98th Meeting of the IUCN Council
Gland, 8-11 February 2020

51st Meeting of the Programme and Policy Committee (PPC) - *Red List A meeting room*
AGENDA (with proposed timing and allocation of resource people)

Saturday, 8th February 2020

Time	PPC agenda ref.	Agenda item	Background documents	Action	Resource People
9:00-9:05		**Opening of the meeting**			PPC Chair
09:05- 9:30	**1**	**IUCN Annual Report 2019** *The Secretariat will provide a verbal update. Because key data on finance and implementation of the IUCN Programme will not be available until March 2019, the document will be prepared in time to transmit it to the PPC for discussion during a conference call in the 2nd half of April or the first half of May.*	No document	Take Note	Charles Lor
09:30-11:30	**3**	**Draft IUCN Programme 2021-24** *Discussion followed by approval of the draft IUCN Programme taking into account comments received online and during the Regional Conservation Forums on the Draft IUCN Programme 2021-24 issued on 7 May 2019.*	C98/5.1	Draft Decision	Cyrie Sendashonga
11:30 – 11:50	**2.3**	**Update on the implementation of 2016 Congress Resolutions and Recommendations** *Based on the annual report from the Secretariat*	**C98/PPC51/2.3**	Take Note	David Goodman
11:50 – 12:30	**5**	**Update on the 2020 Congress motions process** – *including in particular the Council sponsored motions*	**C98/PPC51/5**	Take Note	Sonia Peña Moreno

Sunday, 09th February 2020

09:00 – 09:30	***2.2***	**Report from Council's Global Oceans Focal Person**	**C98/PPC/51/2.2**	Take Note	Peter Cochrane
09:30 – 10:10	***2.4***	**Application of the Operational Framework on Engagement with the Extractives Sector in all aspects of the IUCN project portfolio that relates to and or is resourced by the extractive sector** *Follow-up to PPC50, October 2019*	**C98/PPC/51/2.4**	Draft Decision	Gerard Bos
	4	**Follow-up on assignments** *(2016 Congress Resolutions requiring action from Council)*			
10:10 – 10:50	**4.1**	**Approval of the IUCN Environmental Impact Classification for Alien Taxa (EICAT)** (WCC-2016-Res-018) *Follow-up to PPC50, October 2019*	**C98/PPC51/4.1**	Draft Decision	Jane Smart/ Kevin Smith

10:50 – 11:40	**4.2**	**Approval of a policy statement on the importance of the conservation of primary forests** (WCC-2016-Res-045) *Follow-up to PPC50, October 2019*	**C98/PPC51/4.2**	Draft Decision	Stewart Maginnis/ Chris Buss
11:40 – 12:30	**4.3**	**Approval of a Global Standard on Nature-based Solutions** (Follow-up to WCC-2016-Res-069 *Defining Nature-based Solutions* in relation to the Council sponsored motion *"Development of a Standard Approach to Implement Nature-based Solutions for Societal Challenges"*)	**C98/PPC51/4.3**	Draft Decision	Stewart Maginnis/ Radhika Murti
12:30 – 14:00	**LUNCH BREAK**				
14:00 – 14:30	***2.1***	**Progress report from the Post 2020 Global Biodiversity Framework Task Force**	**TF documents**	Take Note	Chair post 2020 TF/Jane Smart
	6	**Reports from Task Forces established by PPC**			
14:30 – 15:00	**6.1**	Urban TF	**UTF Doc**		Chair UTF
15:00 – 15:30	**6.2**	Private Sector TF	**PSTF Doc**		Chair PSTF
15:30 - 16:00	**6.3**	Climate Change TF	**CCTF Doc**		Chair CCTF
16:00 – 16:30	**6.4**	Conservation and Human Rights Task Force (CHRTF)	**CHRTF Doc**		Chair CHRTF
16:30 – 17:30	**7**	**Proposals for the membership of the Programme Committee of the 2020 Congress** *The process for identifying the members of the 2020 Congress committees approved by Council in October 2019 (C97/5), requires the standing committees to identify qualified individuals for nomination as members of the Congress Committees. The CPC will coordinate the process and make a proposal to Council in February 2020. If necessary, the process may continue after the 98th Council meeting until Bureau approves a proposal for submission to Congress.*	**No document**		
17:30 – 18:00	**8**	**Other issues announced in advance** - Update on Australia's forest fires - AOM			Peter Cochrane
		Closing of the meeting			

Ocean update

Peter Cochrane

IUCN PPC February 2020

Since last Council meeting

- New data and science published on ocean deoxygenation, warming, and acidification
- IUCN major Report on Ocean Deoxygenation – released at UNFCCC COP25 Madrid, December
- Zero draft of CBD Post2020 text released
- UNFCCC strengthens focus on oceans
- UN Ocean Conference 2020
- UN Decades (Ocean Science for Sustainable Development, Ecosystem Restoration)

Ocean deoxygenation: Everyone's problem

Causes, impacts, consequences and solutions

Edited by D. Laffoley and J.M. Baxter

IUCN GLOBAL MARINE AND POLAR PROGRAMME

WCPA
Government Offices of Sweden
Ministry of the Environment and Energy

DEOXYGENATION

A Wake Up Call To Save Our Suffocating Seas

Climate change is now accelerating the loss of life-sustaining oxygen from the ocean. This deoxygenation will adversely impact food security and human populations the world over.

IUCN

DEOXYGENATION IS

activated primarily by

OCEAN WARMING.

Heated ocean water resulting from climate change holds less soluble oxygen and leads to greater

STRATIFICATION.

Increased separation of upper and lower water columns reduces circulation and oxygen exchange between atmosphere and water, intensifying stress on marine species throughout the ocean.

CULTURAL EUTROPHICATION.

Excess nutrient runoff from agriculture, sewage and fossil fuels are another key contributor to oxygen decline in coastal waters.

Ocean deoxygenation: A wake up call to save our suffocating seas

Global ocean oxygen inventory losses from 1960 to 2010 approx.

-2%

Ocean deoxygenation: Effects on pelagic sharks, billfish and tuna

Deoxygenation

At a global-scale, warming-induced oxygen loss is driving progressive persistent changes in nutrient cycling and recycling, species distributions, marine ecosystem services and habitat availability.
At a regional scale, the formation of low oxygen zones and harmful algal blooms become more frequent.

ADVANCES IN ATMOSPHERIC SCIENCES, VOL. 37, FEBRUARY 2020, 137–142

• News & Views •

Record-Setting Ocean Warmth Continued in 2019

Lijing CHENG*[1,2,11], John ABRAHAM[3], Jiang ZHU[1,2], Kevin E. TRENBERTH[4], John FASULLO[4], Tim BOYER[5], Ricardo LOCARNINI[5], Bin ZHANG[2,6], Fujiang YU[7], Liying WAN[7], Xingrong CHEN[7], Xiangzhou SONG[8], Yulong LIU[9], and Michael E. MANN[10]

[1]*International Center for Climate and Environment Sciences, Institute of Atmospheric Physics, Chinese Academy of Sciences, Beijing* 100029, *China*

[2]*Center for Ocean Mega-Science, Chinese Academy of Sciences, Qingdao* 266071, *China*

Fig. 2. Ocean heat budget from 1960 to 2019 based on IAP analysis data from 0 to 2000 m, and from Purkey and Johnson (2010) for deep ocean change below 2000 m (units: ZJ). Figure updated from Cheng et al. (2017). The anomalies are related to 1958–1962 baseline, and the time series are smoothed by LOWESS (locally weighted scatterplot smoothing) with span width of 24 months. The gray dashed lines are the 95% confidence interval of the total ocean heat budget.

a
Global ocean heat content change in the upper 2000 m
OHC anomaly (ZJ)
200
150
100
50
0
-50
-100
-150
-200
Annual mean
Annual mean
Monthly mean
95% error bar
Baseline 1981-2010
1960
1965
1970
1975
1980
1985
1990
1995
2000
2005
2010
2015

E&E NEWS

ENVIRONMENT

Ocean Acidification Threatens the U.S. Economy

A new federal report points to major potential losses in key fisheries and protective coral reefs

By Thomas Frank, E&E News on January 3, 2020

Ocean acidification

- More recent studies indicate inconsistent results from effects of acidification

nature

Article | Published: 08 January 2020

Ocean acidification does not impair the behaviour of coral reef fishes

Timothy D. Clark, Graham D. Raby, Dominique G. Roche, Sandra A. Binning, Ben Speers-Roesch, Fredrik Jutfelt & Josefin Sundin

Nature **577**, 370–375(2020) | Cite this article

7239 Accesses | **819** Altmetric | Metrics

Abstract

nature climate change

Letter | Published: 20 January 2020

A coralline alga gains tolerance to ocean acidification over multiple generations of exposure

C. E. Cornwall, S. Comeau, T. M. DeCarlo, E. Larcombe, B. Moore, K. Giltrow, F. Puerzer, Q. D'Alexis & M. T. McCulloch

Nature Climate Change (2020) | Cite this article

297 Accesses | **84** Altmetric | Metrics

In summary for Oceans (Oct19)

- Passed the point of return to some prior state
- On a new journey with a trajectory set for centuries ahead
- The outcome (how much change) is critically dependent on what we do now, especially reaching net zero greenhouse gas emissions; stop overharvesting; transforming economic systems (circular economies, greater equity); and planning for mass displacements/migration

CBD Post2020 Zero draft - Action Targets

1. Retain and restore freshwater, marine and terrestrial ecosystems, increasing by at least [50%] the land and sea area under comprehensive spatial planning addressing land/sea use change, achieving by 2030 a net increase in area, connectivity and integrity and retaining existing intact areas and wilderness.

CBD Post2020 Zero draft – Action Targets

2. Protect sites of particular importance for biodiversity through protected areas and other effective area-based conservation measures, by 2030 covering at least [60%] of such sites and at least [30%] of land and sea areas with at least [10%] under strict protection.

CBD Post2020 Zero draft – Action Targets

4. Reduce by 2030 pollution from excess nutrients, biocides, plastic waste and other sources by at least [50%].

5. Ensure by 2030 that the harvesting, trade and use of wild species, is legal and at sustainable levels.

7. Enhance the sustainable use of wild species providing, by 2030, benefits, including enhanced nutrition, food security and livelihoods for at least [X million] people, especially for the most vulnerable, and reduce human-wildlife conflict by [X%].

CBD Post2020 Zero draft – Action Targets

- 6. Contribute to climate change mitigation and adaptation and disaster risk reduction through nature-based solutions providing by 2030 [about 30%] [at least XXX MT CO2=] of the mitigation effort needed to achieve the goals of the Paris Agreement, complementing stringent emission reductions, and avoiding negative impacts on biodiversity and food security.

Chile Madrid Time for Action Proposal by the President Draft decision -/CP.25

SBSTTA52 1-11 June 2020

30. Commends the efforts of the President of the Conference of the Parties at its twenty- fifth session to highlight the importance of the ocean, including as an integral part of the Earth's climate system, and of ensuring the integrity of ocean and coastal ecosystems in the context of climate change;

31. Requests the Chair of the Subsidiary Body for Scientific and Technological Advice to convene at its fifty-second session (June 2020) a dialogue on the ocean and climate change to consider how to strengthen mitigation and adaptation action in this context;

The Science We Need For The Ocean We Want

PREPARATORY PHASE 2018-2020

United Nations Educational, Scientific and Cultural Organization

Intergovernmental Oceanographic Commission

2021 2030 United Nations Decade of Ocean Science for Sustainable Development

One Planet, One Ocean

The UN Ocean Decade: develop scientific knowledge, build infrastructure and foster partnerships for a sustainable and healthy ocean

https://www.oceandecade.org

United Nations
Decade on Ecosystem Restoration
2021-2030

Decade on Ecosystem Restoration

There has never been a more urgent need to restore damaged ecosystems than now

Decade on Ecosystem Restoration

- Reversing degradation of land and marine ecosystems can provide more than one-third of the climate change mitigation required by 2030 to remain below a 2°C increase in average global temperatures and at the same time conserve biodiversity, increase food and water security, and help achieve the sustainable development goals.
- The UN Decade provides a timeline upon which to accelerate and pull together multiple U.N. development, environment and climate frameworks already in place.

