requires a cultural organization change and the human resource office is an important actor. The GTF focused on finding what measures are in place by the Human Resources office to promote an inclusive working environment and actions to monitor and ensure compliance with policies that contribute to a gender-inclusive enabling working environment. The Human Resources Office has advanced in developing a system to guarantee gender equality within IUCN. The system is based on the establishment of policies and procedures. The list of IUCN policies and measures that include gender considerations is

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<sup>48</sup> [Climate Change Gender Action Plans \(ccGAPs\)](#)

<sup>49</sup> [Gender-based Violence and Environment Linkages: The Violence of Inequality.](#)

<sup>50</sup> [Gender-based violence and environment linkages: COVID-19](#)

<sup>51</sup> [IUCN EGI Platform](#)

<sup>52</sup> [IUCN NRGF](#)

available for the staff consultation.<sup>53</sup> All the procedures and policies available are implemented by the department. Some examples of policies and procedures are described below.

- *Talent Acquisition:* Talent Acquisition Policy enforces that our all efforts must be made to attain gender balance and workforce diversity within the Secretariat. Thus, Hiring Managers should be mindful of existing gender or ethnic disparity within their respective Hiring Units. If insufficient qualified female candidates apply to a Unit that has gender imbalance in these tracks, an extra effort must be made to identify and attract equally qualified female candidates before the shortlist is cleared. In addition, Hiring Managers must evaluate candidates keeping in view geographical diversity within respective country and regional offices, as well as in Headquarters.<sup>54</sup>
- *Policies:* There are in place policies with the objective of enabling an inclusive and safe working environment. IUCN seeks to have a workforce whose diversity reflects the richness of its members, partners, constituents and beneficiaries. In line with Section 7 of IUCN staff rules, it encompasses - but is not limited to - age, gender, ethnicity, nationality, sexual orientation, religion or belief, political opinion or social background. Such diversity shall be clear in the way the Secretariat hires, promotes and supports the professional development of its staff. Some examples of policies are the Code of Conduct and Professional Ethics for the Secretariat;<sup>55</sup> IUCN Staff rules;<sup>56</sup> and the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy.<sup>57</sup>
- *Compensation and benefits:* IUCN has conducted a pay gap analysis in 2019 and it was found that there is no pay gap attributed to gender. Detailed information about the analysis and results are in the document IUCN Pay Gap Report.<sup>58</sup>
- *Employee Relations:* A staff member wishing to seek redress for a grievance related to their employment shall, in the first instance, report the grievance to the respective line manager and/or the Head of Duty Station concerned, who shall undertake the necessary steps to resolve the issue, if necessary with the help and assistance of the Human Resources Management Group. If the staff member feels, for whatever reason, that the grievance cannot be dealt with or easily resolved through either of these channels, they shall have the option to bring the grievance to the attention of the Ombudsman Team.<sup>59</sup>

The Human Resources Office is currently finalizing the draft of a Global Policy around Flexible Work Arrangements to have a consistent approach across the institution which also takes into account local legal requirements. Employees with children (both women and men) or other interested employees have the possibility to apply for part-time work (50/60/80%), pending manager approval.

The Human Resources Office ensures that staff are aware of and comply with organisational gender policies by having training compliance requirements for all staff some are at the start of employment and others are annually, including through an annual quiz to refresh staff knowledge of the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy. In addition, the department through the regular review of the gender pay gap and the Human Resource Office analytics in gender diversity ensure gender-responsive action is kept. IUCN also ensures that its policies and guidelines are reviewed by IUCN legal office and a solicitor to make sure that the organization follows all the legal requirements and update if and when necessary. IUCN is part of a Human Resource network (45 Organizations: IOs, INGOs, Private Foundations in Switzerland) with whom it exchanges and shares best practices on a

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<sup>53</sup> [IUCN Policies and measures to ensure a gender equitable and inclusive workforce.](#)

<sup>54</sup> [IUCN Talent Acquisition Policy \(2018\)](#)

<sup>55</sup> [https://portals.iucn.org/union/sites/union/files/doc/code\\_of\\_conduct\\_and\\_professional\\_ethics\\_final\\_en\\_april\\_2013.pdf](https://portals.iucn.org/union/sites/union/files/doc/code_of_conduct_and_professional_ethics_final_en_april_2013.pdf)

<sup>56</sup> [https://hrms.iucn.org/iresy/index.cfm?event=document.download&document\\_id=20834](https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20834)

<sup>57</sup> [https://portals.iucn.org/union/sites/union/files/doc/policy\\_on\\_protection\\_from\\_sexual\\_exploitation\\_abuse\\_and\\_harassment\\_-\\_2019.pdf](https://portals.iucn.org/union/sites/union/files/doc/policy_on_protection_from_sexual_exploitation_abuse_and_harassment_-_2019.pdf)

<sup>58</sup> [https://hrms.iucn.org/iresy/index.cfm?event=document.download&document\\_id=20873](https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20873)

<sup>59</sup> [https://hrms.iucn.org/iresy/index.cfm?event=document.download&document\\_id=20868](https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20868)

regular basis. The department records and investigates breaches to our policies and where necessary make the necessary changes/adjustments.

## RECOMMENDATIONS

Based on the information from the survey and relevant IUCN documentation, the GTF recommends the following for the IUCN Council, Commissions, Member Structures and Secretariat. There may be some overlap and similarities between recommendations for each Unit; however, the GTF keeps these recommendations separated to respond to the findings from and for each Unit.

### IUCN COUNCIL

- **Setting up a whole-system structure for gender mainstreaming through a Standing IUCN Gender Strategy and Action Plan.** In order to mainstream gender with the Council, the Secretariat, the Commissions and the National and Regional Committees, the necessary structures need to be in place. The creation of a Council Gender Task Force and the commissioning of this report are important steps, and the IUCN Council should consider having a permanent Gender Task Force or a similar working group or Committee, such as a Standing Gender Committee, as suggested by one respondent. This body should be responsible for developing Terms of Reference (ToRs) for the positions in this body and for creating, implementing and monitoring an IUCN Gender Strategy that applies to all bodies (or updating the existing one) and an updated Course for Action on Gender, or Gender Action Plan. Having these types of structures is fundamental for addressing the rest of recommendations, including to be able to allocate resources effectively, which was noted by several survey respondents regarding the need for gender-responsive budgeting. The recommendations made throughout the following subsections of this report could also comprise core parts of the Gender Strategy and Action Plan, with a participatory process for peer review and input that contributes and vets additional contributions, garnering Union-wide ownership.
- **Revision of IUCN Statutes and Regulations, Council Handbook and other guiding documentation.** In order to ensure gender equality within the IUCN Council, existing procedures and guidance need to be strengthened. Integrating explicit recommendations for gender balance and social inclusion in all Council positions can contribute to achieving this goal. Additionally, given that some respondents have indicated that there is limited accountability, the IUCN Council should consider making these recommendations or suggestions a requirement and can consider strengthening oversight of appointments and establishing an accountability mechanism. As two respondents suggested, the establishment of gender quotas is a form of affirmative action to consider, as it has proved to contribute to reducing gender-based barriers in leadership.
- **Revision of the number of Regional Councillors, or commitment to a rotating majority.** In some regions, there is an odd number of elected Regional Councillors, which makes it impossible to have gender 'balance' at the regional level. The IUCN Council could consider amending the number of elected Regional Councillors to facilitate an equal representation at the Council or commit to monitoring majority representation and ensuring majority rotation. For example, if one 4-year term there are 2 men and 1 woman, the next term there should be 2 women and 1 man. If the number increases, this can also contribute to having a more diverse Council.
- **Raising awareness and building capacities of IUCN member organisations.** The results of the survey show that Council members could benefit from increased understanding of the root causes of gender inequality and how to mainstream gender. Given that candidates for Council positions are presented on a voluntary basis, often being the heads of IUCN member organisations, women's (and other underrepresented people's) participation, engagement and leadership should be

particularly encouraged. The IUCN Council should consider facilitating mechanisms and processes to raise awareness on gender and social inclusion and build the capacities of its members for a more diverse representation at the Council and to effectively mainstream gender within the structures and work of all IUCN bodies. The World Conservation Congress, for example, can provide spaces for this.

## **IUCN COMMISSIONS**

- **Emphasise commitments to non-discrimination, inclusivity and gender-responsive approaches in IUCN Commissions.** From reviews of the 2017-2020 Mandates for IUCN Commissions and several ToRs for Commission leadership positions, there is not a standardized way in which Commissions mention non-discrimination commitments in membership and leadership, and in some instances, these commitments are not explicitly stated. It should be standard practice to include non-discrimination commitments from the IUCN Code of Conduct for Commission Members in Mandates, Terms of References for Commission leadership positions and on the landing page for individuals applying for Commission membership. Mandates of IUCN Commissions also offer an opportunity to integrate gender-responsive and socially inclusive approaches in the work of Commissions beyond that of non-discrimination based on gender and age in Commission membership. Commissions can include a strategic priority on how the Commission will commit to integrating gender considerations, gender-responsive approaches, and intergenerational partnerships in the work of the Commission. Including strategic priorities such as this will set a standard to build capacity within the Commission and progress work of the Commission toward supporting IUCN's mission on gender equality and women's empowerment.
- **Strengthen communication between IUCN Commissions and IUCN Secretariat gender experts and young professionals.** Several of the Commission representatives that responded to the survey mentioned the need for technical support on gender-responsive approaches to help integrate gender considerations in the work of the Commission. This can include:
  - Designating gender focal points for each Commission that can have a strengthened and clearer role and link with IUCN GPGR and other gender experts in the IUCN Secretariat.
  - Linking these gender focal points in communications and any opportunities for the GPGR-facilitated gender focal points in the IUCN Secretariat, which would allow for more efficient information flow, mutual learning and enhanced communication between IUCN Secretariat and Commissions.
  - Identifying regional networks of IUCN Members with expertise on gender and social inclusion and IUCN Gender Focal Points. One barrier mentioned by survey respondents was that Commission Steering Committee members may not know of women in regions to help with gender balance in Commission specialist groups or may not know of gender specialists in regions to help with gender integration into the work of the Commissions. Commission gender focal points can use the IUCN Member Portal and consult with IUCN GPGR to identify members in regions with gender and social inclusion expertise that Commissions can work with to identify potential members or in integrating gender into their work.
  - Coordinating with young professionals networks in other Commissions and establishing similar Specialist Groups to enhance youth engagement and intergenerational partnerships in the work of the Commission, including in the work of gender specialists and gender focal points.
- **Facilitate capacity building and awareness raising sessions on gender and social inclusion in conservation for Steering Committees.** Many survey respondents identified the need for capacity building and awareness raising of Steering Committee members to enhance gender balance in Commissions. However, while

gender balance in leadership is one way to help progress toward gender-responsive conservation outcomes, leadership must also understand how gender inequalities, discrimination, and barriers affect the work of the Commission, and how they can address and overcome these issues for more effective outcomes, including by fostering gender-responsive approaches, intergenerational partnerships and youth engagement. Steering Committees meet at least once a year, and this is an opportunity to dedicate one day to a capacity building session facilitated by IUCN GPGR, the CEESP Specialist Group on Gender, or another gender specialist in the same field as the Commission. This session can happen at the beginning of the IUCN Programme, with subsequent years dedicated to refresher discussions on issues and presentations from Steering Committee members on gender results, best practices, lessons learned and challenges.

- To support the above recommendations, funding support from core budgets and/or dedicated fundraising is necessary.

### **IUCN NATIONAL AND REGIONAL COMMITTEES**

- **Revising Committees' constitution documents and by-laws.** Given that there are no mechanisms requiring gender equality in the structures of National and Regional Committees, at least in the ones mentioned in the survey, Chairs and board members should consider integrating gender and social inclusion considerations within their mandates, rules of procedure and any other guiding documentation, as indicated by the majority of survey respondents. A more diverse board brings along different experiences and can contribute to better conservation results. The IUCN Council can support this recommendation by revising IUCN Statutes and Regulations and other mandates regarding National and Regional Committees and provide guidance, as needed.
- **Mainstreaming gender in the National and Regional Committees agendas.** Gender equality and mainstreaming is not only fair, but it also contributes to better conservation outcomes and can provide an opportunity for new sources of funding, contributing as well to IUCN One Programme vision. In order to mainstream gender into National and Regional agendas, it is recommended that Committees develop a gender strategy and create the necessary structures to implement it, for example by creating a task force or working group. The IUCN Council should encourage and support these efforts, as it ultimately contributes to gender mainstreaming within the Council and the Union as a whole.
- **Raising awareness and building capacities of IUCN members.** Promoting women's participation in decision-making is key to strengthen their representation in National and Regional Committees. Raising awareness and building capacities of women and men on the importance and benefits of gender equality and mainstreaming in conservation is key to effectively mainstream gender across all IUCN bodies, as members are the ones who take the decisions, and to implement IUCN Programme. National and Regional Committees can provide the space for knowledge sharing and participatory capacity building. Many member organisations already have the capacity to integrate gender considerations within their projects and programmes and can be a reference for others in the region. The IUCN Council should encourage and support these efforts, as needed.
- **Strengthening communication and providing spaces for collaboration.** Committees should provide spaces for knowledge sharing and for discussing gender equality and social inclusion within the Committee and within members' work, as mentioned above. These spaces can be used to raise awareness and build capacities, as well as for sharing knowledge and tools, accessing technical support and strengthening collaborations and intergenerational partnerships, for example to access funding opportunities. As requested by one respondent, the documentation of good practices from previous Members at the board can help them better mainstream gender in the Committee. Additionally, networks can be created across regions to

mainstream gender, for example a network of Gender Focal Points from Committees, so that Members with more experience can support others. The IUCN Council should support the creation of these spaces and communications channels and can even take a facilitating role for those networks across regions. Communication should also be strengthened with Commissions and the Secretariat, particularly with the Global Programme on Governance and Rights (GPGR), as many respondents were not aware of the knowledge generation, capacity building and learning produced and provided by these Programme to IUCN members.

## IUCN SECRETARIAT

The following Secretariat recommendations are structured in accordance with the Implementation Plan of the 2018 IUCN Gender Programming Policy:

- **Strengthen gender equality and women's empowerment as fundamental components of the IUCN Programme:** In order to better implement IUCN's 2018 *Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme*, the Secretariat should establish a more systematic approach to mainstream gender across all Programmes, Offices, and respective programming. To guide this, it is recommended to develop an updated Gender Action Plan for the IUCN Secretariat, nested within the Union-wide Course of Action recommended above and building on the findings of this report. This must be a collaborative and co-owned effort amongst DGO, HR, Global Directors and Regional Directors as well as Programme Directors and Regional Programmes. A range of potential actions have been identified by survey respondents that can be undertaken by the Secretariat as a whole or by individual programmes and implemented in a more comprehensive manner, including:
  - For individual regional and global programmes: integrating gender issues in the business plan of the programme; appointing (and building / sustaining capacity of) gender focal points; and strengthening gender-responsive strategies and positions in policy-influencing activities.
  - Renewing the Secretariat-wide network of gender focal points that was previously established under the 2017 IUCN Course of Action on Gender, with a strengthened structure for supporting the work of focal points.
  - Ensuring that dedicated resources for programme-wide gender-responsive approaches are in place. For example, options for resourcing include allocating dedicated core funds to support gender mainstreaming needs, strengthening systems for generating project funding allocations to gender and social inclusion needs at both project and institutional levels and building gender mainstreaming resources into GCF/GEF support functions.
  - Clarifying and ensuring dedicated resources for the gender mainstreaming roles of IUCN GPGR, to enable staff technical advice and support in line with the 2018 gender policy.
  - Ensuring that IUCN-wide knowledge products and standards include social and gender considerations in their frameworks and operationalization
  - Another option that could be explored is a gender certification, which is a corporate accreditation process that would recognize IUCN Programmes and Offices whose good-performance practices help deliver transformational gender equality results. With indicators and markers corresponding to minimum acceptable quality standards on gender equality—based on UN and international norms, together with IUCN mandates from the general assembly of the Union's Members—the Gender accreditation process could build capacities to fill gender gaps, refine and document effective strategies, and showcase achievements.