United Nations

2020 UN Ocean Conference
Lisbon, 2-6 June 2020

Home | About » | Programme | Documentation | Participate | News & Media | Preparatory Process »

HIGH LEVEL PANEL *for*

A SUSTAINABLE OCEAN ECONOMY

High Level Panel for a Sustainable Ocean Economy
Call to Ocean-Based Climate Action

Scott Morrison
Prime Minister of Australia

Read More

Justin Trudeau
Prime Minister of Canada

Read More

Sebastián Piñera
President of Chile

Read More

Frank Bainimarama
Prime Minister of Fiji

Read More

Nana Addo Dankwa Akufo-Addo
President of Ghana

Read More

Joko 'Jokowi' Widodo
President of Indonesia

Read More

Andrew Michael Holness
Prime Minister of Jamaica

Read More

Shinzō Abe
Prime Minister of Japan

Read More

Uhuru Kenyatta
President of Kenya

Read More

Andrés Manuel López Obrador
President of Mexico

Read More

Dr. Hage Gottfried Geingob
President of Namibia

Read More

Erna Solberg
Prime Minister of Norway

Read More

Tommy Remengesau, Jr
President of Palau

António Costa
Prime Minister of Portugal

SUPPORTING MEMBER

Peter Thomson

High Level Panel approach

- 16 ‘Blue papers’ to summarise latest science, state-of-the-art thinking about innovative solutions in technology, policy, governance, and finance to accelerate a move to a more sustainable and prosperous relationship with the ocean
- 160+ international authors
- To be released between November 2019 and June 2020
- Topics include food production, climate change, energy, genetic resources, pollution, coastal development, accounting, finance, biodiversity, benefit sharing, IUU fishing, organised crime, and…
- Aim to prompt new initiatives and commitments
- https://www.oceanpanel.org/blue-papers

UN Ocean High Level Panel

Figure 1. Contribution of Five Ocean-based Climate Action Areas to Mitigating Climate Change in 2050 (Maximum $GtCO_2e$)

** To stay under a 1.5°C change relative to pre-industrial levels*

Source: Authors

Commissioned by

HIGH LEVEL PANEL for
A SUSTAINABLE
OCEAN ECONOMY

BLUE PAPER

The Expected Impacts of Climate Change on the Ocean Economy

LEAD AUTHORS

Steven Gaines, Reniel Cabral, Christopher M. Free and Yimnang Golbuu

CONTRIBUTORS:

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BLUE PAPER

The Future of Food from the Sea

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HIGH LEVEL PANEL for
A SUSTAINABLE
OCEAN ECONOMY

BLUE PAPER

Technology, Data and New Models for Sustainably Managing Ocean Resources

LEAD AUTHORS
Jim Leape, Mark Abbott and Hide Sakaguchi

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98th Meeting of the IUCN Council

Gland, 8 – 11 February 2020

Agenda Item PPC51/2.3

Progress in the implementation of Resolutions and Recommendations adopted at the World Conservation Congress in Hawai'i, 2016

Origin: Director General

Required action:
The PPC is invited to take note of the Report on the progress on the implementation of Resolutions and Recommendations and consider putting in place any necessary actions in order to further enhance the implementation of those Resolutions and Recommendations.

A. Introduction

1. This constitutes the third and final comprehensive report on the implementation of the 112 Resolutions and Recommendations[1] adopted at the World Conservation Congress 2016 in Hawai'i, following the previous reports delivered at the 94th and 96th Meetings of the Council (Council documents C/94/PPC43/2.1 and C/96/PPC47/2.1 respectively).

2. The aim of this report is to provide an overview of the progress in the implementation of Resolutions, identify challenges and possible systemic issues, and mobilize action to fill implementation gaps. It additionally highlights progress made over the previous three years.

Box 1: Resolution reporting system refresher

Resolutions focus on many topics relating to the work of IUCN and provide the general policy of the Union. Usually, Resolutions are to be implemented within the four-year intersessional period, ideally through a One-Programme approach.

Information on the implementation of Resolutions is gathered annually from a variety of sources, but in particular from:

- A Secretariat focal point for each Resolution
- A Member-assigned focal point (assigned by sponsors at motion submission)
- One or more designated Commissions' focal points (as relevant)

This information takes the form of:

- **Activity Reports** on actions carried out, results achieved and obstacles encountered, which are collected from all IUCN constituents during the year. A broad call for inputs is issued; not only among focal points.
- **Progress Reports** prepared by the Secretariat focal points at the end of the year, synthesising the Activity Reports and complementing them with any additional information.

3. For the 2019 period, there has been wide participation in reporting, though the number of Activity and Progress Reports received was down slightly from the 2018 figures, which

[1] For ease of communication, these will both be called 'Resolutions' throughout this report.

were down from 2017. It is not clear what is driving this trend. The 2019 downtick was likely caused by a mix of factors, including reporting fatigue among IUCN constituents and Secretariat focal points, the focus on the motions process and upcoming Congress 2020, the exceptionally early timing of the 98th Council meeting, and that many focal points have changed positions over this period. In total, the following were published on the Resolutions and Recommendations Portal as of mid-January 2020:

Figure 1: Number of Activity and Progress Reports published 2017-2019

4. The composition of the 2019 figures is as follows:

   - 86 Activity Reports
     - 44 from Members
     - 31 from Commissions (5 SSC/5 WCPA/9 CEM/2 CEESP/9 CEC/2 WCEL)
     - 1 from Council
     - 10 from the Secretariat
   - 88 Progress Reports from Secretariat focal points

5. Overall, implementation has continued steadily for most Resolutions in the third year, with incremental progress reported relative to 2017 and 2018. Only a small number of Resolutions have not been implemented though the intersessional period has now almost entirely elapsed.

6. This report presents these findings in more detail, overviewing the relative prevalence of the kinds of activities carried out, which constituents contributed to implementation, and the challenges faced. It concludes with some thoughts on how to further improve implementation, including linkages with the motions process for the Congress 2020.

B. Detailed assessment of Progress Reports

7. Progress continues to advance well with implementation completed on 11%,[2] and not yet started on only 8%, of Resolutions.[3] Hence 81% are currently being implemented, with implementation initiated on 8% and advanced (underway or ongoing) on 73%.

[2] This includes Resolutions classified as "implemented" and slated for archival by the Council's Task Force on Resolutions Retirement.
[3] Note that percentages in this report consider the 88 Progress Reports rather than the 112 Hawai'i Resolutions.

Figure 2: Implementation status at the end of 2019

Not started: implementation not started

Initiated: first stages of implementation

Underway: implementation well advanced

Ongoing: implementation consisting of repetitive, recurrent action (attending meetings, reporting, etc.)

Completed: implementation completed

While the distribution of implementation status continues to be similar to the reports from 2017 and 2018, year-on-year it has improved, with more Resolutions in the advanced stages of implementation, and fewer either not started or only initiated (though the slight increase in 2019 of those reported as 'not started' appears surprising, this represents a reporting anomaly – see Annex 2).

Figure 3: Implementation status distribution 2017-2019

C. Actors involved in the implementation of Resolutions

8. A variety of actors across the Union continues to be involved in the implementation of the Hawai'i Resolutions, including a number of non-IUCN entities, such as International Organisations. These figures have not changed substantially since 2017. In 2019 the participation was as follows:

- Members were involved in the implementation of 69%
- Commissions were involved in the implementation of 74%
- The Secretariat was involved in 65%
- Non-IUCN entities were involved in 63%

- 9% were being implemented by only one single IUCN constituent type
- 51% were being carried out in a One-Programme approach

9. In total, 198 IUCN Members were identified as being actively involved in the implementation process, an increase from 2018 (171 Members) but still below the 2017 figure (238 Members). It is unclear whether this decrease stems from waning enthusiasm and staff turnover, or if further Member participation was simply not picked up in the reporting. The distribution across the IUCN Membership categories was as follows:

    - Category A: 41 Members (20% of all Category A Members)
    - Category B: 138 Members (13% of all Category B Members)
    - Category C: 8 Members (38% of all Category C Members)
    - Category D: 11 Members (25% of all Category D Members)[4]

Figure 4: Implementation by Membership category[5]

Figure 5: Implementation status gains from adopting a One Programme approach

[4] These data are for specifically-cited contributions by Members.
[5] Category A = States/Government agencies; Category B = NGOs, Category 3 = IPOs, Category D = Affiliates.

10. In 2019, 51% of Resolutions were being implemented in a One-Programme approach, a similar figure to 2017 and 2018. The Secretariat's assessment generally shows that those that are being implemented in such a manner have reached a more advanced state of implementation compared to those that are being implemented by only one or two IUCN constituent types (Figure 5 above)

11. The Secretariat is actively involved in the implementation of the majority of Resolutions. According to the Progress Reports, it was not involved in the implementation of only 35% of Resolutions. The most common reasons for being uninvolved include lack of funding, capacity, or knowledge on the issue, or the specific mandate of the Resolution (e.g. poor alignment with the IUCN 2017-2020 Programme or the relevant Secretariat Programme's other activities).

12. Of the 112 Resolutions, Commissions are called on, requested, asked or encouraged to be engaged in 59 Resolutions. Of those, 32 require the involvement of all six Commissions. Some Resolutions are addressed to one or more specific Commissions, as follows:

    - Commission on Education and Communication (CEC): 2
    - Commission on Ecosystem Management (CEM): 3
    - Commission on Environmental, Economic and Social Policy (CEESP): 4
    - World Commission on Protected Areas (WCPA): 9
    - World Commission on Environmental Law (WCEL): 11
    - Species Survival Commission (SSC): 11

Figure 6: Implementation by Commissions

13. As indicated in the figure above, all six Commissions are involved in the implementation of more Resolutions than they are specifically called on to undertake some action. For the period under consideration, Commissions are effectively involved in implementing 65 of the Resolutions according to the Progress Reports submitted. This represents a slight decrease from 2017 and 2018, where Commissions were reported to be involved in implementing 94 and 80 of the Resolutions for which a Progress Report was submitted, respectively. As before, there continues to be further action required in order to ensure that all Commissions initiate action on those Resolutions that call on them specifically or require some sort of contribution from Commissions in general.

D. Activities carried out

14. In 2019, the most carried out activities in order to implement Resolutions were policy influencing/advocacy, convene stakeholders/networking, education/communication/ raising awareness, and scientific/technical activities.[6] This distribution is similar to that reported in 2017 and 2018.

Figure 7: Activities carried out in 2019

15. In most cases, Resolutions are being implemented using a variety of activities. Not surprisingly, the data gathered show that Resolutions which are being implemented using a number of different activities have a more advanced status of implementation compared to Resolutions for which only one activity is being carried out.

E. Main challenges encountered

16. While overall 84% of Resolutions are in an advanced stage of implementation or completed, as in previous years, the implementation of many continued to face a number of challenges in 2019.

17. Though down from 2017 and 2018, the most significant challenge in 2019 continued to be a lack of funding for implementation (25% of Progress Reports identified this as an obstacle). Lack of financial resources prevents or delays the necessary actions to be carried out to implement the Resolution. When Resolutions are adopted at the World Conservation Congress, there is no accompanying funding mandate, nor are financial implications carefully assessed. Practically speaking, this lack of funding means that task forces cannot convene, face-to-face meetings cannot take place, technical activities called for in the Resolution are not undertaken, and Secretariat staff are unable to dedicate time to implementation or follow-up, a condition exacerbated when there is poor alignment between the Resolution and the Programme. In a limited number of cases, fundraising activities have facilitated the implementation of Resolutions since their adoption, while in others attempts at fundraising have been unsuccessful.

[6] Reports on Resolutions implementation consider the following activities: field activities, scientific activities, education/communication/raising awareness, fundraising, policy influencing, convening stakeholders/networking, and capacity-building (see Annex 3 for details).

18. The second most commonly-cited challenge to the implementation of Resolutions continued to be external, including a lack of awareness of the Resolution, or political will to implement it in the current political context at the national or regional level (15%). For example, for 6.034 'Observing protected area norms in the Wild Heart of Europe', obstacles have included a lack of will to live up to previously set goals and commitments around the zoning of National Park Šumava. Meanwhile for 6.107 'Integration of nature-based solutions into strategies to combat climate change', a key obstacle is that countries' Nationally-Determined Contributions are not stringent or substantive enough in terms of how they will use Nature-based Solutions to support their climate change mitigation and adaptation goals.

19. The third challenge is linked to coordination on reporting between different constituents (13%).[7] There are several examples of Resolutions, which lack substantive reports on account of unresponsive focal points and no Activity Reports in the portal. Even though Members assigned a focal point at the time of submission for each Resolution, there continues to be divergence as to how available these focal points are. While many support this process proactively, some remain unresponsive, which hampers implementation and reporting. This likewise applies to focal points from Commissions and the Secretariat. Staff turnover is also a driver of reporting gaps, and while capacity building can help, this is likely to remain a challenge.

20. The final significant challenge noted in the Progress Reports was related to difficulties around coordinating different stakeholder groups to implement a Resolution (11%). In some cases, like 6.046 'Assessing the global applicability of the concept of ancient forests as understood in European forest policy and management' the challenges related to a lack of clarity around the distribution of responsibilities for implementation. In others, such as 6.086 'Development of IUCN policy on biodiversity conservation and synthetic biology' it pertained to the challenges associated with coordinating with other relevant international processes, requiring some level of IUCN participation in those processes to promote synergies and avoid conflicts or redundancies.

F. Considerations of measures to address issues of implementation

21. The portal-based Resolution implementation Activity and Progress Reporting remains a relatively new function, having now been carried out for three years. Many of the issues identified in 2017 and 2018 continue to be highly relevant in 2019. There are opportunities to improve this system both within the Secretariat and among Members. Ensuring a better understanding of the TORs for all focal points, and ensuring regular communication among them, will go a long way toward identifying and addressing challenges, as well as improving the quality of reporting. Further, the Secretariat has been collecting feedback from different constituents on how to improve the portal itself, and will solicit additional feedback in 2020 with a view to streamlining this process and making it less time-consuming and burdensome.

22. In light of the upcoming Congress, some activities were undertaken to address these challenges:

    i) During all the Regional Conservation Fora, a presentation of the motions process for the Congress 2020 underscored the full policy cycle context, indicating how motions are developed, debated, and adopted by Members, ultimately becoming IUCN's core policy as Resolutions. It was emphasised that their implementation is

[7] This is figure understates the challenge as several Secretariat focal points did not submit Progress Reports for lack of response and information for other constituents.

the responsibility of the entire Union, and that while the Secretariat can facilitate coordination and reporting, actual implementation must be supported by the proponents and co-sponsors, ideally through a One-Programme approach. The goal here was to align Members' expectations and stimulate critical thinking about resourcing and implementation prior to the submission of motions.

ii) The GCC approved a new motion submission form (Council document C/96/GCC19/3.1), which requests additional information from Members on implementation measures and resourcing. This requires motion proponents to include a simple budget with resources required and committed, a rating of the extent to which resources were secured, and a list of the activities that co-sponsors would undertake.

23. Another consideration for future activities to support the implementation of previously-adopted Resolutions is to ensure that all IUCN constituents are aware of their existence and their status of implementation. There were several motions submitted for the Congress 2020, which largely repeated the content of existing Resolutions. The rationale for submitting these new motions was that implementation had stalled on the existing Resolutions and that therefore a new mandate was required to build momentum. While several of these motions were rejected by the Motions Working Group on the basis of Rule 54 (a) vi. of the Statutes, there remains work to be done in terms of aligning understanding about the purpose of motions relative to existing policy, embodied by previously-adopted Resolutions.

24. The Council may wish to consider how to address the continuous funding gap, any Resolutions that would benefit from political support by the Council, and generally how to accelerate the work on Resolutions facing severe challenges.

Annex 1

Focus on Resolutions explicitly mentioning the IUCN Council

A number of Resolutions specifically identify the Council as one actor required for their implementation. In some cases, this indicates that Council should be kept informed about implementation, while in others it requires specific action by Council. The table below provides more details on the status of implementation of these 11 Resolutions.[8]

Resolution	Results & obstacles	Next steps	Council's role
001 – Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions (*Completed*)	The Task Force on Resolutions Retirement presented a list of Resolutions to be archived at the 96th Council. This list was approved, and an accessible, online archive was deployed and launched prior to the opening of the online motion submission process for the Congress 2020. Retirement criteria were requested of Members proposing motions for Congress 2020. Council proposed a motion for the Congress 2020 inviting Members to endorse the list of Resolutions to be archived, and asks the DG and Council to continue this work, and to undertake a policy review to assemble Resolutions that deal with closely related issues.	Members will discuss and vote on Marseille motion 001 – Archiving obsolete Resolutions and Recommendations and future policy reviews, which proposes to continue this work. Depending on the outcomes of the discussion, future policy reviews of active Resolutions may take place.	Support the discussion of motion 001 as needed.
002 – IUCN Global Group for National and Regional Committee Development (*Ongoing*)	The Global Directory of National and Regional Committees was reviewed, the Group has met 11 times since its formation. The Group received reports from its members at the Regional Conservation Fora. Preparation for the 2nd meeting of all National and Regional Committees and for the global meeting of National and Regional Committees was undertaken.	Strengthen Secretariat support to the Group and to National and Regional Committees by implementing the Membership Strategy. Continue preparing for the global meeting of National and Regional Committees at the Congress 2020. Quarterly online meetings and possibly in-person meetings at Congress 2020. Provide an opportunity for the group to comment on the Membership Strategy and National and Regional Committee review.	Receive and adopt the annual report.

[8] Resolutions 002 and 003 require specific action by the GCC, while all others require action by the PPC.

Resolution	Results & obstacles	Next steps	Council's role
003 – Including regional governments in the structure of the Union (*Ongoing*)	The Council approved a Working Group proposal to consult Members online and during the 2019 RCFs. A consultation page on the Union Portal was opened for comments, all of which were transmitted to the GCC. The Working Group's deliberations resulted in a proposal to Council. Designing an acceptable proposal has been complex. The diversity of legal systems and national laws makes it hard to define subnational authorities. Further, giving voting rights to subnational authorities in IUCN must take into account the current balance of voting power of Categories A and B/C.	The next step is for the Working Group to review the proposal in light of the comments made, and to submit it together with the required amendments to the IUCN Statutes, to the Council for approval in February 2020, for the purpose of submitting it as a Council-sponsored motion to the Congress 2020.	Consider the options and proposals presented by the Working Group, and submit a motion to the Congress 2020.
018 – Toward an IUCN standard classification of the impact of invasive alien species (*Underway*)	The Secretariat and SSC ISSG jointly ran a workshop to edit the EICAT proposed standard in response to comments received through the 1st consultation (2017). A 2nd version of the EICAT proposed standard was published. In August a 2nd consultation was run to solicit feedback. Additional edits have been made to the EICAT standard and a version 3 will be submitted to the IUCN Editorial Board in early 2020, to be submitted to Council. A number of EICAT training workshops have been run across Europe, including as part of the EU Life INVASAqua project for the Iberian Peninsula. Funding to develop the IT infrastructure to support the data management and web-interface for EICAT is a challenge.	Once the EICAT standard has been through the IUCN Editorial Board, it will be submitted to Council in 2020 (hopefully before Congress).	Adopt the EICAT standard once the consultation process is completed.
029 – Incorporating urban dimensions of conservation into the work of IUCN (*Ongoing*)	Urban activities have been strengthened thanks to support of the Arcadia Fund for the Urban Alliance and the EU. The collaboration with core partners was maintained and new connections were made. Commissions have actively engaged in expanding the urban dimension of their work and Regional Offices in Asia, Africa, South and Meso America are growing their involvement in working with cities. Continued work on urban protected areas, dark skies, and methods of convening urban actors. Implementation depends on project funding, as most actions are linked to the Urban Alliance project funded by Arcadia and the EU-funded projects GrowGreen and ENABLE. New funding will need to be mobilised to strengthen IUCN's urban engagement across the regions in the long run.	The Europe Office will roll out a capacity-building programme for cites to develop and implement urban NbS strategies and projects in cities. The Urban Alliance has mobilised funding to establish an Urban Pavilion during the Congress 2020 to showcase achievements for biodiversity in cities from Members and partners. The Congress 2020 will launch the Urban Nature Index, a first draft of which will soon be the subject of a stakeholder consultation.	Support the IUCN Urban Alliance.

Resolution	Results & obstacles	Next steps	Council's role
030 – Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas (*Ongoing*)	Members raised awareness on 6.030 and carried out actions fostering recognition and respect for ICCAs. Work continues to develop an IUCN WCPA Best Practice Protected Area Guidelines Series volume. The stream on governance at the 3rd Latin American and Caribbean Congress on Protected Areas devoted one session to case studies of recognition of ICCAs overlapped by protected areas. The ICCA Consortium Latin America issued a declaration to the Congress that included a call for better implementation of 6.030 and for monitoring of IUCN policies on ICCAs. ICCA national and regional networks were strengthened, particularly in Asia and Latin America. Field activities included ICCA mapping and documentation; development of ICCA plans; ICCA registration; and advocacy for supportive national laws. Challenges include lack of awareness, inappropriate protected area laws, and a lack of ICCA mapping and documentation capacity.	A wide variety of actions are planned from NTFP-EP, WWF Indonesia, CENESTA, Foundation for Ecological Security, and the Samdhana Institute.	Receive regular reports.
045 – Protection of primary forests, including intact forest landscapes (*Ongoing*)	The Forest Conservation Programme and the Primary Forest Task Team circulated and revised the draft policy document, addressing the comments as they were received. Coordination for the final stages of developing the policy document were ongoing as of end-2019. A proposal for a Forum session at the Congress 2020 was submitted in July.	Finalising the policy document in Q1 and Q2 2020, including a presentation to the Council at its February meeting. Then outreach and an event at the Forum during the Congress 2020.	Approve policy statement when finalised.
052 – Declaration of Astola Island as a Marine Protected Area (*Completed*)	Resolution classified as "Implemented" by the Task Force on Resolutions Retirement.	N/A	N/A

Resolution	Results & obstacles	Next steps	Council's role
056 – IUCN response to the Paris Climate Change Agreement (*Underway*)	Continued to advance work on promoting NbS for climate change. Highlights were the inclusion of an NbS track at the UN Climate Summit. IUCN supported the co-chairs of this track, including a 'Nature-based Solutions for Climate Manifesto'. IUCN launched a report on 'Nature-based Solutions in Nationally Determined Contributions (NDCs)" at the Summit. NbS received unprecedented recognition at UNFCCC COP25, including high-level events with IUCN, and the COP decision. Progress was made in advancing ecosystem-based mitigation, adaptation and DRR, through multiple initiatives, including the Bonn Challenge. IUCN published assessments that highlighted risks posed by climate on species, ocean deoxygenation, and on World Heritage Site glaciers. The PPC's Climate Change Task Force met at regular intervals to provide feedback to strengthen future engagement. Despite increased coordination, overall aggregation still remains sub-optimal, considering the scale of the climate crisis, due to limited dedicated capacity for engagement within the organization.	Full and ambitious implementation will require sustained collaboration and coordination across different parts of IUCN, and enhanced institutional investment in terms of strengthened core capacities.	Continue with an appropriate governance mechanism to oversee development of IUCN's climate change policies and engagement.
075 – Affirmation of the role of indigenous cultures in global conservation efforts (*Ongoing*)	The Secretariat hired an IP Programme Officer to drive this work. An IP Learning Exchange gathering all IUCN IPO Members took place in Guatemala in May 2019. The ADG made a statement on International Day of the World's Indigenous Peoples 2019 in August.	In 2020, the main focus will be on engaging IPOs in the Congress, in the form of an IP Summit, Forum sessions, and during the plenary.	Consider relevant issues in its work.
086 – Development of IUCN policy on biodiversity conservation and synthetic biology (*Underway*)	The Technical Assessment of Synthetic Biology and Biodiversity Conservation and synthesis/key messages were published in early 2019. Building on this work, the Council drafted an IUCN policy as a motion to the Congress 2020. This was shared for comment with the IUCN constituency, debated in the RCFs, and is now being debated as motion 075 – IUCN Principles on Synthetic Biology and Biodiversity Conservation in the online discussion. The Task Force received financial support for the process from Switzerland and France, the Luc Hoffmann Institute, and the Gordon & Betty Moore Foundation. Challenges included coordination and synergy with other processes on synthetic biology and conservation (to address this, Task Force members are participating in the CBD processes, and IUCN convened a side event at CBD COP 14). Some civil society organisations expressed concern about the Task Force's work, so the President and ADG issued a "Statement on the Integrity of the work of IUCN Taskforce on Synthetic Biology and Biodiversity Conservation".	Only the final operative clause of the Resolution remains to be completed: debate and potential adoption of an IUCN policy. This will be advanced through the online discussion of motions in early 2020, and then may go to the Congress 2020 for further discussion.	Support the discussion of motion 075 as needed.

Annex 2

Focus on Resolutions on which implementation has not yet begun[9]

Implementation has yet to start for seven Resolutions, up slightly from 2018, on account of additional Progress Reports without information being submitted. Their implementation is mainly hampered by missing capacity and resources within the Secretariat as well as a weak coordination with other IUCN constituencies that should be involved in their implementation.

Resolution	Report	Actions needed (Planned)	Challenges
010 – Conservation of Amur tiger (Panthera tigris altaica) and Amur leopard (Panthera pardus orientalis) in Northeast Asia	There have been field activities on these species, as well as meetings in China. Information has been received from other meetings such as the Global Tiger Forum and Global Tiger Initiative Council, as well as from the IUCN delegation, which visited Beijing in November. The Amur tiger and Amur leopard conservation centre of the Beijing Normal University is undertaking systematic, GPS-aided spatial-temporal tracking in the border area between Russia and China.	The Resolution would benefit from a series of key targets and concrete actions with milestones to work against. (No)	Although conservation measures relating to these species are taking place, the Resolution is itself non-specific in terms of concrete needs and activities, and only calls for acknowledgment, support, encouragement, etc. The proponent of the Resolution has been uncommunicative and the focal point in the IUCN China Office has not received information and has since left the organisation.
027 – Strengthening the implementation of the Bern Convention for migratory bird species	A Joint Meeting of the Bern Convention Network of Special Focal Points on Eradication of Illegal Killing, Trapping and Trade in Wild Birds and the CMS Intergovernmental Task Force on Illegal Killing, Taking and Trade of Migratory Birds in the Mediterranean took place in May, but unclear to what extent IUCN constituents were involved.	The Bern Convention remains low on the agenda of IUCN Members and the global conservation community. A coordinated, large-scale communication campaign may help increase the visibility of the Convention and its role for migratory bird conservation. (No)	No information on the implementation of the Resolution was received from Members. The unwillingness of Parties to conventions (including the Bern Convention) to agree to provide required funds through budget increases is likely to have remained a challenge.