The following points zero in on additional elements of a programme-wide approach as specified in the 2018 Gender Policy.

- **Enhance programme and project planning and approval systems to systematically screen for risks and proactively promote gender equality:** Gender mainstreaming into projects and programmes has been supported by the PGS, PAAS and ESMS systems. However, there are some actions that could contribute to improving results. One is to invest further in developing gender resource pages in the portal to ensure that knowledge, resources, tools and information support gender mainstreaming in projects and are available for project managers. Establishment of an internal helpdesk system to advise on gender mainstreaming in projects is another option that could be explored. It is also important to support risk analysis of these systems in relation to the topic of gender-based violence. An action relevant for this previous aspect is to promote the coordination and collaboration between the Planning, Monitoring, Evaluation and Risk Management Unit and GPGR to identify mechanisms and support project managers. It would be also advisable to include in this coordination the advancement of supporting mitigation of risk to Indigenous Peoples.
- **Overcome gender gaps and advance gender equality and women's and girls' empowerment in all IUCN projects:** Survey responses noted some advancement in the integration of gender issues in the project design and implementation; however, it is also clear that there is still room for improvement and for consistency. In addition to improvements to overall planning/approval systems described above, recommendations include: developing programme/project staff capacities on gender-environment issues and on gender mainstreaming and social inclusion strategies; developing, applying and tracking gender and social inclusion indicators; and enhancing capacities for and application of gender budgeting to ensure there are specific resources for gender activities.
- **Enhance capacity building and knowledge generation:** The results of the survey showed areas for Secretariat needs related to gender-specific knowledge and skills improvement. As part of its overall action plan, IUCN should develop a strategy to provide staff with access to the knowledge and skills necessary to fulfil the obligations implied under the gender-responsive programming policy. Some resources already exist that could be integrated to the strategy, such as the gender and environment MOOC, which could be made a requirement for programme staff. In addition:
  - With dedicated time and resources, the GPGR gender team in collaboration with regional gender focal points (and commission gender focal points) could develop a shorter and more IUCN-tailored course, with fit-for-purpose modules on IUCN key programmatic priorities, that would then be mandatory for all staff.
  - The network of gender focal points can be trained and serve as a resource for others to support information-sharing, mutual capacity building, cooperation and collaboration, and identification of opportunities for strengthened gender-responsive strategies and results in line with IUCN's gender policy. With sufficient resources, the gender focal points network could also provide the opportunity for IUCN members and commissions to get information and have access to tools, methodologies and other resources related to social inclusion and gender issues.
  - Gender knowledge and learning can also be strengthened and encouraged through the knowledge resources produced by existing IUCN projects. Collaboration and coordination with the IUCN GPGR Gender Team can help highlight and bring attention to gender and related social inclusion results and learning (such as on indigenous peoples and governance) in these projects.
- **Enhance gender mainstreaming in the IUCN Evaluation System and strengthen accounting for gender outcomes:** Another recommendation is to strengthen the design and use of monitoring and evaluation systems to enable reporting on IUCN's progress in achieving gender objectives and outcomes. The new Gender Marker and



Gender Outcome in the 2021-2024 IUCN Results Framework provide a foundation for this. One action is to have enough human resources in the PME unit to support the regular updating of monitoring and evaluation systems to comply with gender standards, such as gender marker integration in the IUCN Project Portal. Strengthening gender mainstreaming within these systems can also be increased by securing dedicated funds for the role assigned to the GPGR gender team of actively managing and analysing gender marker data and gender results. Related to the gender marker, it would be important to also develop a gender section of the portal where project managers can include gender budget allocations and reporting on advancements in reducing gender inequalities. Implementation of the gender marker will also require actions and resources to develop the capacities of staff.

In addition, the above Programme-focused recommendations, another Secretariat recommendation is to:

- **Advance an inclusive and diverse working environment:** The Human Resources Office has advanced in implementing gender mainstreaming in the workplace. However, the Human Resources Office could develop a plan to continue advancing gender mainstreaming and diversity in the department and across all areas of HR support. Some actions to consider in the elaboration of the plan could include: preparing a document of all gender equality and social inclusion protections provided for throughout HR policies (much of which is already summarized above in this report) and making it more readily available to all staff; establishing a communication channel, Town Hall, or other forum for staff to discuss gender and social inclusion issues at work; and pursuing a gender-responsive, family-friendly and socially inclusive policy. With respect to monitoring, evaluation and reporting, the department could generate regular reports and monitor gender-equality evolution across grades and duty stations and include this as part of the managers score card for annual evaluation. In addition, the department could benefit from obtaining any statistical software to easily analyse gender pay gap data; to get the commitment from management to support gender parity in salary; and, finally, to recruit and sustain a position dedicated to Diversity and Inclusion. Human Resources could also pursue a Diversity, Social Inclusion and Gender Equality Policy and training course, again mandatory for all staff.



## ANNEX 1: HISTORICAL BACKGROUND TO IUCN'S APPROACH TO GENDER

IUCN has been ahead of the curve in its recognition of gender equality as a driving force for effective, equitable, and sustainable environmental solutions. Since 1984, women's issues and gender concerns have been given high priority through various decisions of IUCN Members' Assemblies and World Conservation Congresses (WCC). In 1996, a Resolution was passed "to integrate a gender perspective across the IUCN Programme." In 1998, IUCN Council adopted a Gender Policy and an Action Plan and appointed a Global Senior Gender Adviser. Since then, IUCN's General Assembly has passed additional resolutions<sup>60</sup> on gender at every Congress. The IUCN Gender Policy is updated every 4 to 10 years, most recently in 2007.<sup>61</sup>

Initially in the 1970's and 1980's the focus was on women's issues, and gradually as the terminology changed from Women in Development (WID) to Gender and Development (GAD), the focus shifted to gender.

However, the recognition of the need to include women in conservation strategies goes back even further to 1980, when the World Conservation Strategy (WCS) was published by IUCN.<sup>62</sup> The WCS, 1980, was "meant to be used by individual countries as a framework for developing their own national conservation strategies"<sup>63</sup>, and in 1986, an international conference on *Conservation and Development: Implementing the World Conservation Strategy* was held in Canada, to review the implementation of the WCS. At this conference, a caucus on Women, Environment and Sustainable Development proposed that a supplement to the WCS be prepared on women and environment. A working group was subsequently convened under the auspices of IUCN, and reviewed the WCS, and considered ways in which IUCN "might adapt its own programme and incorporate women's issues."<sup>64</sup> The message in the World Conservation Strategy, and from the World Commission on Environment and Development, was that "conserving the environment is a fundamental ingredient of sustainable development, the only kind of development that will benefit women."<sup>65</sup> The following year, in 1987, a strategy workshop was held by IUCN, which developed the *Women and the World Conservation Strategy*. Therefore, the importance of the role of women was identified and recognised in the 1980's by IUCN in its World Conservation Strategies processes.

Continuing with the recognition of women, in 1998, the IUCN Political Declaration underlined: "Gender equity and equality are fundamentals to human rights, and social justice fulfilments, and a condition to sustainable development."<sup>66</sup> And in 2000, the WCC in Amman, approved a resolution to ensure that "gender equity is mainstreamed in all the Secretariat's actions, project, and initiatives." As a result, tools, mechanisms, and advocacy for gender sensitivity in natural resource conservation, were promoted by developing guidelines, and gender assessments, for policy makers on gender issues. Since 2005, IUCN's Gender Programme, specifically "focusses its work on gender and climate change in the context of the Global Gender and Climate Alliance (GGCA), which was established in 2007, at the COP14, in which IUCN was among the founding organizations along with WEDO, UNDP, and UNEP."<sup>67</sup>

The 2007 Policy on Gender Equity and Equality, defines gender, recognizes the different roles of men and women in relation to natural resources, focuses on poverty reduction, and mentions the MDGs.<sup>68</sup> The development and implementation of this Gender Policy "signifies

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<sup>60</sup> See IUCN resolution [GA 17.13](#) and resolutions [WCC 2004, 3.009](#), WCC 2016, [resolution 088](#), [resolution 72](#), and [resolution 30](#).

<sup>61</sup> This information is primarily based on the IUCN 2016 [Course of Action on Gender](#).

<sup>62</sup> Women and Environment in the Third World; Alliance for the Future, Irene Dankelman and Joan Davidson, 1988.

<sup>63</sup> *ibid*

<sup>64</sup> *Ibid*

<sup>65</sup> *ibid*

<sup>66</sup> Gender and Climate Change: An introduction edited by Irene Dankelman, 2010.

<sup>67</sup> Gender and Climate Change: An introduction. Edited by Irene Dankelman, 2010.

<sup>68</sup> IUCN Policy on Gender Equity and Equality, May 2007.

IUCN's ongoing commitment to integrating a gender perspective in policies, programmes, and projects, as well as in its institutional structure". The Course of Action also emphasizes that "IUCN can and should take significant steps internally to enhance how gender equality and women's empowerment principles are being proactively addressed and integrated in programmes, project planning, procedures and resource allocation for increased efficiency and effectiveness.<sup>69</sup>

In 2015, a gender needs assessment survey was conducted across all IUCN offices and programmes, to enhance gender integration. Based on the results of the survey, the Course of Action on Gender (CAG) was developed, in alignment with the Gender Policy of 2007, and started its implementation in 2016. The CAG considered actions under two main institutional realms and nine lines of actions:

#### *Implementation*

1. Establish Gender Focal Points (GFPs)
2. Incorporate gender into IUCN project cycle
3. Ensure incorporation of gender considerations in IUCN position/policy papers
4. Guarantee gender equality within IUCN's internal human resource management
5. Create gender certification process
6. Promote IUCN's public profile as gender responsive

#### *Capacity Building*

7. Strengthen gender capacities of IUCN Secretariat
8. Enrich databases with sex-disaggregated and gender-sensitive information
9. Learning by doing: joint programming on gender

The CAG was as a guiding document to strengthen the process of gender institutionalization<sup>70</sup> in IUCN. It built upon IUCN institutional foundation and the actual gender equality commitments worldwide. The CAG was also proposed as a living document which needs to be updated and adjusted according to the changing context of the Union, but also due to the accomplishment of the actions. Since its implementation in 2016, the advancement of its implementation has not been reviewed until now. It was considered important for the Task Force of the IUCN Council's Governance and Constituency Committee (GCC) to advance in the implementation of the CAG as an input for the development of a Comprehensive Gender Approach at IUCN. The process for the assessment of the CAG implementation was done by contacting the responsible entity according to each of the actions. 1.

IUCN's 2018 *Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme* states that "Gender Equality and Women's Empowerment Policy recalls, reaffirms and further strengthens IUCN's commitment to realising gender equality and women's rights and empowerment and puts into place requirements for embedding a gender-responsive approach into its Programme and project portfolio".<sup>71</sup> The Policy provides a comprehensive rationale to gender mainstreaming, defines its objective, and provides an implementation framework. The Policy also has a series of definitions on gender and gender related terms.

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<sup>69</sup> IUCN Course of Action on Gender, May 2016.

<sup>70</sup> Gender institutionalization occurs when the gender approach is integrated into a habitual practice within an institution. It is an institutional deconstruction and construction process that seeks equality among people. The aim of this process is the creation of a fair culture that values and recognizes the role and contribution of men and women in the organization or institution and the incorporation of habitual and institutionalized activities and behaviour designed to reduce gender gaps.

<sup>71</sup> Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work. Approved by the IUCN Council at its 95th Meeting (C/95/8, October 2018)

## ANNEX 2: SCOPE OF WORK FOR THE GENDER TASK FORCE

### Introduction

With many decades of member Resolutions reaffirming the importance of gender equality to meeting IUCN's objectives, IUCN aims to realise gender equality and women's rights and empowerment across all aspects of the institution, including but also beyond its programme and project portfolio. For this reason, the IUCN Council under Regulation 59 has established a Gender Task Force (GTF) to advance the incorporation of gender equity in a comprehensive manner in IUCN. The GTF members are drawn from the IUCN Council, Commissions and the IUCN Secretariat.

*The general objective of the task force is to strengthen IUCN as an institution that implements gender-responsive approach in the governance, organization and policy of the Union.*

Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. This gender mainstreaming process will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

### **This Document: Defining a scope for the work of the Task Force**

This document aims to define priorities for the work of the task force in order to enable the task force to pursue and achieve concrete, robust and practical results. It focuses on identifying the key IUCN bodies and associated issues that will be considered in the TF's work. This document also responds to the Gender TF activity of preparing a draft framework/rationale for gender institutionalization in IUCN.

This scoping document is structured to include sections on IUCN Governance and Constituencies (Council, Commissions and Members) and on the IUCN Secretariat (IUCN Programmes and Corporate Units). Proposed priorities relating to IUCN Governance and Constituencies offer opportunities to break new ground, while priorities relating to the Secretariat provide an opportunity to review implementation of existing instruments and learn from Secretariat experience and achievements to date.

This scoping document will provide the basis for next steps of the Gender TF's work in the initial phase of its work under the current Council, from March-May/June 2020. These next steps are:

- Definition of focal points and a coordination mechanism to pursue the work of the TF
- Preparation and implementation of a self-assessment survey to relevant bodies and units to gather information on current actions, gaps and needs in relation to the identified priority issues.

(Further information can be found in the Next Steps section, below.) These initial activities will, in turn, provide a basis for recommendations regarding the next stage of work of the Gender Task Force under the next IUCN Council.

### Key Bodies and Priorities for focus

#### *a. IUCN Governance and Constituent parts*

One part of the work assigned to the Task Force is to explore how the gender responsive approach can be integrated in IUCN governance. This is a key area of innovation that the TF

can help to pursue in IUCN. In order to advance gender inclusion in a more systematic way the Task Force can consider certain issues as they relate to:

**IUCN Council:** In relation to IUCN Council the main proposed focus of work is on:

- The composition and criteria for selection in terms of equal participation of women and men in the Council and in its committees and task forces
- Changes to policies and/or procedures that can promote and support gender balanced representation

**IUCN Commissions:** The proposed areas of focus in relation to IUCN Commissions are:

- The participation of women and men in Commission Steering Committees and other groups, and
- The incorporation of gender issues in technical work of Commissions and their constituent themes and/or specialist groups.

**IUCN Membership structures:** The proposed areas of focus in relation to Membership structures are:

- The participation of women and men in decision-making structures of national and regional committees, and
- The incorporation of gender issues in the working agendas of these committees.

#### *b. IUCN Secretariat*

In 2018, the IUCN Council approved a new overarching gender policy for the IUCN Programme, the Gender Equality and Women's Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme. Recognising the advances in key areas of work for the implementation of gender-responsive action, the proposed GTF work will focus in the following two areas:

**IUCN Programme:** The proposed focus is to consider the status of the implementation of IUCN's 2018 gender policy, and particularly the measures taken to respond to the Implementation Plan section of that policy. This includes measures to ensure gender-responsive action in relation to:

- programme and project planning and approval systems
- project design, implementation and M&E
- programme monitoring and evaluation systems, and
- knowledge generation, capacity building and learning.

**Human Resources Office:** Gender institutionalization requires a cultural organization change and the human resource office is an important actor in this. Thus, another proposed focus is on the measures put in place by the HR office to promote an inclusive working environment as well as capacities to monitor and ensure compliance with measures that contribute to a gender inclusive enabling working environment.

(Note: Engagement with the Union Development Group will also be relevant to the activities under IUCN Governance, above.)

#### **Next steps**

Next steps anticipated for this stage of the work of the GTF (March-May/June) include:

##### Defining a Coordination Mechanism

The Gender Task Force will need to define focal points and a coordination mechanism to pursue the work of the TF. This will require further internal organization (and potentially expansion) of its members for distribution of responsibilities; identification of focal/contact

points from the identified IUCN bodies and units for communication and information gathering; and refinement of coordination processes.

### Development and implementation of Survey

A main activity proposed for this first stage of work is to conduct a self-assessment survey with the contact/focal points identified in the step above. This will involve preparation of a simple survey to share with the different key informants from the IUCN Council, Commissions, Membership structures, and Secretariat. The survey will enable a quick stock taking of policies, actions or capacities that are already in place, and will also gather views from the survey respondents on key gaps that need to be filled in their area of work. Responses will be compiled and integrated in order to inform further work towards preparation of an action plan under the next Council.

Below are some indicative guiding questions for each area of focus outlined in under “Key Bodies and Priorities for focus,” above, as a starting point for development of a survey to gather information on current status and gaps in these areas.

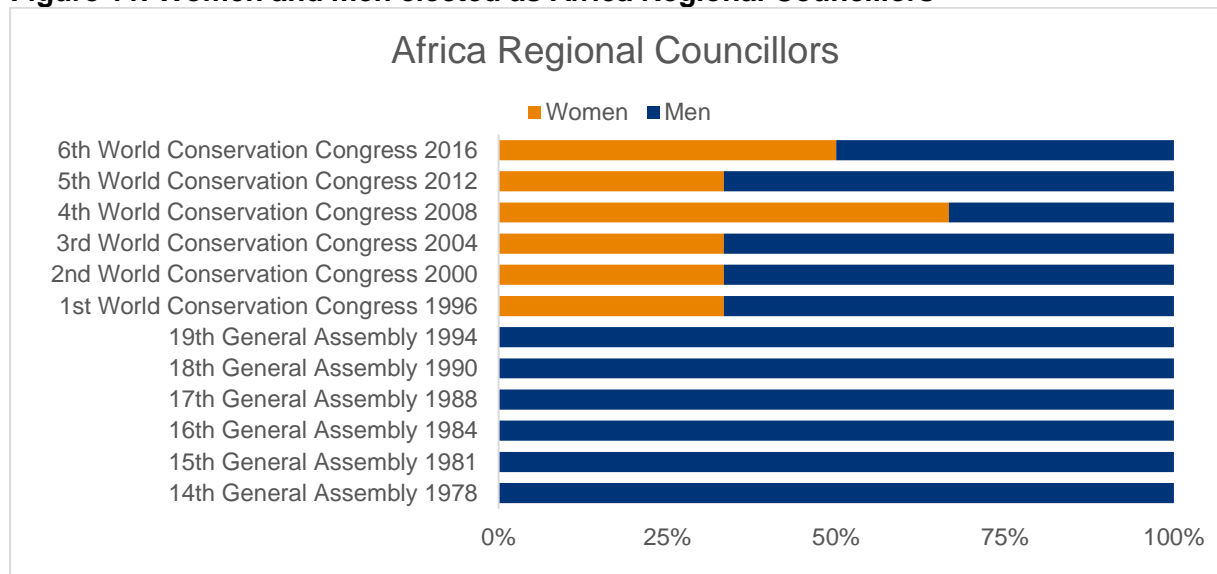
### **Indicative guiding questions**

Key Unit	Indicative guiding questions based on work focus
<b>IUCN Governance &amp; Constituencies</b>	<p><i>IUCN Council</i></p> <ul style="list-style-type: none"> <li>● What can the council do to have more equal participation and election of women and men for council positions?</li> <li>● What changes in statutes or reforms in procedures may be needed to constitute a more gender balance council committees?</li> </ul> <p><i>IUCN Commissions</i></p> <ul style="list-style-type: none"> <li>● How is gender balance taken into account in the composition of Commission Steering Committees?</li> <li>● How are gender issues are taken into account in the areas of technical focus of each Commission and its constituent themes and/or specialist groups?</li> </ul> <p><i>IUCN Members</i></p> <ul style="list-style-type: none"> <li>● How are gender equity and social inclusion addressed in the decision-making structures of national and regional committees?</li> <li>● What are members’ measures to ensure a gender balance in national and regional committees?</li> <li>● How the agendas of national and regional committees consider gender issues?</li> </ul>

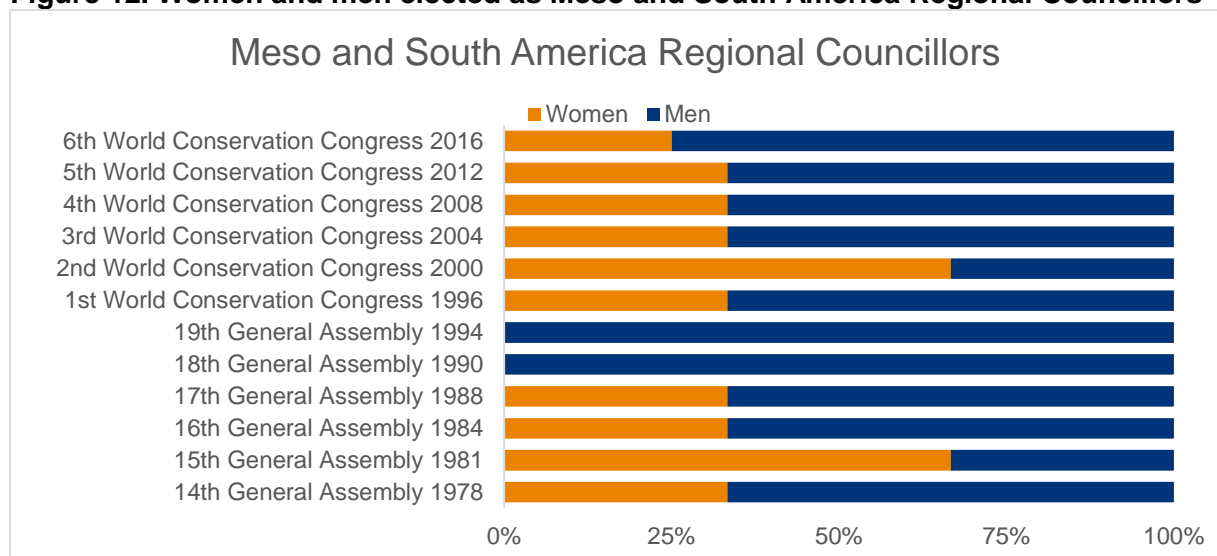
<p><b>IUCN Secretariat</b></p>	<p><i>Project Approval &amp; M&amp;E systems</i></p> <ul style="list-style-type: none"> <li>● How do programme/project planning and approval systems ensure systematic screening for risks of gender-based discrimination?</li> <li>● How do planning/approval systems ensure that measures are in place for projects to address risks and proactively promote gender equality and women's empowerment?</li> </ul> <p><i>Project implementation</i></p> <ul style="list-style-type: none"> <li>● To what extent do Programmes have/have access to the capacities needed to ensure gender responsive program design, implementation and M&amp;E?</li> <li>● How are resources being allocated to ensure gender responsive program design, implementation and M&amp;E?</li> </ul> <p><i>Programme M&amp;E</i></p> <ul style="list-style-type: none"> <li>● What systems and resources are in place to monitor and evaluate the advance of gender equality in the IUCN programme?</li> <li>● How are these systems being used to promote wider learning and use learning to inform progressively impactful gender responsive actions?</li> </ul> <p><i>Knowledge &amp; Capacity</i></p> <ul style="list-style-type: none"> <li>● How are knowledge generation, capacity building and learning on gender-responsive action supported in the IUCN programme?</li> <li>● Human Resources</li> <li>● What is the status of IUCN action to establish and implement policies to ensure a gender equitable work force?</li> <li>● What are capacities within HR to promote and support gender policy implementation and best practices?</li> </ul>
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## ANNEX 3: REGIONAL COUNCILLORS OF IUCN CONGRESS

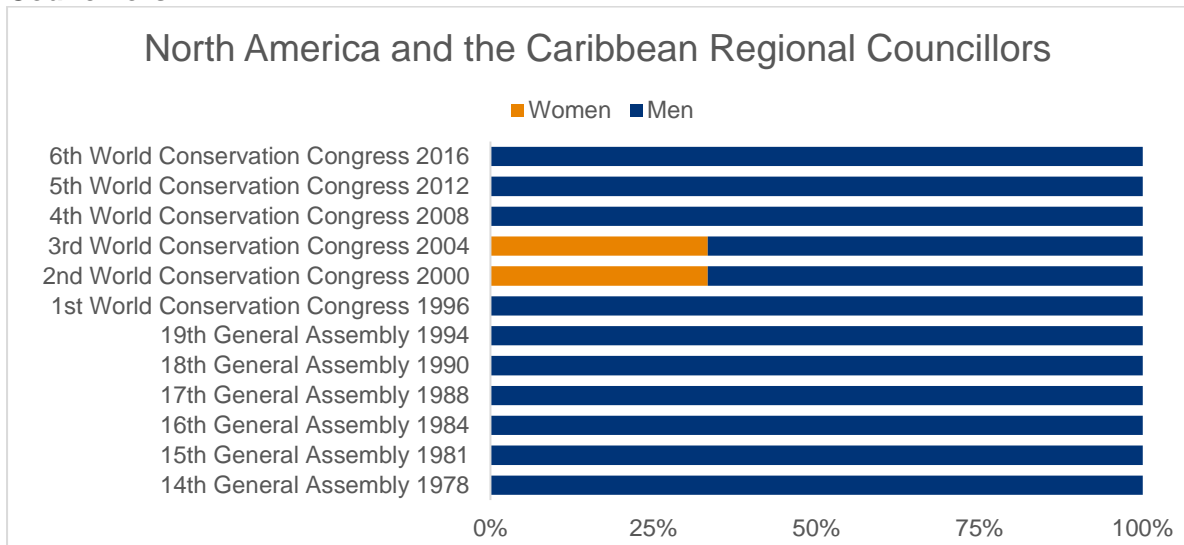
**Figure 11. Women and men elected as Africa Regional Councillors**



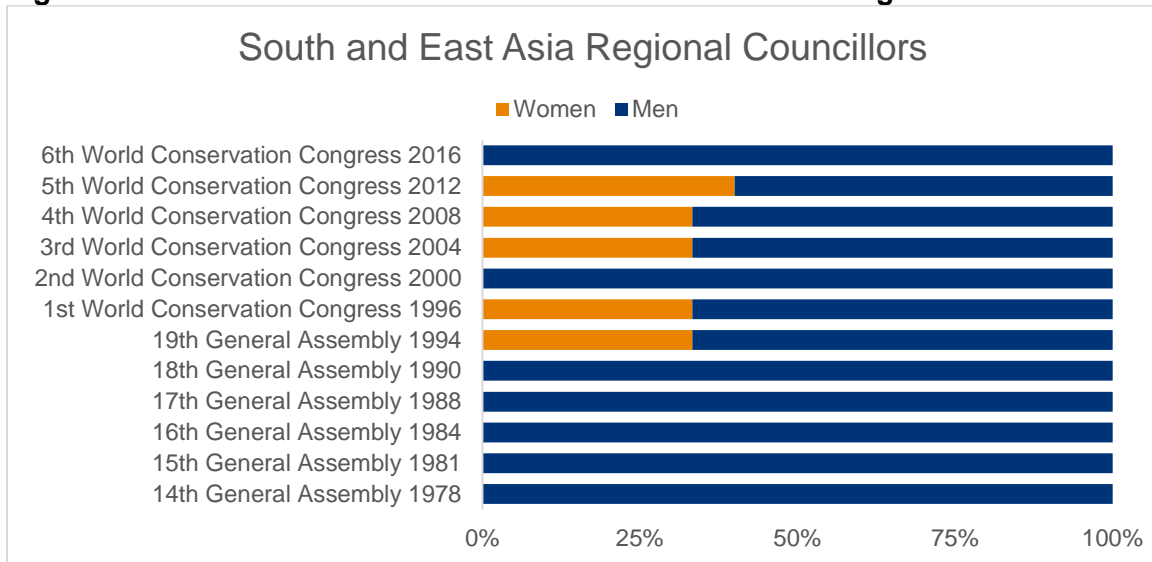
**Figure 12. Women and men elected as Meso and South America Regional Councillors**