[9] Based solely on the Progress Reports received from the Secretariat, which state the implementation status as “Not started”. In some cases, activities may have taken place, but were not necessarily reported in the system.

Resolution	Report	Actions needed (Planned)	Challenges
046 – Assessing the global applicability of the concept of ancient forests as understood in European forest policy and management	One of the obstacles for implementation is confusion between the definition of ancient forests vs. old-growth forests. In this context, WWF-France has submitted a new motion for the Congress 2020, which specifically targets old-growth forests: '125 – Strengthening the protection of old-growth forests in Europe and facilitating their restoration where possible'.	There is a need to explain and disseminate the concept of ancientness to foresters, local stakeholders, and policymakers, in order to integrate this issue in national and regional forest strategies in and outside Europe. Comité français de l'UICN is planning an event at the Congress 2020, and would like to make a publication in collaboration IUCN Europe. (Yes)	There has been a lack of clarity among Members concerning the distribution of responsibilities regarding the implementation of the Resolution.
048 – International biofouling	ICES has produced a review of the issue on evaluating and mitigating introduction of marine non-native species via vessel biofouling as part of the recommendations on enhancing the IMO Guidelines on Biofouling.	The IMO will review the uptake of the Guidelines in 2020. However, reliance on self-management with limited oversight and enforcement is insufficient for the vector's control. (No)	At the time of reporting, there have been no Activity Reports for 2019.
053 – Protecting coastal and marine environments from mining waste	The Secretariat is unaware of any work done on this resolution. This does not necessarily mean that nothing has been done, but the focal areas of this Resolution are not aligned with the areas of work of the Secretariat.	No information. (No)	No information.
074 – Reinforcing the principle of non-regression in environmental law and policy	No information.	A WCEL focal point should be appointed to lead the Resolution's implementation. (Yes)	Little information has been received from Members and Commissions.
104 – Integrating autochthonous forest genetic diversity into protected area conservation objectives	No information.	No information. (No)	No information.

Annex 3

Activities tracked

Based on previous reports on the implementation of the 2012 Jeju Resolutions and the 2016 Hawai'i Resolutions, and on IUCN Regulations paragraph 2, activities have been roughly classified and defined as follow:

- **Field activities:** Include activities such as implementation/support projects, develop, test and demonstrate sound practices for the conservation and sustainable use of species and ecosystems, monitor and assess what biological diversity exists.
- **Scientific activities:** Include activities such as data collection, research, monitoring of species and ecosystems, development of new methodologies, etc. Examine how species and ecosystems function.
- **Education/Communication/Raising awareness:** Include activities such as dissemination of information, preparation, publication and distribution of documents, legislative texts, guidelines, scientific studies and other information; increase public awareness of the conservation of nature and natural resources through education; side events or the development of various communication strategies.
- **Fundraising:** Includes all activities destined to raising funds: creation/mobilization of funds, pledges, agreements with donors, sponsoring, grants, etc.
- **Policy influencing:** Include activities such as: advocacy, influencing governments and other actors, developing new policy approaches, negotiations/discussions, diplomacy; assisting in the development and improvement of legislation relating to conservation; encourage governments to adhere to and implement international agreements relating to conservation, establishing governance structures (multi-stakeholder dialogues, task force, governmental bodies, etc.).
- **Convening stakeholders/networking:** Include activities such as developing new alliances/partnerships, supporting congresses, identification/invitation of new members, organizing meetings, creating and/or developing networks, convening stakeholders in various settings.
- **Capacity-building:** Include activities such as building capacity through workshops, promoting the training of conservationists at all levels and the engagement of local communities, developing training materials.

Annex 4

List of Hawai'i Resolutions and Recommendations with links to Progress Report

* Resolutions requiring specific action by Council (followed-up to by PPC)
** Resolutions requiring specific action by Council (followed-up to by GCC)

Code	Title
WCC-2016-Res-001 *	Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions
WCC-2016-Res-002 **	IUCN Global Group for National and Regional Committee Development
WCC-2016-Res-003 **	Including regional governments in the structure of the Union
WCC-2016-Res-004	Including indigenous peoples' organisations in the structure of the Union
WCC-2016-Res-005	Election of the IUCN President
WCC-2016-Res-006	Members' Assembly's sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria (follow-up to decision 22 of the 2012 World Conservation Congress)
WCC-2016-Res-007	Enhanced practice and reforms of IUCN's governance
WCC-2016-Res-008	Proposed amendment to Article 6 of the IUCN Statutes concerning the dues of State and political/economic integration organisation Members adhering to IUCN
WCC-2016-Res-009	Conservation of the Helmeted Hornbill (Rhinoplax vigil)
WCC-2016-Res-010	Conservation of Amur tiger (Panthera tigris altaica) and Amur leopard (Panthera pardus orientalis) in Northeast Asia
WCC-2016-Res-011	Closure of domestic markets for elephant ivory
WCC-2016-Res-012	Giraffids: reversing the decline of Africa's iconic megafauna
WCC-2016-Res-013	Terminating the hunting of captive-bred lions (Panthera leo) and other predators and captive breeding for commercial, non-conservation purposes
WCC-2016-Res-014	Combatting the illegal poisoning of wildlife
WCC-2016-Res-015	Greater protection needed for all pangolin species
WCC-2016-Res-016	The IUCN Red List Index for monitoring extinction risk
WCC-2016-Res-017	Actions to avert the extinction of the vaquita porpoise (Phocoena sinus)
WCC-2016-Res-018 *	Toward an IUCN standard classification of the impact of invasive alien species
WCC-2016-Res-019	Protection of wild bats from culling programmes
WCC-2016-Res-020	Strengthening pathway management of alien species in island ecosystems
WCC-2016-Res-021	Monitoring and management of unselective, unsustainable and unmonitored (UUU) fisheries
WCC-2016-Res-022	Conservation measures for vultures, including banning the use of veterinary diclofenac
WCC-2016-Res-023	Protection for the serranids and syngnathids occurring off the Spanish coasts
WCC-2016-Res-024	Supporting the Brazilian Red-Listing process and the conservation of threatened species
WCC-2016-Res-025	Recognising, understanding and enhancing the role of indigenous peoples and local communities in tackling the illegal wildlife trade crisis
WCC-2016-Res-026	Conservation of intertidal habitats and migratory waterbirds of the East Asian-Australasian Flyway, especially the Yellow Sea, in a global context
WCC-2016-Res-027	Strengthening the implementation of the Bern Convention for migratory bird species
WCC-2016-Res-028	Recognising the Centennial of the US National Park Service
WCC-2016-Res-029 *	Incorporating urban dimensions of conservation into the work of IUCN
WCC-2016-Res-030 *	Recognising and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas
WCC-2016-Res-031	World Parks Congress 2014: The Promise of Sydney

Code	Title
WCC-2016-Res-032	Achieving representative systems of protected areas in Antarctica and the Southern Ocean
WCC-2016-Res-033	Recognising cultural and spiritual significance of nature in protected and conserved areas
WCC-2016-Res-034	Observing protected area norms in the Wild Heart of Europe
WCC-2016-Res-035	Transboundary cooperation and protected areas
WCC-2016-Res-036	Supporting privately protected areas
WCC-2016-Res-037	Harmonising the integrated management of overlapping Ramsar Sites, World Heritage sites, Biosphere Reserves and UNESCO Global Geoparks
WCC-2016-Res-038	Establishing an IUCN and World Commission on Protected Areas (WCPA) Task Force on Protected Area Friendly System
WCC-2016-Res-039	Protected areas as natural solutions to climate change
WCC-2016-Res-040	Support for Forest Landscape Restoration (FLR) in Africa
WCC-2016-Res-041	Identifying Key Biodiversity Areas for safeguarding biodiversity
WCC-2016-Res-042	Protection of biodiversity refuge areas in the Atlantic biogeographical region
WCC-2016-Res-043	Securing the future for global peatlands
WCC-2016-Res-044	Protection, restoration and sustainable use of urban water bodies in India
WCC-2016-Res-045 *	Protection of primary forests, including intact forest landscapes
WCC-2016-Res-046	Assessing the global applicability of the concept of ancient forests as understood in European forest policy and management
WCC-2016-Res-047	Advancing conservation and sustainable use of biological diversity in areas beyond national jurisdiction
WCC-2016-Res-048	International biofouling
WCC-2016-Res-049	Promoting regional approaches to tackle the global problem of marine debris (litter)
WCC-2016-Res-050	Increasing marine protected area coverage for effective marine biodiversity conservation
WCC-2016-Res-051	Ecological connectivity on the north coast of the Alboran Sea
WCC-2016-Res-052 *	Declaration of Astola Island as a Marine Protected Area
WCC-2016-Res-053	Protecting coastal and marine environments from mining waste
WCC-2016-Res-054	Protecting the world's greatest salmon fishery in Bristol Bay, Alaska from large-scale mining
WCC-2016-Res-055	Concerns about whaling under special permits
WCC-2016-Res-056 *	IUCN response to the Paris Climate Change Agreement
WCC-2016-Res-057	Take greater account of the ocean in the climate regime
WCC-2016-Res-058	Natural Capital
WCC-2016-Res-059	IUCN Policy on Biodiversity Offsets
WCC-2016-Res-060	Improving standards in ecotourism
WCC-2016-Res-061	Mitigating the impacts of oil palm expansion and operations on biodiversity
WCC-2016-Res-062	The 2030 Agenda for Sustainable Development: integration of conservation into development
WCC-2016-Res-063	Avoiding extinction in limestone karst areas
WCC-2016-Res-064	Strengthening cross-sector partnerships to recognise the contributions of nature to health, well-being and quality of life
WCC-2016-Res-065	Community Based Natural Resource Management in the State of Hawai'i
WCC-2016-Res-066	Strengthening corporate biodiversity measurement, valuation and reporting
WCC-2016-Res-067	Best practice for industrial-scale development projects
WCC-2016-Res-068	Prevention, management and resolution of social conflict as a key requirement for conservation and management of ecosystems
WCC-2016-Res-069	Defining Nature-based Solutions
WCC-2016-Res-070	Crimes against the environment
WCC-2016-Res-071	Global Judicial Institute for the Environment
WCC-2016-Res-072	Enabling the Whakatane Mechanism to contribute to conservation through securing communities' rights
WCC-2016-Res-073	Investments of development finance institutions: socio-environmental impacts and respect for rights
WCC-2016-Res-074	Reinforcing the principle of non-regression in environmental law and policy

Code	Title
WCC-2016-Res-075 *	Affirmation of the role of indigenous cultures in global conservation efforts
WCC-2016-Res-076	Improving the means to fight environmental crime
WCC-2016-Res-077	Environmental courts and tribunals
WCC-2016-Res-078	Supporting implementation of the African Convention on the Conservation of Nature and Natural Resources and the African Agenda 2063
WCC-2016-Res-079	Request for an Advisory Opinion of the International Court of Justice on the principle of sustainable development in view of the needs of future generations
WCC-2016-Res-080	System of categories for indigenous collective management areas in Central America
WCC-2016-Res-081	Humanity's right to a healthy environment
WCC-2016-Res-082	A path forward to address concerns over the use of lead ammunition in hunting
WCC-2016-Res-083	Conservation of moveable geological heritage
WCC-2016-Res-084	Environmental education and how to naturalise the spaces in educational centres for healthy development and a better childhood connection with nature
WCC-2016-Res-085	Connecting people with nature globally
WCC-2016-Res-086 *	Development of IUCN policy on biodiversity conservation and synthetic biology
WCC-2016-Res-087	Awareness of connectivity conservation definition and guidelines
WCC-2016-Res-088	Safeguarding indigenous lands, territories and resources from unsustainable developments
WCC-2016-Res-089	Energy efficiency and renewable energy to promote the conservation of nature
WCC-2016-Res-090	Two dams on the Santa Cruz River in Argentina: Their impact on an irreplaceable ecosystem and on the hooded grebe (Podiceps gallardoi) population, a Critically Endangered species endemic to Argentina
WCC-2016-Res-091	South Atlantic Whale Sanctuary
WCC-2016-Res-092	Urging the Congress of the Republic of Peru to shelve permanently the bill that proposes a road that will affect the Alto Purús National Park and other areas
WCC-2016-Res-093	Vicuña (Vicugna vicugna) conservation and the illegal trade in its fibre
WCC-2016-Res-094	Support for increased conservation effort for Hawai'i's threatened birds
WCC-2016-Res-095	Support for peace and nature in Colombia
WCC-2016-Res-096	Safeguarding space for nature and securing our future: developing a post-2020 strategy
WCC-2016-Rec-097	Pacific region climate resiliency action plan
WCC-2016-Rec-098	Preventing electrocution and collision impacts of power infrastructure on birds
WCC-2016-Rec-099	Promotion of Anguillid eels as flagship species for aquatic conservation
WCC-2016-Rec-100	Management and regulation of selective intensive breeding of large wild mammals for commercial purposes
WCC-2016-Rec-101	Improving the conservation and management of the silky shark, the thresher sharks and mobula rays
WCC-2016-Rec-102	Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development
WCC-2016-Rec-103	Establishment, recognition and regulation of the career of park ranger
WCC-2016-Rec-104	Integrating autochthonous forest genetic diversity into protected area conservation objectives
WCC-2016-Rec-105	Cooperation between the protected areas of the Guiana Shield and northeastern Amazonia
WCC-2016-Rec-106	Cooperation for the conservation and protection of coral reefs worldwide
WCC-2016-Rec-107	Integration of nature-based solutions into strategies to combat climate change

Code	Title
WCC-2016-Rec-108	Financing for biodiversity projects in the European Union's outermost regions and overseas countries and territories
WCC-2016-Rec-109	Aloha+ Challenge Model for Sustainable Development
WCC-2016-Rec-110	Strengthening business engagement in biodiversity preservation
WCC-2016-Rec-111	Increase resources for biodiversity conservation research
WCC-2016-Rec-112	Development of offshore renewable energy and biodiversity conservation

IUCN Operational Framework for Engagement with the Extractives Sector

Version: 14 January 2020

Introduction

Over the past decades IUCN has gained experience working together with the extractives sector, changing the way businesses operate in a manner that benefits biodiversity and the lives of natural resource dependent communities. Lessons learnt and challenges faced have driven the development of this extractives sector operational framework.

Extraction of natural resources has increased markedly in the past several decades and this growth is projected to continue. World mining production increased from 9.7 gigatonnes (Gt) in 1985 to 16.9 Gt in 2016. According to OECD, use of global primary materials (these are "raw" materials entering into the economic system for the first time) is projected to almost double from 89 gigatonnes (Gt) in 2017 to 167 Gt in 2060. About half of this amount is non-metallic minerals, such as sand, gravel and crushed rock, although the fastest growth rate is projected for metals, from 9 Gt in 2017 to an estimated 19.5 Gt by 2060 (+126%).

Furthermore, economic dependence on the extractives industry is significant in many countries. Recent research from the International Council on Mining and Metals tells us that at least 25 countries (including several "Megadiversity" countries, such as Democratic Republic of Congo, Madagascar and Peru) depend upon mining to provide more than 75% of their GDP. The oil and gas drilling sector currently makes up something between 2-3% of the global economy. While not as dramatic as the dependence on mining, seven countries rely on the export of oil and gas to provide 25% or more of their GDP.

Even a rapid transition to a low-carbon economy will not significantly reduce the role of the extractives sector in the global economy. There is no mainstream global economic scenario where the extractive sector does not continue to feature as a major player. Indeed, some argue quite credibly that key elements of the extractive sector are expected to grow rapidly to supply essential inputs into emerging green technologies. On the other hand, environmental awareness both within and about the sector has never been greater, and opportunities exist to drive biodiversity net gain approaches with individual leading companies and help more generally to raise the regulatory bar. From a conservation perspective, the direct and indirect impacts are significant; thus, engagement with the extractive sector is a major imperative.

While the need to engage with the extractive sector is clear, the risks are also high. This framework lays out an operational approach for IUCN Secretariat to follow in order to systematically and consistently engage at both company and sectoral levels to facilitate demonstrable change in how biodiversity is valued and managed. The objectives of this framework are rooted in IUCN's mission and mandated by IUCN Members via numerous resolutions and recommendations (see Annex I).

IUCN recognises that the extractive sector will continue to make a significant contribution to the global economy and, therefore, it is an influential player in shaping how global conservation and development goals are attained. In light of this recognition, there is both a conservation need and a mandate from IUCN Members to work with the extractive sector, but any engagement must be undertaken in an institutionally coherent and consistent manner. This operational framework provides an

approach that IUCN Secretariat can implement through its engagement with the extractive sector. However, it is important to stress that this framework is neither a policy document nor does it infer any type of policy guidance with respect to the extractive sector.

Scope and purpose

This Operational Framework for IUCN's Engagement with the Extractive Sector includes the exploration, exploitation and processing of minerals, metals, aggregates, and oil and gas in both terrestrial and marine environments. Its primary purpose is to guide a consistent and coherent operational approach that proactively identifies and purposefully manages associated risk and builds on established best practice developed over the last 20 years.

The extractive sector has long been a priority for IUCN's business engagement (See: IUCN Business Engagement Strategy). These large-footprint and resource-intensive industries often operate in areas that regularly overlap with areas that are important for biodiversity, and for which no viable alternative locations exist due to both geological and scarcity factors. In addressing these unique set of challenges, the "mitigation hierarchy" has emerged as a means of navigating the inherent trade-offs and optimising conservation outcomes – and IUCN has been a leading proponent and advisor on where and how it should be applied. IUCN therefore recognises the dual potential roles of the extractives sector as both a driver for significant negative impacts on biodiversity and natural resource dependent people as well as a critical actor to avoid, reduce and compensate for these impacts.

IUCN currently has multi-year collaborative agreements with a number of companies. It also works with non-profit organisations and industry bodies that are closely associated with the extractive sector. This is in addition to projects (funded from sources including governments, bilateral and multilateral agencies and foundations) that approach issues concerning the extractive industry from many different angles, including protected areas, indigenous and local communities, governance, regulations and policy.

A growing and influential economic sector

The past two decades have seen a growing demand and corresponding rise in most commodity prices (oil being an exception) for the mining, metals and minerals industry. This growth has been led not only by increasing infrastructure projects, but also by the advancements in renewable energy technologies (e.g. solar panels, lithium batteries and wind turbines) as well as communication technologies (mobile phones and laptops), which rely on minerals and metals as key components. The result of this growing demand has been more extractive activities, particularly in developing countries reliant on this sector as a significant contributor to economic and sustainable development.

The mining sector, in particular, holds leases and rights over large tracts of land in important biodiversity areas, large parts of which will not be utilized nor directly impacted by mining. On these non-operational lands, there is real potential for constructive engagement with the conservation community to diminish the risk of conflict, optimise good biodiversity outcomes and help operational rights-based approaches to land and natural resource management.

With respect to the operational component of companies' licenses, where the impact is often severe, the business case for good environmental stewardship has been increasingly recognised by leading companies and sector platforms. The International Council for Mining and Metals (ICMM) and its 27 members were early adopters of the need to strategically integrate biodiversity into business decisions, including, as a result of IUCN engagement,

agreeing to a no-go in World Heritage sites in 2003. Since then, several companies have made significant progress in mainstreaming biodiversity into their operational practices, serving as a model for other sectors (e.g., with IFC Performance Standards).

The sector has also shown an ability to influence public policy on land, from both a positive and negative perspective. On the positive side, there are growing examples of improvements in practices and efforts to "raise the bar" in countries with less-developed regulatory regimes. On the negative side, there are many different actors involved, with varying levels of interest and capacity to deploy good practices. Opportunities for corruption are high and inequities can be rampant, particularly in less-regulated economies. Additionally, inherent risks of environmental and social impacts are high. For example, the two separate tailings dams that collapsed in Brazil have had catastrophic human and environmental impacts. There is clearly a need to understand and balance these risks and opportunities.

A low carbon future

IUCN resolutions and recommendations unequivocally support accelerated action toward a low carbon future, and concur with the suggested approach that an increasingly significant amount of hydrocarbon reserves should "stay in the ground" in order to meet UNFCCC goals, with an emphasis on avoiding the exploitation of those with a very high carbon content like coal and petroleum.

Ironically, many aspects of a move away from hydrocarbons, toward new energy sources, will result in increased demands for certain metals, including aluminium (and its key constituent, bauxite), cobalt, copper, iron ore, lead, lithium, nickel, manganese, the platinum group of metals, and rare earth elements, which are used in many everyday devices. This is highly likely to result in an increasing number of more diverse mining operations at different scales. It also means that many national economies, dependent upon revenues and royalties from the sector, will continue to allocate licenses for exploitation.

Adverse impacts will have to be managed based on the diversity and responsiveness of the various operators and the willingness of the regulators in place. It is critical that IUCN engage with the key players in the sector, collaborating closely with operators as well as regulators, to ensure the environmental and social impacts are managed according to the latest examples of best practice, guidance and policies.

Institutional purpose of the Operational Framework

The purpose of this Operational Framework on IUCN's programmatic engagement with the extractives sector is to:

- Provide confidence that there is a high level of institutional accountability and transparency, ensuring rigorous and consistent alignment with IUCN's general policies, including IUCN Resolutions, Recommendations and Council decisions;
- Align with and exercise a high degree of quality assurance over all activities undertaken by the Secretariat, so that they contribute to a coherent, consistent and coordinated programme of work with the extractives sector;
- Ensure that the IUCN Secretariat projects/initiatives involving the extractives sector systematically prioritise the recognition and management of risk and opportunities;
- Promote engagements that optimise delivery against, and are institutionally compatible with IUCN programming approaches, including climate change, water resource management, protected areas, etc.;

- Determine appropriate and effective collaborations and areas of work, including identifying access to technical expertise within the Secretariat, Commissions and Members;
- Ensure that IUCN encourages compliance with the highest international standards in terms of environmental impact assessments and environmental operational practices, in order to maintain credibility on these issues;
- Accelerate the uptake of best practice in biodiversity management and social engagement (mitigating impacts) by the extractives sector, and the utilisation of relevant tools for biodiversity management.

Application of the Operational Framework

This framework informs the work of the IUCN Secretariat on strategic approaches and projects related to the extractives sector, particularly those focussed on the extraction of oil, gas and mineral resources. The engagement with the wider energy sector (e.g., hydropower, solar, nuclear, geothermal, electrical infrastructure, etc.) is not dealt with in this document.

The scope of the application of this framework is global and focusses on policy engagement as well as operational approaches for working at national and site levels. While the current emphasis of direct engagement is on larger corporate operators (as this is where IUCN has leverage and can also mobilise funding), these operational principals and guidance also apply to any future engagement with smaller and medium-sized actors.
This framework aligns with and is complementary to:

- IUCN Business Engagement Strategy (2012)
- IUCN Project Guidelines and Standards (2015)
- IUCN Environmental and Social Management Framework (2015)
- IUCN Contract Review Procedures (2018)
- IUCN Operational Guidelines for Business Engagement (2016)
- IUCN Global Quadrennial Programme (2016 – 2020)
- BBP Business Lines (2017)

All potential engagements with the extractives sector are subject to thorough assessment following IUCN's Operational Guidelines for Business Engagement as well as a close review of IUCN Resolutions and Recommendations. This assessment may include engagement with governments as well as companies, particularly in the cases of State-owned companies. High risk programmatic areas or collaborations will result in a full due diligence process involving a consultation with Members and may be elevated for discussion to the Private Sector Task Force, as has been done in the past.

IUCN seeks to work with industry leaders that have policies that include, *inter alia*:

- A commitment to a low carbon future in line with the UNFCCC Paris Agreement
- A commitment to not explore for nor extract resources in World Heritage sites
- Willingness to transparently discuss and address operational activities in other protected areas (IUCN's preference is the avoidance of environmentally damaging industrial scale activities in all protected areas)
- Corporate recognition of ILO convention 196 and the provisions of the United Nations Declaration on the Rights of Indigenous Peoples, including a commitment to strive to meet the requirements of IFC Performance Standard 7
- Application of the mitigation hierarchy as described in the IUCN Biodiversity Offsets Policy

Given the high risks and opportunities involved in engagement with the extractives sector any potential collaboration must be developed in close consultation with the Business and Biodiversity Programme, where IUCN Secretariat has dedicated and experienced capacity on private sector engagement. Furthermore, any substantive engagement with the private sector must include an adequately resourced role for the BBP team to guide and maintain quality assurance with respect to the contents of this Operational Framework.

Objectives of the Operational Framework

The overarching objectives are inter-related:

1. Reduce negative impacts from extractive activities on biodiversity, ecosystem services, and natural resource dependent livelihoods;
2. Aim for the highest possible biodiversity net gain related to extractive sector operations, as well as additional conservation benefits derived from improved land and sea management; and
3. Drive the sector toward a low carbon economic development model, while highlighting the risks of any negative consequences on people and nature.