**Figure 13. Women and men elected as North America and the Caribbean Regional Councillors**

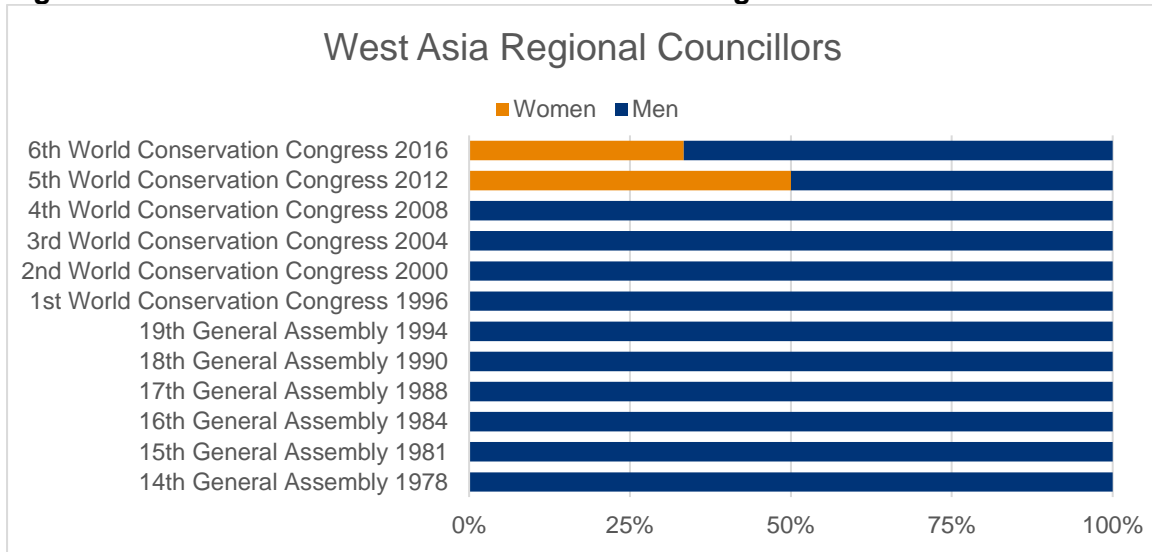


**Figure 14. Women and men elected as South and East Asia Regional Councillors**

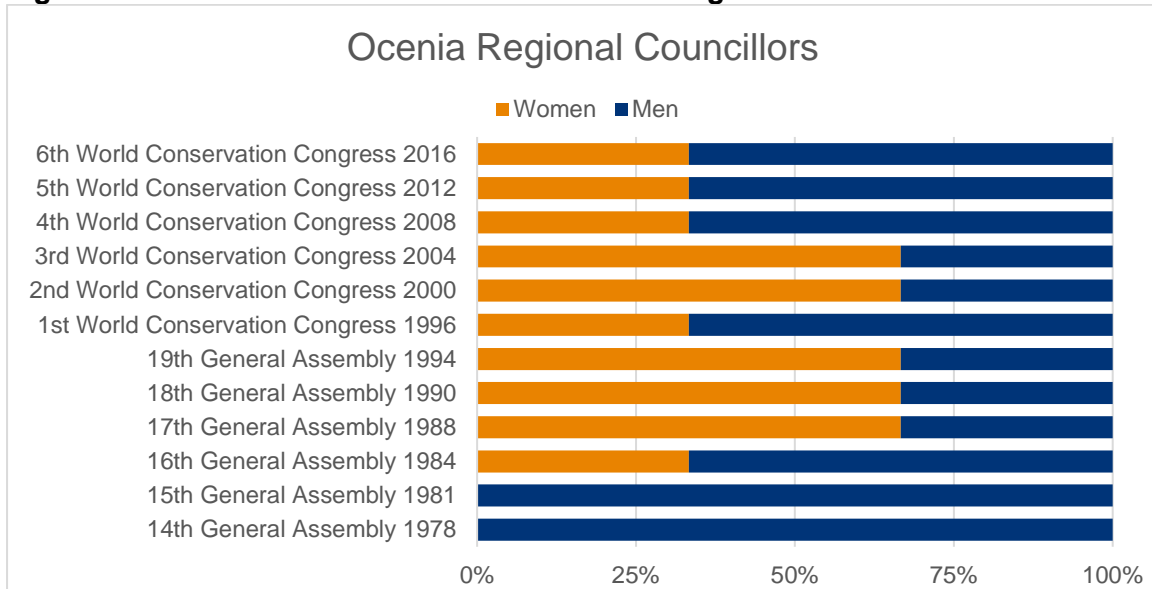




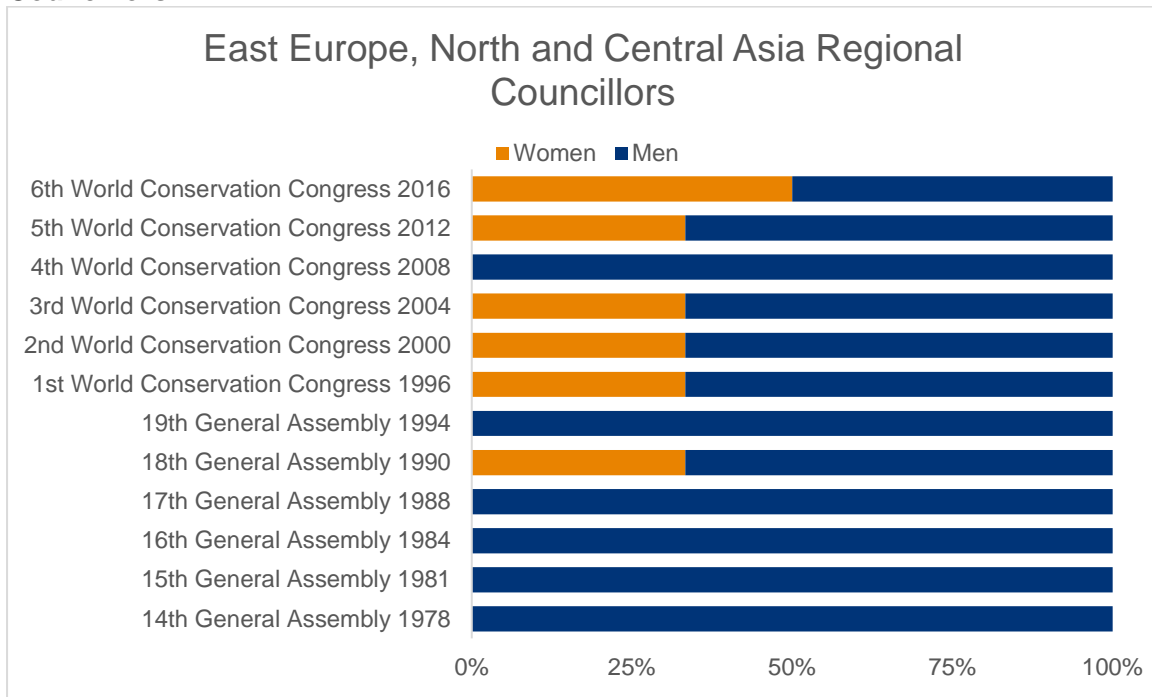
**Figure 15. Women and men elected as West Asia Regional Councillors**



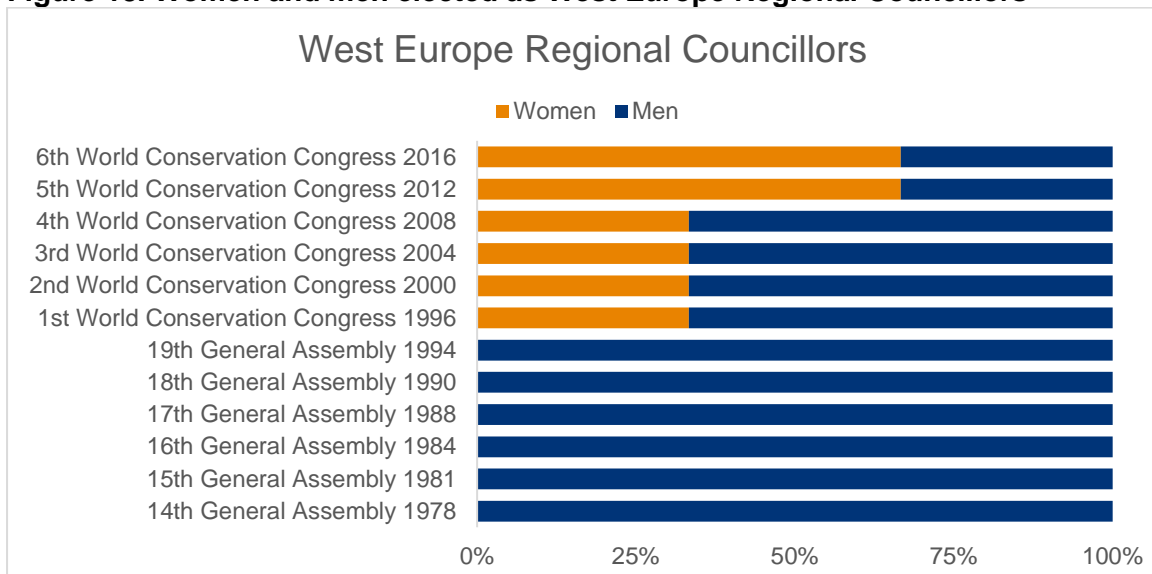
**Figure 16. Women and men elected as Oceania Regional Councillors**



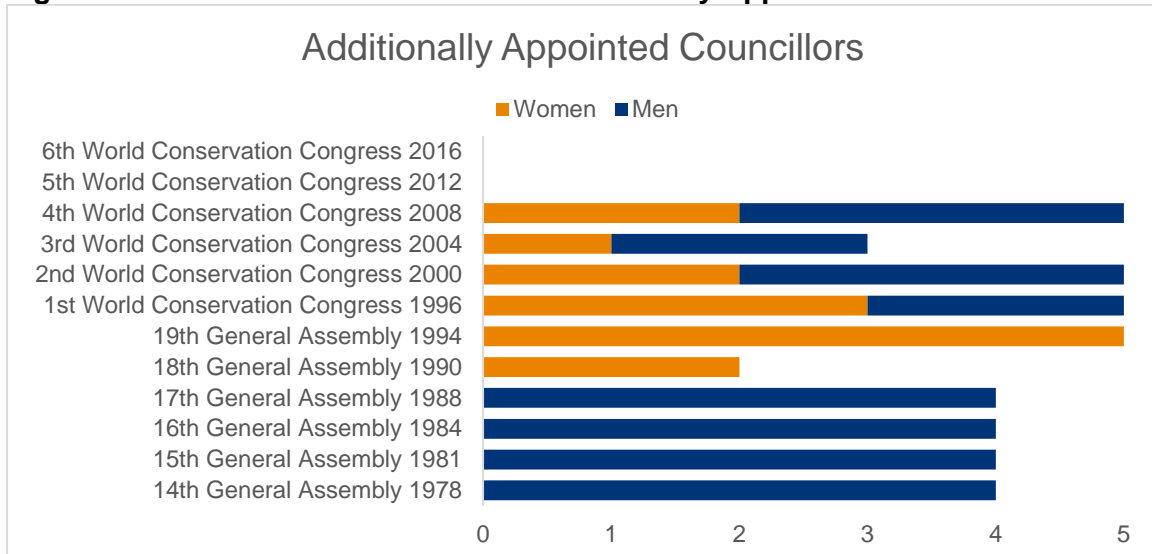
**Figure 17. Women and men elected as East Europe, North and Central Asia Regional Councillors**



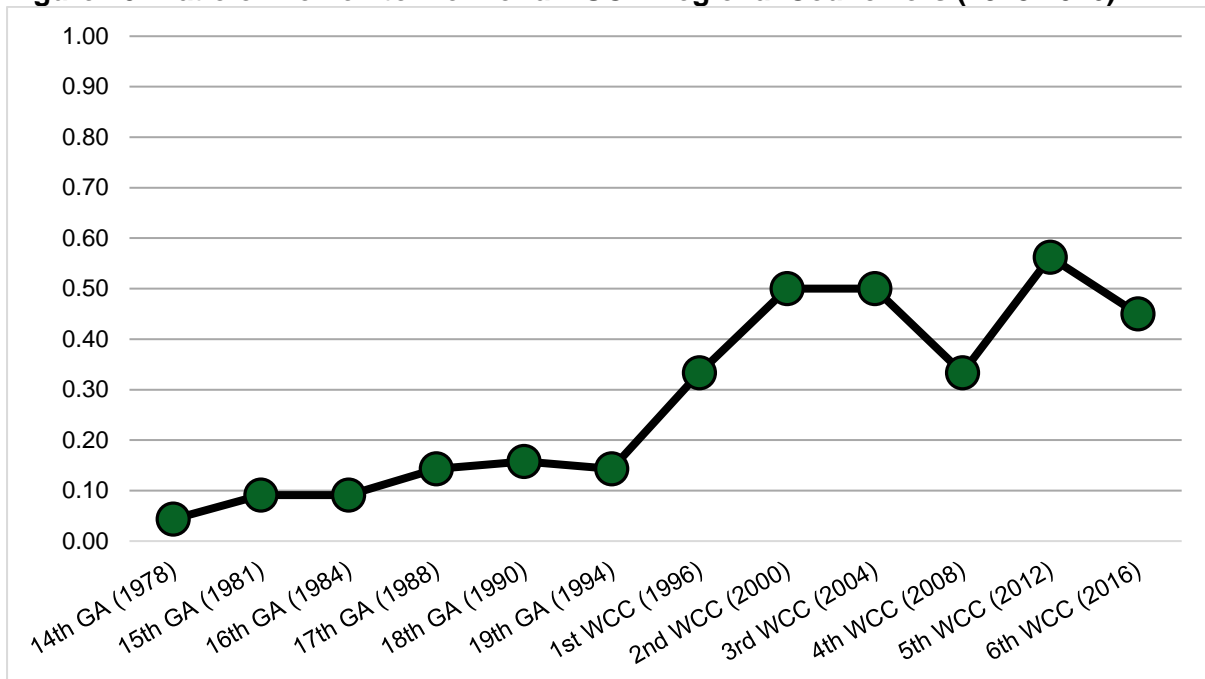
**Figure 18. Women and men elected as West Europe Regional Councillors**



**Figure 19. Women and men elected as Additionally Appointed Councillors**



**Figure 20: Ratio of women to men for all IUCN Regional Councillors (1978-2016)**



## 88<sup>th</sup> Meeting of the Bureau of the IUCN Council

By conference call, 9 September 2020

### DECISIONS

The Bureau of the IUCN,

*Having considered* the recommendations of the Congress Preparatory Committee (CPC, 8<sup>th</sup> Meeting held on 1 September 2020) resulting from its examination of the Secretariat's analysis and recommendations on available options in case the IUCN World Conservation Congress 2020 could not be held in January 2021 as planned, due to the COVID-19 pandemic

*Noting* the results of the Director General's consultations with the Host Country,

1. Decides to transmit the CPC's report to the IUCN Council (Annex) with the Bureau's support for the CPC's recommendation that Council approves option 5 as presented in the CPC report as well as the Secretariat's analysis and recommendations, consisting of a two-pronged approach to Congress by which:
  - A. the Congress is postponed to a later date in 2021 to be mutually agreed with the Host Country, and
  - B. certain decision items included in the draft Agenda of the 2020 Congress are referred to an electronic vote of the IUCN Members to be held in the beginning of 2021;
2. Recommends the IUCN Council to:
  - A. **follow** the CPC's recommendation in paragraph 1.B and decide that the following matters be referred to an electronic vote of the IUCN Members in the beginning of 2021:
    - i. IUCN 2021-2024 Programme and Financial Plan
    - ii. Dues Guide 2022-24
    - iii. Members' Rescission list
    - iv. Appointment of External Auditors
    - v. Financial Statements 2016 to 2019
    - vi. The motions to amend the Statutes and other governance issues proposed by the IUCN Council
    - vii. Mandates of the IUCN Commissions.
  - B. in respect of point vi. of paragraph 2.A of the present decision (vi. The motions to amend the Statutes and other governance issues proposed by Council), **request** the Governance and Constituency Committee (GCC), following the close of the online discussion, to submit these motions, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members with the exception of:
    - a. the motions that warrant debate at the global level during the Congress which will continue to be discussed and voted upon during the Members' Assembly, and
    - b. the motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the GCC, not possible to produce a consensus text for submission to a

decision by electronic vote prior to Congress, which will be referred to the Members' Assembly for continued debate and vote.<sup>1</sup>

- C. **determine** which other matters referred to in paragraph 2 of the CPC's recommendation<sup>2</sup> should be submitted to an electronic vote of the IUCN Members.
  - D. **decide** that no further postponement beyond the new dates to be determined in accordance with paragraph 1.A. of the present decision shall be considered.
  - E. **request** the Secretariat to present to CPC in time for Council's consideration at its 101<sup>st</sup> meeting (November 2020):
    - i. a set of possible criteria enabling Council to decide at the latest four months prior to the new dates whether or not to hold the Congress on the new dates determined in accordance with paragraph 1.A. of the present decision; and
    - ii. its assessment of the feasibility and cost of preparing and holding the Forum and Exhibition by virtual means in case they cannot be held on the new dates determined in accordance with paragraph 1.A. of the present decision and have to be cancelled to allow Council to decide on whether this option should be a back-up plan for a possible cancellation.
3. Requests the Secretariat to advise Council on the process and systems that would be applied if the elections were held by electronic vote prior to Congress.
4. Suggests the Council members to hear IUCN Members' voices and opinions on the question whether to hold the elections during Members' Assembly or by electronic vote.

## Membership applications

The Bureau of the IUCN Council,

*Responding* to the comments received from Council members during the Bureau's approval process of the recommendations of the Governance and Constituency Committee (GCC) regarding membership applications, by email correspondence initiated by the IUCN President on 5 September 2020,

Decides to

1. **suspend** its consideration of the application for IUCN membership of S.P.E.C.I.E.S. - The Society for the Preservation of Endangered Carnivores and their International Ecological Study (USA) until its parent organization has had the possibility to submit its application for IUCN membership;

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<sup>1</sup> This corresponds exactly with the wording of the mandate of the Motions Working Group as per Rule 62*quinto*.

<sup>2</sup> The matters referred to in paragraph 2 of the CPC recommendation concern:

- i. The motions which the Motions Working Group ([see its 2<sup>nd</sup> update of 1 September 2020](#)) has referred to the Congress for continued debate and vote (either because they warrant debate at the global level during the Congress or because they are so controversial that it was not possible during the online discussion to produce a consensus text for submission to the electronic vote on motions);
- ii. Elections for President, Treasurer, Regional Councillors and Commission Chairs;
- iii. Reports from the President/Council, Director General, Treasurer, Commissions, and the National and Regional Committees.

2. **admit** the application for IUCN membership from New Mexico BioPark Society (USA) in light of new information received during the Bureau meeting;
3. **defer** to its next meeting its consideration of the application for IUCN membership of Lovacki savez Srbije (Hunting Association of Serbia);
4. **reject** the application from the European Sustainable Use Group (Belgium) based on the fact that the organisation misrepresents itself as being a part of IUCN. This needs to be addressed before the organisation reapplies for membership in the future.

Takes note that the GCC has deferred its consideration of the application from the Center for Environmental Ethics and Law (USA) to its next meeting.



8<sup>th</sup> Meeting of the Congress Preparatory Committee (CPC)  
(1 September 2020)

## Report

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### Participants:

**CPC:** Jennifer Mohamed-Katerere (Chair), Malik Amin Aslam Khan, Andrew Bignell, Mamadou Diallo, Hilde Eggermont, Francesco Gaeta (Host Country), Sixto Incháustegui, Ali Kaka, Kathy MacKinnon, John Robinson, Yann Wehring (Host Country), Nihal Welikala.

**Regrets:** Ana Tiraa (proxy given to Andrew Bignell)

**Invited:** President Xinsheng Zhang

**Host Country observers:** Beatrice Galin, Marc Strauss

**Secretariat:** Bruno Oberle (Director General), Luc Bas, Mylene Chichignoud, Mike Davis, Luc De Wever, Sandrine Friedli-Cela, Tea García-Huidobro, Pamela Grasemann, Enrique Lahmann, Marc Magaud, Sabrina Nick, Cyrie Sendashonga, Ricardo Tejada

### Report

The Congress Preparatory Committee (CPC) had only one agenda item for its 8th meeting: the Congress scenarios presented by the Secretariat in view of the COVID-19 pandemic.

### *Options considered*

The Committee considered the options analysed by the Secretariat ([Annex 1](#)) and weighed the pros and cons of each.

1. OPTION 1: Maintain Congress at dates set (07 to 15 January 2021)
2. OPTION 2: Postpone Congress entirely
3. OPTION 3: Nature on how the Congress is conducted is changed considerably
4. OPTION 4: Physical Congress is cancelled; Statutory decisions taken by e-vote
5. OPTION 5: A two-pronged approach to Congress (Secretariat's proposal)

The Committee agreed that it was important to take a decision soon to give planning security to Members and all Congress stakeholders and to avoid increasing the financial liability for IUCN.

Recognising that the COVID-19 pandemic continues to adversely impact on nations across the world and that there is uncertainty about its trajectory makes it more and more likely that a large number of Members, stakeholders and participants most likely would not be able to travel to Marseille in early 2021, the CPC concurred that maintaining the IUCN Congress at the currently set dates in January 2021 is no longer a viable option and that a virtual event was very difficult to implement with Members around the world (IUCN Members are distributed in 22 different time zones).

One Committee member was of the opinion that Option 4 was the preferable option given that the uncertainties around COVID-19 could be present for a long time and place Members, particularly from the Pacific islands where many are COVID-19 free, at increased risk. The rest of the Committee members concurred that under the current circumstances postponing is the best way forward, but rather than postponing the full event which could paralyse the Union, it was preferable to pursue *option 5: a two pronged approach to Congress*. This option foresees:

- The postponement of some aspects of Congress including parts of the Members Assembly, Forum, exhibition and Espace Générations Nature to a later date in 2021. This date should be identified in coordination with the Host Country, taking into account the international sequence with other biodiversity events like the CBD COP15, as well as the current contractual arrangements IUCN and the host country have related to the January 2021 dates.
- The holding of an electronic vote at the beginning of 2021 to address the statutory functions of Congress normally addressed in the Members' Assembly, that are necessary to enable IUCN to continue operating smoothly and other decisions are approved during a shorter Members' Assembly (2-3 days) held in conjunction with the Forum and Exhibition at the new Congress dates set (thus allowing the overall shortening of the Congress from 9 to 7-8 days which reduces the costs for IUCN, the Host Country and participants).
- The e-vote scheduled for 7-21 October 2020 on the motions referred to e-vote by the MWG is maintained with the additional question whether they can become effective immediately, by exception to Rule 62septimo.
- A series of virtual sessions that could be organized between January 2021 and some weeks prior to the Congress on topics linked to the Forum, to maintain momentum between now and the actual Congress, provided that extra funding can be secured to finance such sessions.
- That the summits are postponed to the new Congress dates would have to be confirmed with the summit organisers. Note: the One Planet Summit (OPS) is likely to be maintained in January 2021, but the OPS could kick-start a number of initiatives which could be further expanded at the Congress.

The CPC noted that the Host Country currently had not yet finalised a formal political position on the options presented and that while they had tentatively identified two potential dates for a postponed Congress, it would be important for France to align any postponement with the larger international agenda and specifically the CBD COP15 in order to guarantee maximum political impact and international participation at the Congress. France suggested that the date of a postponed Congress should only be chosen once that sequence has been clarified. The CPC understood that, but expressed a clear preference to choose a date towards the later part of 2021 rather than in the first half of 2021 to maximise the chances that the pandemic situation would have improved by then. The Host Country also expressed the view that only essential aspects of Congress should be dealt with electronically and that those items requiring discussion should be included in the physical event.

**The CPC's conclusion was to recommend to Council to approve *option 5: a two pronged approach to Congress.***

### ***Recommendation on which decisions to refer to an electronic vote***

The CPC considered which matters normally addressed in the Members' Assembly. The Legal Advisor noted that Council could take this decision in accordance with Articles 48 of the Statutes. The CPC concurred that the current pandemic does represent such extraordinary circumstance. As per Article 94 of the Statutes and Regulation 94, part or all the decisions can be referred to an electronic vote (e-vote) for a decision. This e-vote would be preceded by an online discussion of the proposals to be voted on.



The Legal Adviser distinguished such e-vote from a virtual Assembly<sup>[1]</sup>. However, as stated by the Legal Advisor, if all key decisions were referred to an electronic vote, the Assembly meeting would be considered as being replaced by an e-vote. In this case, a physical meeting taking place at a later stage would be considered, formally speaking, as an extraordinary session of the World Congress. Council can take this decision based on article 48 of the Statutes which, in exceptional circumstances, allows Council to take measures that by Statute are prerogatives of the Congress.

The Secretariat clarified that the process for an e-vote would take at least 16 weeks including an online discussion thus making an electronic vote for late January, or perhaps more likely in February 2021 possible. The original dates of Congress would not be able to be used for the e-vote because of the specific procedure laid out in Regulation 94. The technology and process to handle the e-votes exists already and can be used for this and it will be possible to organise an online discussion ahead of these electronic votes.

There were different opinions in the Committee about which Congress agenda items should be referred to an e-vote and which one to the physical Congress. Some members felt that it was important to conclude all Members' Assembly business as quickly as possible by referring all decisions to an e-vote, as a further postponement of statutory decisions was difficult to justify despite the extraordinary circumstances and expressed concern that the onsite participation might still be lower than usual in the 2<sup>nd</sup> half of 2021. Other members were of the opinion that only the absolutely critical decisions enabling IUCN to operate smoothly should be referred to an e-vote in early 2021, thus allowing IUCN Members to discuss remaining IUCN business in person and to ensure smooth transition in IUCN governance.

It was noted that the e-vote of 7-21 October 2020 on the motions referred to it by the MWG will be maintained as planned and was not affected by the decision on the Congress itself. An additional question would be asked to Members so that the motions could become effective immediately, by exception to Rule 62septimo.

CPC concluded to make the following set of recommendations regarding the Members' Assembly divided in three different categories:

**i. Decisions for which CPC recommends that Council to refer to an e-vote at the beginning of 2021:**

- a. IUCN 2021-2024 Programme and Financial Plan
- b. Membership Dues Guide
- c. Members' Rescission list
- d. Appointment of External Auditors
- e. Approval of the Financial Statements 2016 to 2019
- f. [The motions to amend the Statutes and other governance issues proposed by Council](#)
- g. Commission mandates

**ii. Decisions or agenda items which CPC by consensus recommends Council to refer to the physical Assembly meeting:**

- a. Motions on new and urgent topics (Rule 52)
- b. IUCN Medals and Awards
- c. Issues of strategic importance for the Union

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<sup>[1]</sup> A virtual meeting would imply an opening and closing session of the Member's Assembly, live debates on the different topics referred to in the adopted agenda and the establishment of minutes of the Assembly giving an account of the proceedings and debates (as per Rule 85).

The CPC noted that the Statutes clearly link the formal requirements for the submission of motions on new and urgent topics to the opening of the Member's Assembly<sup>1</sup> and that referring these to an electronic vote would require Council to develop an entirely new process that is not foreseen in the Statutes and not endorsed by IUCN Members.

For the IUCN Medals and Awards as well as honorary memberships, CPC highlighted that a physical meeting is much more conducive to highlight the ceremonial aspects of the matter.

The strategic discussions which are not an item for vote should also be maintained for the physical meeting. Further, it was noted that the GCC had recommended that questions related to the strategic review agreed to in the Management Response to the External Review of IUCN's Governance be addressed at Congress.

### iii. Decisions for which CPC does not make a recommendation but leaves the discussion and decision to the full Council:

There were divergent views whether to refer the following items to the e-vote or to the physical Members' Assembly, with a slight majority leaning towards referral to e-vote but the conclusion of the CPC was that the decision should be taken by Council after its recommendations have been considered by the Bureau<sup>2</sup>:

- a) The 18 motions which the Motions Working Group ([see its 2<sup>nd</sup> update of 1 September 2020](#)) has referred to the Congress for continued debate and vote (either because they warrant debate at the global level during the Congress or because they are so controversial that it was not possible during the online discussion to produce a consensus text for submission to the electronic vote on motions);
- b) Elections for President, Treasurer, Regional Councillors and Commission Chairs;
- c) Reports from the President/Council, Director General, Treasurer, Commissions, and the National and Regional Committees.

For the 18 motions that have been referred to the Congress by the MWG, the CPC stated that the opinion of the Motions Working Group should be considered by Council to determine whether a second round of online discussions could lead to these motions being ready for referral to an e-vote, in particular the motions on which it was not possible to produce a consensus text during the online discussion of December 2019-March 2020 or on the contrary, if it is already clear that a face-to-face discussion is required.

For the elections, seven members of CPC were in favour of having the elections held by e-vote. The arguments in favour of the e-vote were:

- Elections via e-vote can happen in a democratic way as candidate pages have been and will remain available on the Congress website for several months, allowing Members also to engage with the candidates.

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<sup>1</sup> As per Rule 53, new and urgent motions "shall be submitted from one week prior to the opening of the Congress until the end of the plenary sittings on the first day of the Members' Assembly".

<sup>2</sup> Extract from the summary of the 87<sup>th</sup> Bureau meeting, 24 July 2020: *Agenda Item 5: Process to discuss the different options of holding the Congress*

*"The Chair of the Congress Preparatory Committee (CPC) requested clarification whether the analysis and recommendations of alternative options for holding the Congress fall within the ToR of the CPC. The President summarized the discussion of the Bureau by explaining that the CPC should not feel restricted by its ToR to study any and all aspects of the Congress and transmit its recommendations to Bureau which will discuss them thoroughly before forwarding its proposal(s) to Council."*

- Opportunity for virtual candidate presentations and debates is feasible between now and the date of the e-elections. However, some members raised concern about the ability of all members to participate in such virtual presentations due to internet challenges.
- All Members will be able to cast their vote during a period of two weeks thus allowing all Members with voting rights to participate. IUCN has had successful experience in e-votes and the system is 100% reliable.
- Should the pandemic continue into 2021, participation at a physical event by Members from certain regions might be reduced and asking them to give a proxy to Members present is less democratic than enabling them to cast their vote electronically; secondly if the pandemic made a physical Congress impossible in 2021, an e-vote would be required anyway.
- It was not appropriate for Council to extend its term of office.

The arguments in favour of postponing the elections to the physical Assembly meeting, highlighted the following arguments:

- Elections require the opportunity for face-to-face interactions with Members, importantly not all members would have adequate access to internet to be able to participate in virtual presentations.
- Elections before Congress would mean a change in governance bodies before the Congress cycle is concluded resulting in modified composition of the Congress Preparatory Committee with members that do not have the history of the full process and also Council not completely familiar with the governance and statutory reforms posed by the 2016-2020 Council.
- The Statutes provide for Council to hold its term of office from one Congress to the next.

In relation to the reports, the CPC concluded that the decision is linked to the decision on the elections as the reports should be considered electronically if the elections happen through an e-vote and should be considered at the physical Assembly meeting if the elections take place then.