Key Performance Indicators (KPIs)

Objective	Objectively Verifiable Indicators	Method of Verification
Reduce negative impacts from extractive activities on biodiversity, ecosystem services, and natural resource dependent livelihoods	Application of the MH • At level of operations • At national policy levels	• Review of ESIAs; • Reporting by companies • Global Inventory of Biodiversity Offset Policy database
Aim for the highest possible biodiversity net gain related to extractive sector operations, as well as additional conservation and livelihood benefits derived from improved land and sea management	• Number of hectares (both terrestrial and marine) with improved management or protection for conservation and livelihood benefits. including: ✓ Biodiversity offsets ✓ Non operated areas ✓ "Closed" and rehabilitated areas ✓ Areas established through application of mitigation hierarchy • Number of tons of carbon offset through Nature- based Solutions offsets • Quality of benefit-sharing	• Reporting by companies and governments
Drive the sector toward a low carbon economic development model.	• Percentage of energy generation/utilisation coming from renewable sources. • Corporate policies demonstrate carbon management: carbon management quality level (0– 4)	• Public reporting by corporates • Transition Pathway Initiative Tool

Approaches

This framework proposes a number of relevant approaches for engaging the extractives sector, such as:

- ✓ Build operational and policy engagements around a ***robust application of the mitigation hierarchy***, in particular toward No Net Loss and preferably Biodiversity Net Gain, as described in IUCN's Biodiversity Offset Policy.
- ✓ Support actions that facilitate an ***accelerated trajectory towards a low carbon economic model***, including enhancing the contribution of non-state actors.
- ✓ Ensure that ***appropriate policy and enabling environments*** are in place at national, regional and global levels.
- ✓ Advocate for and advise on the ***inclusion of operational best practice in regulatory and lending requirements***, including: recognising and reducing operational impacts and risks, promoting Biodiversity Net Gain, encouraging landscape and seascape approaches (e.g., Biodiversity Offsets Policy, KBA Guidelines).
- ✓ Drive the ***implementation of best practices*** across the sector, from the local operations to commitments at company level to industry-wide standards and norms.
- ✓ Challenge, promote and enable ***improvements in corporate and governmental policies***, in particular with landscape planning, impact assessments and the establishment of biodiversity targets.
- ✓ Facilitate ***evidence-based, science-led solutions to major environmental challenges*** associated with the industry (e.g. ISTAPs).
- ✓ Convene experts (e.g. BNG Protocol, Advisory Committees) to ***provide targeted and timely advice*** to operators seeking to improve their practices.
- ✓ Promote and facilitate ***data analysis***, synthesis and utilisation for management purposes, especially IUCN-backed tools (e.g., IBAT, Red List, WDPA, etc.)

How we do it

This framework is delivered by:

- Undertaking systematic analysis and management of significant risks and opportunities associated with specific engagements;
- Building a trusted and honest relationship with collaborating companies and governments through the provision of advice and support;
- Ensuring direct and sustained consultation with national IUCN Members with respect to specific place-based engagements;
- Promoting science and evidence-based mutual learning;
- Considering wider landscapes and context;
- Enhancing capacity with key stakeholders, principally companies and governments;
- Championing the application of rights-based approaches; and
- Providing input into relevant sustainability standards and certification schemes.

Resourcing

The IUCN Secretariat has a current base of engagements principally with the private sector, but also with foundations, bilateral and multilateral agencies to deliver this work. The outputs and learning are accessible to the wider public and specific target audiences with the overarching aim to influence the environmental practices of the sector. Current funding is increasingly more secure and diversified, which helps provide for a foundation for taking a more strategic approach.

Roles and responsibilities

Due to the inherently sensitive relationships and high levels of risk of engagement with the extractive sector, a purposeful and transparent approach to managing the IUCN Secretariat's engagement is essential. Any proposed or actual engagement by IUCN Secretariat with extractive sector companies must be reviewed by, and include participation of, the extractives team in the Business and Biodiversity Programme – see Contacts below.

Annexes

I. Relevant resolutions and recommendations
II. Detailed examples of current and previous work (see: iucn.org/business)

Contacts

Steve Edwards: (Steve.edwards@iucn.org)
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Annex I: Select Relevant IUCN Resolutions and Recommendations

(see: https://portals.iucn.org/library/resrec/search)

WCC 2016 Res 054**:** Protecting the world's greatest salmon fishery in Bristol Bay, Alaska from large-scale mining

WCC 2016 Res 053**:** Protecting coastal and marine environments from mining waste

WCC 2016 Rec 102: Protected areas and other areas important for biodiversity in relation to environmentally damaging industrial activities and infrastructure development

WCC 2012 Res 102: Human rights and access to natural resources in Latin America

WCC 2012 Res 090: Exploration for and exploitation of unconventional gas or liquid fossil fuels

WCC 2012 Res 079: Protection of the deep ocean ecosystem and biodiversity from the threats of sea bed mining

WCC 2008 RES 089: Establishing the IUCN Extractive Industry Responsibility Initiative

WCC 2008 REC 136: Biodiversity, protected areas, indigenous peoples and mining activities

WCC 2004 RES 059: IUCN's energy-related work relevant to biodiversity conservation

WCC 2004 REC 082: The Extractive Industries Review

WCC 2000 REC 082: Protection and conservation of biological diversity of protected areas from the negative impacts of mining and exploration

98th Meeting of the IUCN Council, Gland (Switzerland), 8-11 February 2020

Agenda Item 5.1: Strategic session
Also on the PPC Agenda as Item PPC51/3

Draft IUCN Programme 2021-24

Origin: Acting Director General / Global Director Programme and Policy Group

REQUIRED ACTION

The IUCN Council is invited to endorse the draft IUCN Programme 2021-24 (attached hereafter) for the purpose of submitting it to the IUCN World Conservation Congress 2020 for adoption, taking into account any strategic guidance which the Programme and Policy Committee (PPC) may wish to share with the Council, as appropriate.

Note:

The attached draft IUCN Programme 2021-2024 is the revised version of the draft that had been circulated in May 2019 for initiating consultations with IUCN members and other partners, including through the Regional Conservation Fora.

The revised draft is based on the feedback from the membership, through the RCFs and online, which Council had the opportunity to consider at its 97th meeting (17-20 October 2019). The Secretariat had informed Council of the steps and activities that would be undertaken to prepare the revised version, notably by convening a Programme Writing Workshop. It was underlined that the revised draft would seek to build on the strengths and address also the shortcomings and gaps that were identified in the first draft which were highlighted in a synthesis note presented to Council at its 97th meeting.

The attached revised draft IUCN Programme 2021-2024 is the result of these efforts and Council may wish to endorse it for the purpose of submitting to the IUCN 2020 World Conservation Congress, taking into account any strategic guidance which the Programme and Policy Committee (PPC) may wish to share with Council, as appropriate.

DRAFT

IUCN PROGRAMME

2021 - 2024

NATURE 2030

One nature, one future

IUCN WORLD CONSERVATION CONGRESS Marseille 2020

A Programme for the Union 2021 -2024 DRAFT

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NATURE 2030
One Nature, One Future

PREFACE

Why an IUCN Programme?

The future of life on earth depends on the choices made today and the way these decisions are implemented over the coming years. There is an urgent need for immediate action on a global scale. For over 70 years, the International Union for Conservation of Nature, IUCN, as a Membership Union, has worked towards a sustainable future for people and nature. Built of a large and diverse Membership, and thousands of volunteer experts, with global reach, IUCN supports humanity as it embarks on the crucial mission of safeguarding nature and rebuilding a healthy and equitable planet.

The IUCN's Membership, which comprises States, government agencies, and national and international non-governmental and indigenous peoples' organizations, approve a Programme once every four years, accompanied by a statutory four-year Financial Plan. The IUCN Programme defines broad areas of work and sets aspirational targets as well as the indicators required to measure success.

The IUCN Programme marks the culmination of many years of deliberation across the Union, yet the Nature 2030 IUCN Programme in particular, sets its ambition in a decadal timeframe (2021–2030) and is a call for mobilisation to the entire Union, presenting a high-level, strategic Programme that spans contributions from the IUCN Members, Commissions, and Secretariat.

This longer-term outlook has the benefit of ensuring alignment with United Nations 2030 Agenda for Sustainable Development as well as the post 2020 global biodiversity framework. In keeping with its own statutory cycles, the IUCN membership will shape and approve, in 2024 and 2028, a revised Nature 2030 IUCN Programme.

Nature 2030 is a truly unified Programme, as envisaged in the IUCN "One Programme Charter" that aims to strengthen the Union's delivery and impact more effectively by leveraging the respective roles, capacities and unique features of the constituent parts of the Union – our Members, Commissions, National and Regional Committees, and Secretariat.

SECTION 1

The planetary crisis

Conserving nature is a non-negotiable prerequisite for achieving a more prosperous, just and equitable world. We need to reverse the loss of nature, to recover our natural ecosystems, and to do it now if we want to achieve the vision of "living in harmony with nature by 2050"' as indicated by countries in the post 2020 global biodiversity framework. While one in ten people still suffer from extreme poverty, more than one billion people have lifted themselves out of poverty during the last 25 years. However, this economic prosperity has come at a high cost for nature as multiple drivers and pressures (Figure 1) impact negatively biodiversity and ecosystem services: never have human impacts on nature been greater than today. Environmental assessments reveal two headlines. First, trends are overwhelmingly negative for all life on Earth and the benefits that nature provides to people. But second, urgent transformative change can still turn these trends around.

Figure 1: Priority Drivers and Pressures on Ecosystem Services addressed by the IUCN Programme 2021-2024

Some assessments are based on IUCN standards. The IUCN Red List of Threatened Species assesses 112,432 species and finds that extinction risk is high (~25%) and worsening. The Red List of Ecosystems will soon complement this in assessing risk of ecosystem collapse. Comparing the 238,563 sites documented in the World Database on Protected Areas with the 16,366 sites documented in the World Database of Key Biodiversity Areas finds only 43% average protection of sites contributing significantly to the global persistence of biodiversity.

Again and again, IUCN work demonstrates that many of the planetary systems that regulate climate and support life on Earth are suffering major impacts from human activities. Work on ocean warming, acidification and deoxygenation for example, demonstrate the tremendous pressures that our marine systems and the biodiversity they harbour are undergoing. Similarly, our land, freshwater and climatic systems are undergoing dramatic change and a fast decreasing capacity to support life as we know it.

Similar messages emerge beyond IUCN. The 2019 Global Assessment report of the Intergovernmental Science-Policy Platform for Biodiversity and Ecosystem Services (IPBES) and the Global Biodiversity Outlook found that the world's governments are not on track to deliver the 2011–2020 Strategic Plan for Biodiversity. Negative trends are also revealed in biome-specific assessments, e.g.: the Global Land Outlook shows productivity declines from 20% of the vegetated land 1998–2013; the Global Wetlands Outlook shows 35% decreases in wetlands since 1970; the World Ocean Assessment indicates severe and increasing human impacts through climate change, fisheries, ocean use, and pollution; and the Intergovernmental Panel on Climate Change work shows that anthropogenic greenhouse gas emissions have caused 1°C global warming above pre-industrial levels with widespread negative impacts, and that net emissions will have to reach zero by 2050 to limit global warming to 1.5°C. The Global Environmental Outlook and the Global Sustainable Development Report join the above assessments in highlighting that transformative change is essential if these trends are to be reversed.

But there is great room for optimism. There is overwhelming evidence that conservation is an effective and essential contributor towards many of humanity's goals. IUCN is ready to support successful conservation measures, to give our planet – our own life support system – a chance.

SECTION 2

Delivering transformative change

2.1 Conserving nature supports the Sustainable Development Goals

The 2030 Agenda for Sustainable Development, agreed by all 193 States Members of the United Nations, sets out an ambitious framework of universal, transformative and indivisible Sustainable Development Goals (SDGs), targets, and indicators to address global societal challenges. It recognises that the natural world must be urgently protected, both for its own sake, and if it is to be possible to fulfil the needs of 9.8 billion people by 2050. Life on earth is directly embedded into two of the SDGs, for conserving life in the oceans (SDG14) and life on land (SDG15). These support, and are in turn supported by, the SDGs for maintaining freshwater (SDG6), climate (SDG13), and good governance (SDG16).

Relationships between living nature and the rest of the SDGs are more complex, but no less important. Certainly, the conservation of nature is valuable in sustaining the world's economies. Globally, nearly half of the human population is directly dependent on natural resources for its livelihood, and many of the most vulnerable people depend directly on biodiversity to fulfil their daily subsistence needs. The SDGs for poverty eradication (SDG1), good health and wellbeing (SDG3), and food security (SDG2), are therefore closely linked to those for nature, but with these linkages encompassing trade-offs (especially over short time scales) as well as synergies. This represents the crux of the global challenge faced by society: how can attainment of all SDGs be delivered in a way that minimizes threats to biodiversity whilst optimizing the profound contribution that a healthy nature offers?