### ***Recommendation on further postponements/no-go criteria***

The CPC also noted that the two pronged approach to Congress still had an inherent level of risk as the future evolution of the pandemic is uncertain. The postponement in itself represents increased costs of CHF 100k for each additional month of postponement for staff plus extra costs for suppliers (not quantifiable at this stage). Council therefore should clearly establish that this postponement would not be reconsidered a third time and define a cut-off date, by when a decision would be taken on whether it would be viable to maintain the Congress to minimise the loss that IUCN could incur in case of cancellation following the postponement.

In case of such a cancellation, all remaining statutory business would have to be conducted via e-vote.

The CPC asked the Secretariat to study whether it would be feasible from an operational and financial standpoint to replace the physical meeting with a virtual Forum so that CPC and Council can determine whether such a fall-back option could be considered at the cut-off date. The Secretariat was asked to undertake this analysis and to refine the criteria to be used for a decision at the cut-off date and to report back to the Committee on these two matters. The Secretariat explained that the preparation of a virtual fall-back option would require substantive time and resources and such decision could therefore not wait until the beginning of 2021.

### ***Further process for taking the decision***

The CPC discussed the next steps for the decision-taking and a few members suggested that the CPC recommendation should go directly to the Council and not the Bureau. The Chair of CPC explained that she had raised the question in the Bureau on 24 July 2020 whether the Terms of Reference of the CPC included issues like postponement and alternative formats of Congress. The Bureau's advice was that the CPC should not feel restricted by its mandate to study any and all aspects of the Congress, but that it should make recommendations to the Bureau for further deliberation.<sup>3</sup> Vice President John Robinson noted that the Bureau had not relinquished its role in discussing the recommendations of the CPC. The CPC acknowledged the role of the Bureau and asked the Chair to recommend to the Bureau to forward the CPC report and recommendation to Council for consideration during its 100<sup>th</sup> meeting on 14 September 2020. The CPC further acknowledged that it would be the President's prerogative to determine whether he would like to discuss the CPC recommendation at the Bureau prior to referring it to Council. In that case, the Bureau meeting would have to be convened ahead of the 100<sup>th</sup> Council meeting. The Legal Adviser clarified, that Council could decide on the matter, even if the Bureau meeting was not held.

### ***Decision***

The Congress Preparatory Committee (CPC),

*Having examined* the analysis and recommendations presented by the Secretariat on available options in case the IUCN World Conservation Congress 2020 could not be held in January 2021 as planned (Annex 1),

*Taking into account* the preliminary results of consultations with the Host Country, which has not taken any decision at this stage, and

*Mindful of* advice from the Bureau of the IUCN Council (87<sup>th</sup> meeting) that it would welcome the recommendations of the CPC on alternative options for holding the Congress,

Recommends the Bureau to forward the following recommendations of the CPC to the IUCN Council in time for consideration and decision at its 100<sup>th</sup> meeting on 14 September 2020:

1. The IUCN Council, based on Article 48 of the Statutes, in light of the exceptional circumstance that as a result of the pandemic caused by Covid-19, it cannot be guaranteed that the all IUCN Members and Congress participants will be able to travel to Marseille in January 2021 and meet in all safety, adopts a "two pronged approach to Congress" by which:
  - A. the Congress, and more specifically, agreed aspects of the Members Assembly, the Forum, and the exhibition, is postponed to a later date in 2021, to be mutually agreed with the Host Country taking into account the calendar of international biodiversity / environmental meetings, particularly the CBD COP15, and the importance of ensuring a wide local, national and international mobilisation at a time it can be considered possible and safe for all IUCN Members and partners to travel to Marseille, and that such date should be identified as soon as practically possible in the weeks following this decision, and

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<sup>3</sup> Extract from the summary of the 87<sup>th</sup> Bureau meeting, 24 July 2020: *Agenda Item 5: Process to discuss the different options of holding the Congress*

*"The Chair of the Congress Preparatory Committee (CPC) requested clarification whether the analysis and recommendations of alternative options for holding the Congress fall within the ToR of the CPC. The President summarized the discussion of the Bureau by explaining that the CPC should not feel restricted by its ToR to study any and all aspects of the Congress and transmit its recommendations to Bureau which will discuss them thoroughly before forwarding its proposal(s) to Council."*

- B. the following items included for decision in the Draft Congress Agenda are referred to an electronic vote of IUCN Members to be held in January/ February 2021 in accordance with Article 94 of the Statutes and Article 94 of the Regulations, in order to ensure the smooth functioning of IUCN, while all remaining matters are maintained on the draft Agenda of the Members' Assembly as postponed to the new dates determined in accordance with paragraph 1 (A) of the present decision:
- i. IUCN 2021-2024 Programme and Financial Plan
  - ii. Dues Guide 2022-24
  - iii. Members' Rescission list
  - iv. Appointment of External Auditors
  - v. Financial Statements 2016 to 2019
  - vi. [The motions to amend the Statutes and other governance issues proposed by Council](#)
  - vii. Mandates of the IUCN Commissions.
- C. As a result of submitting a number of decision items to the electronic vote as per paragraph 1 (B) of the present decision, the Council decides to reduce the length of the (physical) Members' Assembly session to xxx days and modifies the draft Congress Agenda accordingly.
- D. a series of virtual sessions should be organised between January 2021 and some weeks prior to the Congress on topics linked to the Forum in order to maintain the momentum amongst Members and other stakeholders, provided additional funding from sponsors and donors can be secured to cover the costs for organising and holding these virtual sessions.
- E. Links shall be created and maintained with the One Planet Summit in case it is decided by the Host Country to hold that Summit prior to the Congress thus allowing the Congress to build and enhance the momentum for biodiversity launched at that Summit.
2. The IUCN Council is invited to consider whether any of the following matters should be added to the list in paragraph 1 (B) for submission to the electronic vote or whether they should remain on the draft Agenda of the Members' Assembly as postponed to the new dates determined in accordance with paragraph 1 (A) of the present decision:
- i. The motions which the Motions Working Group ([see its 2<sup>nd</sup> update of 1 September 2020](#)) has referred to the Congress for continued debate and vote (either because they warrant debate at the global level during the Congress or because they are so controversial that it was not possible during the online discussion to produce a consensus text for submission to the electronic vote on motions);
  - ii. Elections for President, Treasurer, Regional Councillors and Commission Chairs;
  - iii. Reports from the President/Council, Director General, Treasurer, Commissions, and the National and Regional Committees.
3. The IUCN Council decides that no further postponement beyond the new dates to be determined in accordance with paragraph 1 (A) shall be considered and requests the Secretariat to present to CPC in time for Council's consideration at its 101<sup>st</sup> meeting:
- A. a set of possible criteria enabling Council to decide at the latest four months prior to the new dates whether or not to hold the Congress on the new dates determined in accordance with paragraph 1 (A) of the present decision; and
  - B. its assessment of the feasibility and cost of preparing and holding the Forum and Exhibition by virtual means in case they cannot be held on the new dates determined in accordance with paragraph 1 (A) of the present decision and have to be cancelled to allow Council to decide on whether this option should be a back-up plan for a possible cancellation necessary under 3 (A).



**Annex 1**  
**IUCN World Conservation Congress 2020**  
**Congress scenarios and Secretariat recommendation**

29 August 2020

## Background

In light of the ongoing and deteriorating COVID-19 pandemic, it is necessary to reconsider options for the IUCN World Conservation Congress 2020. The Secretariat has analysed the feasibility, advantages and disadvantages/risks of all options in this paper and makes a recommendation to CPC and Council on which option to pursue.

It must be noted that every option presented has a number of risks and uncertainties that are very difficult to assess and quantify with the uncertainty on the likely evolution of the pandemic and resulting impacts on the global economy. All options will result in a financial deficit for IUCN but financial impacts are not the only criteria to take into account when taking a decision on Congress, the highest decision-body of the Union.

There is increasing pressure for a signal to be given with regards to the Congress. In order to limit the financial liabilities for IUCN but also for the Host Country and participants, a decision on the Congress needs to be taken by Council as soon as possible. The French Government expects this decision to be taken by mid-September 2020.

It is important to note that the CBD will postpone its COP15 and is seemingly considering September /October 2020, having recently announced that its main preparatory meetings, the SBSTTA and SBI, will take place physically in the first quarter of 2021, instead of November 2020. They are currently considering options for carrying out virtual discussions on the dates that had been set for November.

## Process

The following process is being followed for coming to a decision:

Deadline	Action
21 August 2020	First draft of Secretariat recommendation paper
24-25 August 2020	DG Meetings in Paris with M. Strauss and organisers of One Planet Summit
26 August	2 <sup>nd</sup> draft of the Secretariat recommendation paper to be shared with CPC Chair and IUCN President as well as Host Country
28 August	Call between President, CPC Chair, DG, Congress Director and Congress Manager
29 August	CPC Decision paper and Secretariat recommendation paper circulated to CPC
1 September 2020, 12 :00 – 14 :00	CPC considers the options presented in this paper and makes initial recommendation to Council or Bureau
07 September 2020	Host Country consults with the French Presidency (Elysée) and decision-makers at local level on the preferred option
08 September 2020	French Minister of Environment Barbara Pompili and IUCN Director General discuss options
10 September 2020	Bureau or CPC considers final options and makes final recommendation to Council

Commented [EL1]: To be decided by the President

Commented [EL2]: To be decided by the President

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14 September 2020	Council reviews recommendation and takes a decision
16 September 2020	IUCN and Host Country Communications team prepare official announcement and special announcement to stakeholders
15 September	Minister informs Mayor of Marseille as well as President of Region/Department of the joint IUCN-MTE decision
15 or 16 September 2020 (TBC)	Local Steering Committee meeting (COPIL) in Marseille: Deputy Environment Minister for Biodiversity Bérangère Abba and IUCN Director General announce decision to the local Steering Committee
COPIL date, time	Announcement to IUCN staff and Congress stakeholders (exhibitors, sponsors, session organisers, etc.)
COPIL date,time+2h	Official announcement of decision

**Commented [PG3]:** To adjust as per date of local steering committee

**Commented [PG4]:** To be confirmed with MTE whether to keep this step

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**Annex 1**  
**IUCN World Conservation Congress 2020**  
**Congress scenarios and Secretariat recommendation**

**Options**

Option	Description	Pros	Cons/risks	Considerations
1. Congress is maintained for January 2021	Congress will be held as currently planned: a mainly physical event with remote-access provided to key sessions (Congress Opening, Forum high-level sessions, MA opening, etc.) and fully virtual Speaker pitches	<p><b>Pros:</b></p> <p>No need to change plans for Congress or renegotiate hotels and accommodation.</p> <p>No new costs related to deferral or cancellation</p> <p>Maintaining the momentum "2021 year of biodiversity".</p> <p>Ability to maintain most events of the Congress, including options for remote access</p> <p>Secretariat enabled to focus attention again on Programme delivery/project implementation soon in 2021</p>	<p><b>Cons:</b></p> <p>Standard logistical challenges; need to prepare/adjust sanitary measures in accordance with local requirements as per the evolving pandemic situation</p> <p><b>Increased costs of the Congress due to health and security measures</b> to be put in place</p> <p>Congress would take place a very long time before the CBD COP thus making it <b>difficult to influence the decisions at the CBD COP</b></p> <p><b>Health and security risks for staff and participants remain high</b>, even with IUCN taking appropriate measures to mitigate such risks.</p> <p><b>Incurring expenses that cannot be reimbursed</b> (e.g. tickets/staff hotels, sponsored delegates, international speakers who will not be able to travel in the end);</p> <p><b>Risks associated with persistence of the pandemic:</b></p> <p><b>Lower participation due to widespread travel restrictions leads to:</b></p> <ul style="list-style-type: none"> <li>- <b>skewed geographical representation (very European Congress)</b> <i>To mitigate this risk, Members unable to attend may be encouraged to give a proxy to Members present at</i></li> </ul>	<p>In this option, it would be necessary to agree with the French Govt on criteria, and a date, for a final go/no-go decision (i.e. to decide when, and by what criteria, would a decision be triggered on the cancellation of the Congress).</p> <p>Given the risks of this Option, the <b>per capita costs of the Congress could be very high (potentially disproportional)</b> compared to the actual number of participants (as a</p>



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Option	Description	Pros	Cons/risks	Considerations
			<p><i>Congress, while Members also have the possibility to request that decisions be confirmed by e-vote under the conditions provided in Article 36 of the Statutes.</i></p> <ul style="list-style-type: none"> <li>- Cancellation of sessions because session organiser cannot travel leading to empty rooms</li> <li>- Low attendance by school children from France (EGN)</li> <li>- Withdrawal of high-level speakers and guests as well as exhibitors. Note: Withdrawal already announced by UNDP, SFI, Rare.</li> <li>- Low attendance by international audiences leads to <b>lower registration income, and empty rooms</b></li> <li>- <b>Significant financial loss</b> as a result of low attendance, cancellation by exhibitors and sunk costs. Cancellation closer to the time of the event could result in losses for IUCN up to CHF 5m.</li> </ul> <p><b>Reputational risk to IUCN</b> and the Host country by maintaining the Congress in January 2021 despite the current pandemic situation.</p> <p><b>The cancellation of Congress closer to the date</b> (due to a prohibition by national authorities) <b>remains a high risk</b> and would result in higher financial costs than those incurred already, and would also carry political and reputational costs.</p> <p><b>Liability for IUCN</b> if the health and security of staff and participants cannot be guaranteed or the Congress becomes a source of increased infection. This could lead to bad press, and a risk of closure of Congress which would leave IUCN with</p>	<p>result of empty rooms, empty exhibit hall, food waste, etc.) and <b>there are a number of reputational, political and financial costs associated with this option.</b></p>

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Option	Description	Pros	Cons/risks	Considerations
			<p>statutory obligations not respected and strong dissatisfaction of participants.</p> <p><b>Logistical difficulties could augment</b> further, e.g.:</p> <ul style="list-style-type: none"> <li>- delays during the set-up period in case of contamination with COVID-19 even off site</li> <li>- <b>Delivery of materials</b> may be problematic if production in certain countries has to stop or shipping is prohibited (i.e. voting machines for Members' Assembly).</li> <li>- IUCN staff not able or not willing to travel to the Congress, causing last minute replacement problems.</li> <li>- Quarantine is imposed by some countries before staff or participants can return from France → increased costs for IUCN to cover staff and Sponsored Delegates for staying extra time in France.</li> </ul>	
<b>2. Congress is postponed</b>	The Congress in full is postponed to a later date in 2021 (most likely between May and September)	<p><b>Pros:</b></p> <p>Changes to project are moderate: mostly maintaining current plan with return to original project for outside areas</p> <p>Maintaining the "2021 year of biodiversity" momentum</p>	<p><b>Cons:</b></p> <p><b><i>Vacuum or delay in the governance decision process paralyzes the organisation.</i></b> Statutory requirements would not be met and 2021 operations would be greatly hindered, especially if a later date is chosen (in particular for decisions on IUCN 2021-2024 Programme and Financial Plan; Members' Rescission list; Appointment of External Auditors; Membership Dues Guide 2022-24 and on the Financial Statements 2016 to 2019); (Note: Option 5 takes this into account).</p> <p><b><i>Financial and contractual issues: There would be loss of certain expenses incurred</i></b> (deposits for accommodation, non-reusable</p>	This option would lead to a shortened preparation cycle for the 2024 Congress and a shorter term of office for the 2021-24 Council unless the cycle is modified and the

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Option	Description	Pros	Cons/risks	Considerations
		<p>Potential additional participants from tourists in addition to locals</p> <p>If pandemic situation improves by then:</p> <ul style="list-style-type: none"> <li>- More representative global participation --&gt; higher registration fee income</li> <li>- Fewer cancellations by exhibitors</li> </ul> <p>Choosing a later date could lower the risk of a definitive cancellation</p>	<p>services of contract holders). Renegotiation and amendments of all contracts related to Congress organization would also be needed.</p> <p><b>Increase in costs</b> due to the further postponement of Congress as, among others, staff recruited (Congress Team) will need to remain engaged without any certainty that the costs will be recovered or that the Congress will go ahead. Postponement adds costs of CHF 100k a month. Therefore the maximum loss that IUCN could incur would be CHF 5m + 100k for each additional month of postponement + costs extra for suppliers (not quantifiable at this stage).</p> <p><b>Loss of momentum among stakeholders</b> – which could be addressed by organizing a series of virtual sessions prior to Congress</p> <p><b>Relevance:</b> The content of the Forum would need to be revisited and updated given that the original Call for Proposals went out mid-2019. It would not be possible to do another Call for Proposals.</p> <p><b>Risks:</b></p> <p><b>Potential costs</b> from renegotiation of all contracts and agreements. Indemnification of the venue implies costs for the Host Country.</p>	<p>next Congress held in 2025 or elections are done by e-vote in January as could be decided by Council under the proposal made in option 5.</p> <p>In this option, it would be necessary to agree with the French Govt on criteria, and a date, for a final go/no-go decision (i.e. to decide when, and by what, would a decision be triggered on the cancellation of the Congress).</p> <p>In this option, the risk of ultimate cancellation remains. If</p>

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Option	Description	Pros	Cons/risks	Considerations
			<p><b>Hotel rooms are not available or charge higher rates</b> at new dates → increased costs</p> <p>Suppliers/hotels may go bankrupt before the new date → increased costs</p> <p>Selected Forum sessions and/or motions may no longer be relevant but without enough time to re-organize a call for proposals/submissions</p> <p>Staff burn-out (staff involved in Congress preparation will have been working in stress mode for two years) and delays in project/Programme implementation would increase as long as staff remain focused on Congress</p>	<p>cancellation is necessary even after a second postponement, the financial losses would be even higher depending on the timing of the decision on cancellation. The reputational and political costs would also be high.</p>
3. Nature of the Congress nature is changed considerably	<p>Congress is changed to an entirely new format requiring several months of re-planning and re-organization (date would have to be moved to second half of 2021);</p> <p>Possible options:  - fully virtual event requiring rethinking</p>	<p><b>Pros</b></p> <p>No risks beyond the costs incurred which would only be partially offset by lower travel costs (i.e. if decision is to virtualize most parts of the Congress)</p> <p>Viable option independently of the evolution of the pandemic</p>	<p><b>Cons:</b></p> <p><b>Timing issues: Up to a year will be needed to redesign the new format</b> and identify partners/staff with skills to deliver this as IUCN does not have in-house expertise on virtual events and related IT requirements at this stage. (Design phase for new format would take several months before a new concept could be validated by Council).</p> <p>In turn, <b>delaying the governance decision process would generate an operational vacuum</b> that would paralyze the organisation (in particular for decisions on IUCN 2021-2024 Programme and Financial Plan; Members' Rescission list;</p>	<p>This possibility is not expressly foreseen in the Statutes but would be acceptable under the current circumstances.</p>

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Option	Description	Pros	Cons/risks	Considerations
	<p>of length and complexity (Forum, Members' Assembly, Exhibition, EGN)</p> <p>- Fully virtual Forum with a 1-2 days virtual Members' Assembly; the EGN and exhibition could take place as physical events</p>	<p>Could be an opportunity to try new creative format that could shape the future of IUCN Congress for 2024 and beyond</p> <p>Builds IUCN's reputation as a more modern institution and addresses criticism regarding environmental impact of such a large event (mainly travel).</p>	<p>Appointment of External Auditors; Membership Dues Guide 2022-24 and on the Financial Statements 2016 to 2019). (Note: option 5 takes this into account).</p> <p><b>Financial and contractual issues: This option would mean the total loss of all expenses incurred until now</b> without any concrete results nor any possibility of recovery. Estimated cost until mid Sep 2020: CHF 3-3.5m for IUCN. <b>It would also mean increased expenditures</b> linked to staffing costs of CHF 100k per month for the additional time needed to plan and roll out the virtual Congress, plus the technological/consultancy costs to deliver it. There would also be a need for renegotiation, amendments or termination of contracts related to Congress organization</p> <p><b>Political issues: option least favoured by the Host Country.</b> This option would affect Ministry's and IUCN's <b>political relations with Marseille partners</b>, especially local authorities. The scope of the Hosting Agreement and France's role in the Congress would need to be redefined.</p> <p>Unnecessary mobilisation of stakeholders in France.</p> <p><b>Impact issues:</b> There is little research/evidence on the benefits of virtual exhibitions at this stage. It may prove difficult or even impossible to maintain the Exhibition and Espace Génération Nature (EGN) in virtual format, and the interest in mobilizing civil society in France around biodiversity issues could be greatly reduced.</p>	<p>It may therefore be advisable to ask prior confirmation of IUCN Members through an e-vote.</p>

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**Congress scenarios and Secretariat recommendation**

Option	Description	Pros	Cons/risks	Considerations
			<p>Decision could not be reversed even if situation of pandemic improves</p> <p><b>Risks:</b></p> <p>Low attendance/<b>more passive participation</b> in a purely online event, particularly in the Members' Assembly (will need to operate in 22 different time zones). Most probably decision-making/voting will not be possible in real-time</p> <p>Networking at a purely virtual event is very difficult</p> <p><b>Financial income for IUCN likely severely reduced</b> (significantly lower income from registration and exhibition as fees would have to be lowered). A 50% decline in income would be CHF 3.5m.</p> <p><b>Might deter future candidate countries</b> from submitting a proposal to host the IUCN World Conservation Congress</p> <p>Staff burn-out (staff involved in Congress preparation will have been working in stress mode for two years) and delays in project/Programme implementation as long as staff remain focused on Congress</p> <p>If the new model includes holding part of the Congress physically, the same risks as in option 2 apply for that segment</p>	

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Option	Description	Pros	Cons/risks	Considerations
4. Physical Congress is cancelled and all statutory decisions are taken by e-vote	<p>The ordinary session of the World Congress, including the World conservation Forum and the Members' Assembly would be cancelled.</p> <p>Forum, Exhibition, Espace Génération Nature are not replaced;</p> <p>The Members' Assembly is replaced by an e-vote on all the Members' Assembly decisions at beginning of 2021</p>	<p><b>Pros</b></p> <p>Additional financial losses, although significant, can be contained prior to incurring more expenditures/ commitments</p> <p>Health and security for Members, staff and participant is guaranteed</p> <p>Time can be used to redesign 2024 Congress in a new format</p>	<p><b>Cons:</b></p> <p><b>The "2021 year of biodiversity" momentum is lost.</b></p> <p><b>Key moment for gathering the Union is lost</b> (Congress is a key milestone for the entire Membership)</p> <p><b>Major financial losses for IUCN</b> (all expenditures incurred until now; loss of all income with exception of IUCN own contribution and host country contribution for incurred expenditures (so far statutory translation and CPC meeting). Estimated deficit if Congress cancelled mid-September 2020 is CHF 3-3.5million.</p> <p>Termination of almost all contracts related to Congress organisation</p> <p><b>Financial losses for Host Country</b></p> <p><b>Risks:</b></p> <p><b>Reputational risk</b></p> <p><b>Might deter future candidate countries</b> from submitting a proposal to host the IUCN World Conservation Congress</p>	
5. A two-pronged approach to Congress (Secretariat's	<p>Forum, Exhibition, EGN postponed to a date between May and September in currently envisaged format</p>	<p><b>Pros</b></p> <p>Same as for option 2 plus an e-vote in early 2021 on those issues of the Members' Assembly that</p>	<p><b>Cons:</b></p> <p><b>Loss of certain expenses incurred</b> (deposits for accommodation, non-reusable services of contract holders)</p>	<p>As per Option 2, the risk of ultimate cancellation remains in this option too. If cancellation is</p>

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Option	Description	Pros	Cons/risks	Considerations
recommendation)	<p>The outside areas will be adjusted to revert to the previous June model;</p> <p>Some if not all decisions of the Members' Assembly are taken via e-vote at the beginning of 2021 and a shorter Assembly is held at the new Congress dates to approve the other decisions</p> <p>A series of virtual sessions in the preparation phase to maintain momentum</p>	<p>Council decides will enable IUCN to minimize the risk that a vacuum or delay in the governance decision process paralyzes the organization.</p> <p>The e-vote in early 2021 might allows shortening of Congress days to 7 (if elections and most decisions done by e-vote) or 8 thus reducing costs for IUCN, Host Country and participants</p>	<p>Renegotiation and amendments of all contracts related to Congress organization</p> <p><b>Increase in costs</b> due to the further postponement of Congress as, among others, staff recruited will need to remain engaged without any certainty that the costs will be recovered or that the Congress will go ahead. Every month of postponement adds costs of CHF 100k. Therefore the maximum loss that IUCN could incur would be CHF 5m + 100k for each additional month of postponement + costs extra for suppliers (not quantifiable at this stage).</p> <p><b>Risks:</b></p> <p><b>Potential costs</b> from renegotiation of all contracts and agreements</p> <p>Indemnification of venue (cost for Host Country)</p> <p><b>Hotel rooms are not available or charge higher rates</b> at new dates → increased costs</p> <p>Suppliers/hotels may go bankrupt before the new date → increased costs</p> <p>Selected Forum sessions and/or motions may no longer be relevant but without enough time to re-organize a call for proposals/submissions</p> <p>Staff burn-out (staff involved in Congress preparation will have been working in stress mode for two years) and delays in</p>	<p>necessary even after a second postponement, the financial losses would be even higher depending on the timing of the decision on cancellation. The reputational and political costs would also be high. In addition, a second round of e-votes would have to take place, if only part of the Member's Assembly's decision are taken via e-vote in January.</p>



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Option	Description	Pros	Cons/risks	Considerations
			project/Programme implementation as long as staff remain focused on Congress	

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## **Secretariat's conclusions and recommendation – Option 5: A two-pronged approach to Congress**

Option 1: In the Secretariat's opinion, maintaining the Congress in January 2021 likely means holding a mostly European Congress with minimal impact, likely financial losses, possible health risks for staff and participants, and potentially high political costs to IUCN. This Option is therefore not politically viable.

Option 2: While postponing the Congress is possible, it bears the risk of losing momentum and paralysing the organisation due to the vacuum or delay in the governance decision process. Postponement by itself, without additional measures, is therefore not an option.

Option 3: Radically changing the nature of the Congress will require several months of re-planning and re-organization before a decision on the format could be taken with extra costs and a strongly reduced income while requiring postponing the date. In addition, the Option would have to be organised and financed without the Host Country support and is therefore not desirable.

Option 4: Cancelling the Congress and complying only with statutory requirements would provide certainty with regards to the financial and political implications but would create major financial losses without any positive impacts that were meant to be sought with Congress making this option not viable.

Option 5: The Secretariat proposes Option 5 as the preferable option from the table above: **a two-pronged approach to Congress** which mitigates some of the risks of a sheer postponement. A decision on this option may be announced with or without a new date, as this decision could be taken in two steps whereby Council and the French authorities define the preferred date in a second step, before the end of September 2020.

This **two-pronged approach to Congress** could be as follows:

1. Forum, Exhibition and Espace Génération Nature are postponed to a later date (between May and September 2021) but maintained in their currently planned format; i.e. the changes already applied to the Forum (virtual speaker pitches, remote access for major sessions) will be maintained; the content of the Forum sessions will need to be updated and adjusted to make sure they continue to be relevant; it would not be possible to do another Call for Proposals.
2. It would be possible to use the outside areas in Parc Chanot and revert to the previous June model;
3. The format of the Members' Assembly is adjusted as follows:  
Some of the decisions of the Members' Assembly are approved via e-vote at the beginning of 2021 and other decisions are approved during a shorter Members' Assembly (2-3days) held in conjunction with the Forum and Exhibition at the new Congress dates set (thus allowing to shorten the overall length of the Congress from 9 to 7/8 days which reduces the costs for IUCN, the Host Country and participants). The e-vote of 7-21 October 2020 on the motions referred to e-vote by the MWG will be maintained with the additional question whether they can become effective immediately, by exception to Rule 62septimo.

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The Secretariat recommends that, at minimum, the following decisions are approved via e-vote<sup>1</sup> at the beginning of 2021:

- IUCN 2021-2024 Programme and Financial Plan
- Dues Guide 2022-24
- Members' Rescission list
- Appointment of External Auditors
- Approval of the Financial Statements 2016 to 2019

In line with the above proposal, Council will have to determine which of the remaining decisions listed below could also be taken via e-vote at beginning of 2021 and which should be discussed during a physical Assembly meeting:

- Motions that the MWG has referred to discussion in Congress, plus the Council proposed motions on statutory reform (Rule 45bis (c))
- Motions on new and urgent topics (Rule 52)
- Elections for President, Treasurer, Regional Councillors and Commission Chairs (Note: in case of an e-vote the "online discussion" would mean online "live" candidate presentations and/or debates)
- Commission mandates
- IUCN Medals and Awards

In addition, the reports from President, Director General, Treasurer, Commissions, and the National and Regional Committees, could either be considered in electronic format at the beginning of 2021, or be presented during a physical Assembly meeting. The issues of strategic importance would be discussed at the physical Assembly, including wider issues regarding the state of the Union. *Note:* Should all decisions be treated at the beginning of 2021, and should it be necessary to subsequently cancel the Congress (i.e. if the pandemic does not improve), the statutory business would already be dealt with, without the need to have a second round of e-votes.

4. In order to maintain momentum between now and the actual Congress, a series of virtual sessions could be organized between January 2021 and some weeks prior to the Congress on topics linked to the Forum. Important: extra funding would be needed to organise/stage these virtual sessions.
5. Summits: to be confirmed with summit organizers whether the summits could/should be postponed to the new Congress dates or held separately i.e. as virtual events leading up to Congress. Note: the One Planet Summit is likely to be maintained in January but the OPS could kick-start a number of initiatives which could be further expanded at the Congress.

The Secretariat sees **option 5** as the most viable, allowing to hold a truly global Congress while not paralyzing the organisation. However, it must be noted that it still has inherent risks that cannot be discarded at this stage given the uncertainties of the pandemic and related evolution of the global economy. The extra costs linked to the postponement and the virtual sessions held prior to Congress would hopefully be balanced by extra income due to more participation and exhibitors but there is no guarantee for this and the organisation needs to accept the inherent financial risk when deciding this option.