In the pivotal year of 2020, the targets for conserving life in the oceans and on land will vest, and the world will agree new targets for nature to 2030. If the world does not reverse the loss of nature, it will undermine any prospect of achieving the Sustainable Development Goals by 2030, as demonstrated in the 2019 IPBES Global Assessment report. Conversely, the critical role that a healthy nature plays in addressing other challenges such as poverty, climate change, human health, and food and water security, will help achieve the 2030 Agenda for Sustainable Development. The post 2020 global biodiversity framework will therefore represent an opportunity for collaboration as we increase our efforts towards "living in harmony with nature" by 2050.

Figure 2: Economy and society are dependent on a healthy biosphere. Source: J. Lokrantz/Azote, in Rockström & Sukhdev (2016) and Folke et al. (2016)

2.2 Conservation works!

There is great room for optimism, underpinned by clear evidence. The IUCN Red List of Threatened Species reveals that trends in species extinction risk would have been at least 20% worse in the absence

of conservation action. Counterfactual techniques from other disciplines are being applied to reveal the genuine impact of conservation to date. Transformative change requires taking this impact to scale.

Moreover, there is a growing recognition that human wellbeing does not need to come at the expense of nature. Rather, nature provides the basis that supports human prosperity and economic systems, and the involvement of communities everywhere in the restoration and maintenance of biodiversity can itself generate human well-being and economic benefits. The New Climate Economy Report showed that a shift to more sustainable forms of agriculture combined with strong forest protection could deliver over US$2 trillion per year of economic benefits, while low-carbon growth could deliver economic benefits of US$26 trillion to 2030. Many countries are working towards being able to include nature's benefits to people in GDP and national accounting. In the long term, sustainable green growth requires decoupling economy from its degrading impacts on nature.

There is much to recognise and learn from the knowledge and actions of the world's Indigenous Peoples. Many of the planet's most valuable ecosystems are home to Indigenous Peoples and local communities. This is why it is imperative that their rights be recognised and knowledge conserved.

Finally, it is essential to recall the imperative role that nature plays in helping achieve humanity's ambitions. Nature-based solutions provide important contributions to tackling climate change mitigation and adaptation, securing food and water security, alleviating poverty, contributing to good health and wellbeing and even securing world peace. This is why conserving nature is not only important in its own right, but also tantamount to strengthening an unflagging ally in delivering sustainable development.

Figure 3: This graph from Tittensor et al. (2014) shows aggregated trends across all biodiversity indicators. For living nature globally, a number of indicators are available, reporting not only on the state of biodiversity and the pressures it faces but also on the benefits that it provides to people and conservation responses underway. In aggregate around the world, the state of living nature is deteriorating (Fig 3b), and pressures facing it are increasing (Fig 3a). As a result, the few available indicators of the benefits that biodiversity provides to people show deteriorations (Fig 3c). However, positive trends emerge for indicators of conservation responses, which generally show increases (Fig 3d).

2.3 The unique value proposition of IUCN

Many of the multilateral structures that were built over the past seven decades are today under pressure and the international cooperation they facilitate is under threat. Yet the challenges that the world faces require collective action internationally and at all levels of society. As an organization that brings together States, civil society and Indigenous Peoples' Organizations, IUCN is a singular vehicle of cooperation and action that can rise above the shifting international political landscape. By harnessing the experience, resources and reach of some 15,000 experts, IUCN is the global authority on the status of the natural world and the measures needed to safeguard it.

Through their affiliation with IUCN, Member organizations are part of a democratic process, voting Resolutions and Recommendations which drive the global conservation agenda. IUCN's mandate is

embedded in many of these Resolutions. Furthermore, IUCN congresses have produced several key international environmental agreements including the Convention on Biological Diversity (CBD), the Convention on International Trade in Endangered Species (CITES), the World Heritage Convention, and the Ramsar Convention on Wetlands. IUCN continues to help these conventions strengthen and evolve so that they can respond to emerging challenges. IUCN is also an implementing agency for both the Global Environmental Facility (GEF) and the Global Climate Fund (GCF).

IUCN has honed a unique value proposition among international organizations supporting the advancement of nature and people. The Union provides credible, trusted knowledge; it convenes and builds multi-stakeholder partnerships for action; it has a global-to-local and local-to-global reach; it sets and influences standards and practices impartially; and it incubates innovations from networked volunteer experts worldwide. These five features of IUCN's value proposition set the Union as distinct from institutions in the conservation and sustainable development arena.

The **One Programme approach** will strengthen the delivery and impact of the **IUCN Programme**, more effectively leveraging the respective roles, capacities and unique features of the constituent parts of the Union – our Members, Commissions, National and Regional Committees and Secretariat – in partnership with a diversity of sectors engaged in the sustainable development agenda. In a world facing unprecedented planetary challenges, IUCN is unique in its ability to respond at the scale needed to ake a positive, timely transformation to a more sustainable future.

Figure 4: IUCN's unique value proposition.

SECTION 3

Nature 2030: A Union in Action

For most of the 20th century, decision-makers treated conservation as peripheral to national and global agendas. At best, it was considered a worthy interest, at worse an obstacle to development. The growing scientific consensus indicate that such views were deeply flawed; *nature is essential for human existence and good quality of life*[6]. ***Nature 2030*** builds on this fact by aligning with the Sustainable Development Goals and, in particular, bringing IUCN's knowledge and collective action to bear around the goals of Gender Equality (SDG5), Clean Water (SDG 6), Climate Action (SDG13), Oceans and marine resources – Life below Water (SDG 14), Life on Land (SDG 15) , and Peace, Justice, and Strong Institutions (SDG 16). Central to this commitment and consistent with IUCN's vision of "a just world that values and conserves nature" are People; how nature's contribution is shared from the local to the global level and how humanity, women and men, young and old, poor and rich, are enabled, or prevented, from taking equitable and sustainable decisions.

IUCN foundational expertise is particularly well placed to connect the biosphere elements of the SDGs with a commitment to work towards more just and equitable societies and economies, and in doing so to build stronger partnerships for People and Planet. This approach is underpinned by the guidance and mandate embodied in the Resolutions that IUCN members have adopted over its 72 years of existence. Engaging all the components of the Union in the delivery of the ***Nature 2030*** call-to-action will further advance the implementation of the Resolutions still in progress in addition to contributing to the achievement of global commitments.

Over the next decade IUCN's 1400 State, Government Agency, Indigenous Peoples and NGO members, its network of 15000 scientists and its Secretariat will mobilise collectively around the ***Nature 2030*** agenda. Through this global call-to-action, we commit to delivering a clear and demonstrable contribution to the Sustainable Development Goals, the post 2020 global biodiversity framework and the Paris Climate Agreement. Together, we will build innovative partnerships and coalitions of action that confront two of the 21st century's major challenges; the biodiversity and the climate crises, reporting our progress at the 2024 World Conservation Congress.

The Union will take advantage of its unique structure; generating the necessary science-based evidence and knowledge that decision-makers require, building trust and consensus among disparate stakeholder groups, identifying feasible policy options and, critically, fostering a culture of delivery and action that accelerates early and sustainable implementation. It will deliver concrete and tangible positive impacts to **People**, **Land**, **Water**, **Oceans** and **Climate** using the following 5 pathways to transformative change:

***Recognise*:** promote a shared understanding of the challenge the world is facing, the urgency and timelines involved, what can be done about it and the role each actor can play, including indigenous peoples, communities, private sector, women and youth.

***Retain*:** the importance of safeguarding and maintaining the world's biodiversity and natural and cultural heritage, not only in intact areas but across large swathes of productive landscapes.

***Restore*:** the need to return to people the benefits that nature provides which have already been lost or degraded, capitalising on the UN Decade of Ecosystem Restoration.

***Resource*:** the importance of investing in nature, through finance, capacity, and knowledge, to support humanity through both conventional and innovative sources.

Reconnect: enabling people to reconnect not only with nature but through nature with other individuals, communities and their own heritage.

IUCN interventions will systematically address and incorporate 5 key enablers necessary to bring about the intended transformations described in this programme, these are: i) the innovative application of technology and data; ii) the energy, enthusiasm and synergies of youth and intergenerational partnerships; iii) the ethical imperative of gender equality and social inclusion; iv) the power and outreach of communication, education and public awareness; and v) the leverage of investment and sustainable financing.

Figure 5: IUCN's ***Nature 2030*** Programme Framework

SECTION 4

PRIORITIZED PROGRAMME AREAS:

4.1 PEOPLE WITH NATURE

What is the issue?

Pervasive injustice, inequality and unsustainable use of nature undermine the prospects for human prosperity and nature conservation alike. Persistent gender gaps block the realization of conservation and undermine sustainable development, while indigenous peoples and environmental defenders face daily threats to their rights, cultures and environments. Youth voices spearhead calls to action at all levels of responsibility. Nature's contributions to people, both material and cultural, lack recognition and integration into decision-making. Equitable and effective governance and the environmental rule of law remain weak in much of the world.

What needs to be done?

We must achieve gender equality and the full realization of rights and roles of indigenous peoples and local communities, and fully harness the power of youth and inter-generational partnerships for nature conservation and the sustainable use of natural resources. We must secure equitable governance of natural resources and ensure that nature's contributions to human good health and wellbeing are recognised, sustained, and equitably shared. We must close gaps in implementation of the environmental rule of law to protect people and nature.

Ambition

A world in which a dynamic and inclusive conservation movement, effective and equitable natural resource governance and the rule of law foster healthy ecosystems while contributing to the realization of human rights, social equity, gender equality, good health and wellbeing, rights of nature and climate resilience.

What are we going to do?

The Union will contribute to this vision by aiming to achieve the following three **Impact Targets**:

1. Fully realized rights and roles to ensure just and inclusive conservation and sustainable use of nature.

Indigenous Peoples and local communities hold and manage significant areas of the Earth's most biodiverse regions and play a vital role in conserving lands, waters and other natural resources. In keeping with the self-determined strategy developed by IUCN IPO Members, IUCN will expand the involvement of indigenous peoples in its own governance, programs and international policy engagements in a manner that is fully consistent with the United Nations Declaration on the Rights of Indigenous Peoples. IUCN will support efforts to increase the recognition of indigenous rights to lands, territories and resources, secure indigenous knowledge and cultural heritage, reduce conflicts impacting indigenous and communal lands and protect environmental defenders.

Women and girls possess invaluable knowledge, experiences and capacities for conservation; however, persistent gender gaps block their realization and undermine sustainable development progress. IUCN will work to achieve gender equality as a fundamental right and a driving force for effective, equitable, and sustainable environmental solutions. To enable gender-responsive action, IUCN will work empower women's full and active participation in environmental decision-making, promote the access of women and girls to lands and natural resources that provide a foundation for their economic empowerment, and enhance awareness and capacity for gender-responsive action at multiple levels.

Youth are vital catalysts for change and 52% of the world's population today is under 30 years old. IUCN will engage with and invest in youth and intergenerational partnerships to foster the new generations of conservation leaders. To empower youth in conservation, IUCN will work across several fronts: education, engagement, activation and communication. IUCN will foster intergenerational knowledge-sharing, enhance meaningful participation of youth in IUCN's work; and increase youth engagement in policy advocacy and programs.

2. Equitable and effective governance of natural resources at all levels to benefit people and nature.

Equitable and effective natural resource governance entails the adoption and implementation of inclusive decision-making, recognition and respect for diverse tenure rights, cultural values and knowledge, accountability and transparency, rule of law, access to justice, subsidiarity and other principles. IUCN will support the strengthening of diverse types, levels and dimensions of natural resource governance, including public, private, community and customary governance. IUCN will also support rights-holders and stakeholders at all levels to make better and more equitable decisions on the conservation and use of natural resources and the distribution of nature's benefits, including through use of the Natural Resource Governance Framework, the Green List Standard for Protected Areas and other governance and equity frameworks.

Nature is the foundation of human wellbeing and survival, and all aspects of economic, social, cultural and religious life. IUCN will promote recognition and integration of the multiple contributions of nature to people's health and wellbeing in public, private and individual decision-making, accounting for both material and cultural values. IUCN will enhance generation of multiple benefits from ecosystems, with a focus on nature-based solutions that enable a shift to sustainable and regenerative development. IUCN will work to ensure sustainable consumption and production and fair and equitable sharing of all benefits from nature, including those arising from utilization of genetic resources.