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<sup>1</sup> **Note:** "e-vote" in this document means: an electronic ballot of the IUCN Members preceded by online discussion of the proposals put to the e-vote in accordance with Regulation 94. In the case of elections held by e-vote, the online discussion would mean online "live" candidate presentations and/or debates.

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Given the uncertainties, the Secretariat also recommends that Council agrees with the French Government on clear criteria and a date at which to decide whether maintaining the Congress is or not viable so that in case of persistence/deterioration of the pandemic, a go/no-go decision can be taken quickly. A third postponement should not be considered. To support this go/no-go decision, the Secretariat would carry out an assessment, preferably no less than 4 months prior to the new Congress dates (before financial liabilities start to increase) reviewing the following to determine whether maintaining the Congress is viable using criteria such as: 1) Is France or Marseille on the list of countries and areas, which Switzerland has declared to be with high infection risk; 2) Is Switzerland on the list of countries and areas declared to be with a high risk of infection by France; 3) Are more than 25% of registered participants residents of countries which are on France's list or which have declared France as a risk country. These criteria will need to be further discussed and confirmed.

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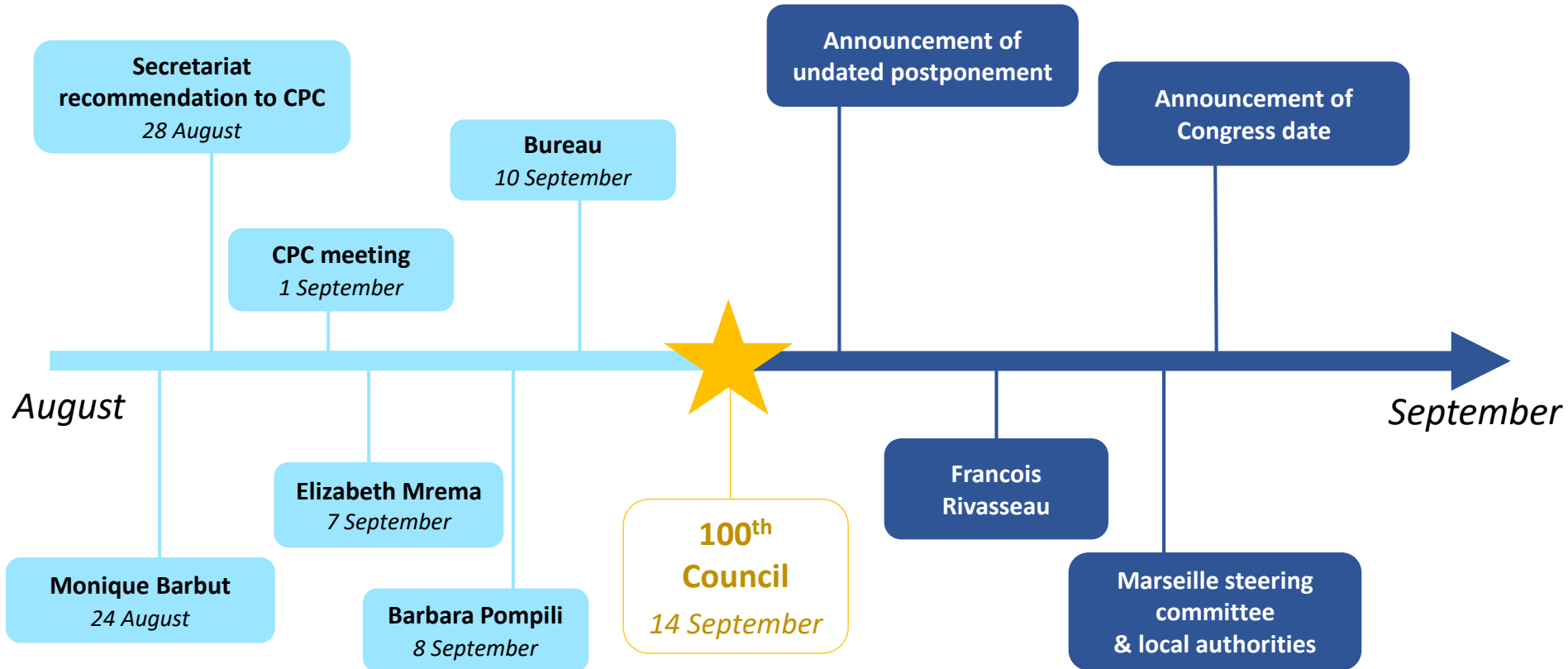
**Next steps on the**

**IUCN Congress**

*Agenda Item 3*

*(14 September 2020)*

# Timeline



# Components of Council decision

- Postponement
- Secretariat is tasked with exploring best date with French government
- Institutionally important elements to be put to January e-vote
- Additional elements to be put to January e-vote

# Between January and Congress

- Organise virtual events (e.g. debates/webinars) to:
  - Keep high attention and interest in Congress
  - Engage and work with Members to influence governments
  - Generate momentum towards CBD and UNFCCC COPs





**Thank you**

## Note for the Council on the process and systems for elections by electronic vote prior to Congress

During its 88<sup>th</sup> Meeting on 9 September 2020, the Bureau requested the Secretariat to advise the Council on the process and systems that would be applied if the elections were held by electronic vote prior to the Congress.

### 1. Systems to be applied for holding elections by electronic vote prior to Congress, should the IUCN Council decide to do so.

By the Director Global Information Systems (GISG)

#### 1) Which system/platform would be used, what would be the financial costs, will the system be ready in mid-February 2021?

Should Council request the Secretariat to organize the Electronic Election of Council, we propose to develop an extension to the current system that has been used for the voting of motions and will be used for all other the matters submitted to Congress for decision by e-vote. This extension will allow to fulfil the specific requirements of the election process. Members are already familiar with the tool and its user interface.

To ensure a fast delivery and have a solution ready by the proposed timelines (mid-February 2021), we propose to hire the same external company used for developing the current system for motions for these new extensions. If GISG receives the approval to go ahead by the latest Sept 18<sup>th</sup>, 2020, we can have a fully working and tested version for February 2021.

We currently anticipate the cost of the development of the extensions to be around 15k CHF, however no formal offer has been received at the time of publishing this document.

#### 2) Which level of security will be applied?

As with the motion voting process, each Authorized Vote Holder (designated by each Member organization) representing a voting Member will receive a unique link that will enable her/him to access the electronic voting system in a secure way. Only registered voting Members will receive this unique link, tailored for their voting rights, voting power and Member category.

Using this link, the voting Member will access a secure site using an encrypted connection (via https connection) between her/his computer device's internet browser and our voting server.

After completing the election process the Authorized Vote Holder will confirm all her/his selections by using a submit button at which time the ballots will be securely saved on our servers based in Gland, Switzerland. No further changes will be allowed after submission.

In case of major issue within our main data centre, we will have a backup server available in our disaster recovery data centre located in Meyrin, Switzerland, as per our regular disaster recovery process for all IUCN Global Systems.

After submission of ballot and storage of data, the Authorized Vote Holder will receive an automated message informing that his/her vote has been cast, but contrary to the vote

on motion and other matters, there will be no mention of the content of her/his specific ballot, because elections are by secret ballot. In case the person that cast the vote was not the Authorized Vote Holder, s/he can then report immediately to the Election Officer(s) for fraud / ballot interception. Appropriate measures can then be taken by the Election (Deputy) Officer.

The voting servers will be located within IUCN protected infrastructure, behind firewalls and will be monitored in order that potential internet attacks can be minimized (such as DDoS, ransomware, malware, etc...). Direct access to the various administration components won't be allowed from outside IUCN premises in order to minimize any risk of illegal access and alteration of the data. The systems will be closely monitored 24x7 during the election period to ensure the highest level of security possible.

3) Which level of confidentiality can be ensured for the data?

The ballots data is stored in a database through sets of multiple tables and binary files and not accessible in any ways to any IUCN Secretariat user, with the exception of 1) our IT systems administrator(s) dedicated for the support and maintenance of that specific software and related hardware and 2) the IT analyst(s) in charge of the Electronic Vote tool. These administrators and IT analyst(s) have specific terms in their IUCN work contracts requiring them to work under strict confidentiality rules. They have potentially access to all Electronic Voting system data. This protocol is similar to the one used when elections take place at Congress with an e-voting system. To ensure that we take confidentiality to the highest levels and as an example, our financial systems are externally audited every year and these accesses have been validated as compliant to industry best practices. For your information, the Director General, any of the Global and Regional Directors, the Legal Adviser, Secretary to Council nor the Director of Global IS have such privileged accesses. For information also, any direct access to databases by administrators will be logged and any action on the data can also be recorded.

Only the designated (Deputy) Election Officer will get access rights to the consolidated reports/results but they won't have access to the individual ballots. This is the same protocol as for elections taking place at Congress with an electronic voting system. It is planned that also one IT analyst (with eventually a backup person due to Covid-19 threat) will also be given access rights under the supervision of the (Deputy) Election Officer in order to develop specific reports if required after the elections are completed.

The ballots data will be kept within the servers for a certain period of time, to be determined, for auditing purposes, under the supervision of the (Deputy) Election Officer. The IT analyst(s) will also remain available in order to develop any further reports as demanded by the auditing process. Again, no one will be given direct access rights to individual saved ballots.

We need to point out that as with any Internet connected system no one can guarantee 100% security on any servers, network and end-user device. There will be always residual risks linked to various potential issues (e.g. voters' own email system being compromised, voters' own device being compromised by a virus, operating system security issue discovered by supplier, router attacks on some Internet providers) however IUCN's IS Group will take, as usual, all reasonable measures to ensure a high level of protection and will inform immediately the (Deputy) Election Officer in case a threat is identified that could impact our electronic voting process.

## 2. The process for the electronic vote

By the Director of the Union Development Group

The process follows the structure of the online e-voting process as described in Regulation 94 for all matters submitted to an e-vote as per Article 94 of the Statutes and aims as much as possible to reflect the provisions on voting at the World Congress (Article 96 of the Statutes), taking into account the specificities of elections. The process will therefore adjust some of the deadlines while ensuring that the overall length of the process up to the beginning of the e-vote will cover at least 14 weeks as required by Regulation 94.

The table hereafter gives an overview of the process for both the decision items submitted to the e-vote and the elections, in order to show the coherence of both timelines.

In order not to interfere with the e-vote on the motions (7-21 October 2021) which could possibly confuse IUCN Members, the first phase begins on 21 October 2020. The e-vote itself for both the decision items and the elections coincide: from 17 February to 3 March 2021.

If no 2<sup>nd</sup> round for the presidential elections is required, all decisions adopted through the electronic vote, including elections, will become effective on the date of publication of the results of the e-vote, i.e. on 10 March 2021, with the exception of the IUCN Programme and Financial plan that will enter into force retroactively on the 1<sup>st</sup> of January 2021. Should a second round be necessary for the election of the IUCN President, all decisions adopted through the electronic vote, including elections, will become effective on the date of publication of the results of the 2<sup>nd</sup> round, i.e. 7 April 2021.

	<b>Subject of the e-vote:</b> i. IUCN 2021-2024 Programme and Financial Plan ii. Dues Guide 2022-24 iii. Members' Rescission list iv. Appointment of External Auditors v. Financial Statements 2016 to 2019 vi. The motions to amend the Statutes and other governance issues proposed by the IUCN Council vii. Mandates of the IUCN Commissions.	<b>Subject of the e-vote:</b> Elections
	<b>Supervised by the Legal Adviser:</b> Sandrine Friedli Cela, Legal Adviser (Regulation 94.f)	<b>Supervised by the Election Officer:</b> Professor Denise E. Antolini and the <b>Deputy Election Officer</b> (to be appointed) (Rule 74)
21 October 2020	<ul style="list-style-type: none"> <li>• Notice of the electronic vote (opening and closing date, Regulation 94.a)</li> <li>• Publication on the Congress website of all proposals submitted to the e-vote</li> </ul>	
28 October 2020	<ul style="list-style-type: none"> <li>• Opening of the online discussion</li> </ul>	<ul style="list-style-type: none"> <li>• November (dates to be determined): IUCN Members will be invited to submit questions for all candidates (except candidates for President) on a Union Portal page visible</li> </ul>

		<p>to all IUCN Members during a 2-week period. Questions would be answered by candidates on their current campaign pages on IUCN's Congress website and/or selected by the moderator(s) for the recorded presentations (which are scheduled for another period – between 6 Jan to 20 Jan 2021 – see below).</p> <ul style="list-style-type: none"> <li>• 18 December: IUCN Members are invited to submit questions for candidates for President, on a Union Portal page visible to all IUCN Members.</li> </ul>
9 December 2020	<ul style="list-style-type: none"> <li>• Close of the online discussion</li> </ul>	
10 December – 13 January 2021	<ul style="list-style-type: none"> <li>• As soon as possible but by 13 January at the latest, Council (or, by delegation, the standing committees) evaluates the results of the online discussion, reviews the proposals as required, and approves the final versions of all proposals for submission to the e-vote (with or without amendments to be voted on).</li> </ul>	<ul style="list-style-type: none"> <li>• Between 6 and 20 January: recorded candidate presentations will be posted as a supplement of the existing interactive IUCN web site for candidates (for all elected positions except the President).</li> </ul>
20 January 2021	<ul style="list-style-type: none"> <li>• Publication on the Congress website of the final versions of all proposals submitted to the e-vote</li> </ul>	<ul style="list-style-type: none"> <li>• Between 20 January and 3 February 2021 (precise date to be determined): 1<sup>st</sup> Presidential Candidate Debate (Moderated, live streamed, recorded and posted on the Congress website).</li> </ul>
17 February 2021	<ul style="list-style-type: none"> <li>• Opening of the e-vote</li> </ul>	
3 March 2021	<ul style="list-style-type: none"> <li>• Closing of the e-vote</li> </ul>	
10 March 2021	<ul style="list-style-type: none"> <li>• Publication of the results of the e-vote (in case no 2<sup>nd</sup> round for the election of President is required)</li> </ul>	
<b>If necessary: 2<sup>nd</sup> round of the election of the IUCN President</b>		
Between 11 and 23 March 2021		<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Presidential Debate (Moderated, live streamed, recorded and posted on the Congress website) between the two presidential candidates (Rule 81.i). Precise date to be determined by the (Deputy) Election Officer.</li> </ul>
24 March 2021		<ul style="list-style-type: none"> <li>• Opening of e-vote for the 2<sup>nd</sup> round of the election of the IUCN President</li> </ul>
31 March 2021		<ul style="list-style-type: none"> <li>• Close of the 2<sup>nd</sup> round of the election of the IUCN President</li> </ul>
7 April 2021	<ul style="list-style-type: none"> <li>• Publication of the results of the e-vote</li> </ul>	<ul style="list-style-type: none"> <li>• Publication of the result of the 2<sup>nd</sup> round of the election of the IUCN President</li> </ul>

12 September 2020