3. Enhanced realization of the environmental rule of law.

Realizing environmental rights and justice requires strong legal and judicial institutions, the adoption and enhancement of well-designed policies and rules, and fair enforcement of the law to protect and restore biodiversity on land, water, and the oceans. A just, independent, and fair legal system that protects the rights of nature and people is particularly essential in the face of the climate crisis. IUCN will work to strengthen the frameworks and implementation of the rule of law, drawing on its Principles for Promoting and Achieving Environmental Justice through the Environmental Rule of Law. IUCN will also engage directly with prosecutors and judges to build capacity, increase understanding of environmental law, and promote information sharing to improve the implementation of law at all levels. IUCN will fight illegal wildlife trafficking, other environmental crimes, and eliminate activities that breach environmental legislation and cause significant harm or risk to the environment, human health, or both.

4.2 LANDS

What is the issue?

Biodiversity on land is in decline globally, and is vanishing more rapidly than at any other time in human history. Encroachment and illegal exploitation threaten remaining populations of wildlife. The abundance of soil biodiversity is a key determinant of land productivity, carbon storage and ecosystem functioning yet one third of land globally is currently degraded or degrading. The footprint and impact of cities and infrastructure exacerbate these pressures.

What needs to be done?

There is an urgent need to upscale the **restoration of ecosystems and the conservation and recovery of species**. Areas necessary for the persistence of biodiversity require need to be protected and conserved in effective area-based conservation measures. Improved management of production landscapes is required to protect the biodiversity on which production depends. Regulatory frameworks along with incentives and investments need to be re-oriented towards sustainable land stewardship. U**rban planning and management** need to incorporate nature-based solutions to address climate change, water demand, disaster-risk reduction as well as the health and well-being of city dwellers.

Ambition

By 2030, the net loss of biodiversity is halted across intact, production and urban landscapes. Conventional models of land and natural resource exploitation, and perverse incentives, will be replaced by integrated conservation and sustainable use frameworks that effectively balance the needs of people and nature.

What will we do?

The Union will contribute to this vision by aiming to achieve the following three **Impact Targets**:

1. Ecosystems are retained and restored, species populations are conserved and recovered, use is sustainable and nature's value and benefits are enhanced in the long term.

IUCN will work to support the retention and restoration of terrestrial ecosystems to increase their area, integrity and connectivity as well as their benefits to human well-being. We will halt and reverse species' population declines and prevent extinctions; we will protect sites of particular importance for biodiversity through protected areas and other effective area-based conservation measures meeting standards for effective and equitable conservation.

IUCN will work to bring the use and trade of wild fauna and flora to sustainable levels and reduce illegal wildlife trade. We will halt the loss of biodiversity caused by invasive alien species by effectively managing the most significant pathways of introduction. We will work to conserve geodiversity sites, including areas important for their fossil and other geological heritage.

2. Thriving sustainable production landscapes benefit nature and people.

The Union will broaden its engagement with land-use and agriculture sectors, both public and private, to restore and maintain critical ecosystem services and biodiversity upon which productive activities depend. It will respond to, advice and guide the growing demands from government and private sector for viable strategies that support land-based activities and rural livelihoods without compromising biodiversity.

The Union will enhance societies understanding of soil as an ecosystem, the fundamental importance of soil biodiversity and strategies to restore, manage and conserve it under productive land-use and agriculture systems. It will work to improve the sustainability of supply chains that, in turn, will encourage and reward progress towards land degradation neutrality and biome-based climate mitigation. Fragmentation will be reduced and ecological connectivity will be improved.

The Union will engage with high-impact sectors to establish biodiversity net-gain approaches as a standard benchmark at both a corporate and regulatory level. It will seek to reorient negative public and private incentives towards investments in nature-based solutions.

3. Cities allow nature and people to thrive while delivering solutions for urban challenges and a sustainable ecological footprint.

IUCN will strengthen its engagement with cities and scale up its work on urban dimensions of nature conservation. We will leverage the value of nature in cities for enhanced education, recreation and human health and well-being. We will strive to improve resilience to the challenges of climate change, disaster risk, food and water security and safety. This will involve supporting the establishment and strengthening of protected and conserved areas in or near cities. It will include the promotion of nature-based solutions to urban challenges and the integration of biodiversity values into urban planning and decision making by cities, including the incorporation of bbiodiversity into urban design and built infrastructure. IUCN will also promote the re-connection of people to nature.

4.3 WATER

What is the issue?

Freshwater life is in crisis. With an unprecedented 83% decline in freshwater biodiversity and wetlands disappearing three times faster than forests, human water security is driving ecosystem degradation and species loss. Many countries will increasingly face water stress, negatively affecting economic growth and contributing to migration and regional instability. Current water management strategies have proven insufficient to address these multiple challenges.

What needs to be done?

Water management and the protection of freshwater systems for biodiversity conservation and human needs require urgent reform. Better management and investment in water resources must protect freshwater biodiversity and at the same time, manage water resources for equitable access for people and broader human needs and well-being.

Ambition

By 2030, the integrity, quality and extent of all freshwater systems are restored to support biodiversity and human needs.

What will we do?

The Union will contribute to this vision by aiming to achieve the following three I**mpact Targets**:

1. ***The loss of freshwater species and decline of freshwater ecosystem health is systematically addressed and halted.***

   The Union will provide the necessary scientific information on freshwater biodiversity, taking into account direct, indirect and cumulative impacts. It will share and promote the use of knowledge from the local to transboundary levels, across sectors and among stakeholders. It will ensure this knowledge is available to mobilise decision-makers on the implementation of protection, sustainable water management, and wetland and river restoration.

   The Union will protect, restore and promote healthy freshwater systems and habitats (e.g free flowing rivers, peatlands) for people, nature and climate resilience, targeting better connectivity, water quality and system integrity. It will advance the integration of freshwater biodiversity with terrestrially focused conservation interventions.

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

   The Union will support countries and communities to ensure that the use of water resources is equitable and ecologically sustainable. The rights to access clean and safe water for the most vulnerable communities will be safeguarded and promoted.

   The Union will champion policy, regulatory frameworks and action for freshwater systems that integrate across transnational, national and local scales. Such frameworks will be forward-looking, targeting climate change resilience and long-term water security for both people and nature. Trade-offs in water allocation will be negotiated openly and fairly using established hydro-diplomacy frameworks.

   The Union will promote and accelerate the equal participation of women and youth in water related decision-making and champion the free, prior and informed consent of Indigenous Peoples.

3. ***Water governance and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.***

IUCN will support, enable, and facilitate stakeholder dialogues to forge strong and diverse partnerships, governance reforms, and collaboration across borders, sectors and scales. Union actions will build capacities to challenge conventional, deterministic and sectorally-limited approaches and assumptions regarding water resource management.

Solutions to address real-world problems that integrate a wide range of science, policy and economic disciplines will be developed, expanded and mobilised. Stakeholder engagement and communication approaches will help mobilise action across sectors.

IUCN will recognise and promote indigenous knowledge and intrinsic values, diverse stakeholder rights, and the spiritual and cultural values of rivers and wetlands in national policies. It will foster integrative, inclusive and adaptive governance.

4.4 OCEANS

What is the issue?

Less than 3 per cent of global ocean is free from human pressure. Unsustainable exploitation of marine living resources has the largest impact on marine ecosystems, followed by land-sea use change. The consequences of the climate crisis such as ocean warming, ocean acidification and ocean deoxygenation, and those of the biodiversity crisis are causing long-term and negative impacts on people and marine life, at both a local and planetary scale.

What needs to be done?

Stronger legal and policy frameworks and their implementation for the governance of marine resources are urgently required. This is particularly the case for the High Seas and Polar Regions. These governance arrangements must enable adaptive management approaches for both natural and modified ecosystems. We need to ensure that coastal ecosystems are restored and maintained working hand in hand with governments, communities and private sector in an integrated management approach of natural resources and the marine environment. All this needs to be underpinned by significant investment into the sustainable blue economy, including technological innovation and science and knowledge of ocean biodiversity.

Ambition

By 2030, strengthened national and international legal frameworks and sustainable investments retain and restore ocean and coastal biodiversity for future generations.

What will we do?

The Union will contribute to this vision by aiming to achieve the following three I**mpact Targets**:

1. ***The loss of marine species and decline of marine ecosystems is systematically addressed and halted.***

   The Union will combine the efforts of its different members to promote sustainable fishing practices, protect coastal and marine biodiversity and restore degraded habitats. It will work to significantly reduce all forms of pollution entering marine and coastal ecosystems, as well as prevent the spread of harmful exotic and invasive species and maintaining genetic diversity.

   The Union will work with governments and civil society to designate and implement at least 30% of each marine habitat in a network of highly protected MPAs and other effective area-based conservation measures (WCC-2016-Res-050), taking into account the rights of indigenous peoples and local communities. It will work with a range of partners and stakeholders to set and pursue ambitious targets capable of adequately addressing marine biodiversity loss.

   The Union will champion better governance of marine habitats and resources, especially in areas beyond national jurisdiction. It will actively promote a future-proof internationally legally binding

agreement under UNCLOS, as well as the ratification and implementation of existing treaties and conventions.

2. ***The use of marine natural resources generate net positive biodiversity outcomes and sustain livelihood benefits for coastal communities.***

The Union will develop and implement holistic and integrated marine and coastal zone management using Area-based Management Tools such as Key Biodiversity Areas (KBAs), Marine Protected Areas (MPAs), Other Effective Area-Based Conservation Measures (OECMs) and Marine Spatial Planning (MSP). It will support governments, local communities and practitioners by developing best practice guidelines and standards for marine economic actors.

The Union will reach outside to other sectors and work constructively with them, filling the many knowledge gaps on sustainable use of marine resources as well as supporting the practical application of the pre-cautionary principle where uncertainty persists to protect our common heritage.

The Union will develop stronger accounting for marine assets and natural blue capital to better ensure equitable benefit sharing, while targeting food security. It will support a drive towards sustainability within marine economic sectors in and beyond national jurisdiction. In particular, it will target to eliminate harmful subsidies.

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

Capitalising on the UN Decade of Ocean Science, the Union will generate cutting-edge knowledge and advice to better equip policy and decision makers to develop fit-for-purpose strategies on conservation and management of ocean emergencies, such as ocean warming, acidification and deoxygenation. It will remain at the forefront of profiling and raising-awareness on other emerging issues that may have planetary implications.

The Union will promote the investment in Nature-Based Solutions to safeguard ocean biodiversity. It will support communities of action to restore some of the most globally threatened marine ecosystem types and species, including where conventional management and conservation approaches are no longer sufficient to safeguard important functions. It will work with Government members to ensure marine issues are built systematically into national legislation and programmes, including Nationally Determined Contributions.

4.5 CLIMATE

What is the issue ?

Greenhouse gas emissions have risen progressively for the past decade despite the current and future threat posed by climate change. Global temperatures have risen 1°C compared to pre-industrial levels. Climate change is causing harm to societies, the natural resources and the multiple services that healthy ecosystems provide. These impacts will worsen if the 1.5°C guardrail is crossed.

What needs to be done?

Limiting temperature rise to 1.5°C requires global net emissions to decline by 45 percent of current levels by 2030, and reach net zero by 2050. Global emissions by 2030 need to be 25 percent lower than in 2018 to put the world on the least-cost pathway to limit global warming to below 2˚C and 55 percent lower for 1.5°C warming, respectively. Effective response measures are required to accelerate transition to a low carbon future and enable societies and nature to adapt to the impacts.

Ambition

A world that limits temperature rise to 1.5°C by delivering sustainable trade-offs to mitigate climate change and to enable adaptation in a changing world.

What will we do?

The Union will contribute to this vision by aiming to work with actors across different sectors to achieve the following three **Impact Targets**:

1. Countries use nature-based solutions and innovations in financing to scale up their adaptation to the impacts of climate change.

The aim is to reduce vulnerability of societies, ecosystems and species through nature based solutions. IUCN will mainstream nature-based solutions into adaptation planning and actions, including integration of nature-based solutions as targets in countries' Nationally Determined Contributions and their national adaptation plans. Working with actors across different sectors is key. To reach a transformative change in the way risk reduction and adaptation takes place, IUCN will incubate and scale-up innovative climate-responsive, ecologically and socially responsible investment opportunities in the land and seascapes where IUCN strengthens the use of nature based solutions for adaptation. The aim is to leverage private sector investment to amplify the impact over that from public finance targeted for nature based-solutions. Ultimately, this will grow the number of people, institutions and systems that become more resilient to climate change and to disaster risks.

2. Countries scale up nature-based solutions to reach climate mitigation targets.

The aim is that countries apply nature-based solutions to contribute to at least 30 percent of the overall climate mitigation required by 2030. This requires that nature-based solutions for greenhouse gas emission reduction are mainstreamed into mitigation planning in countries' Nationally Determined Contributions and long-term low emission development strategies. Substantially increasing the number of tonnes of carbon dioxide stored or sequestered will require redirecting financial flows to climate-responsive and socially responsive investments in land and seascapes where IUCN scales up efforts to improve their management and restoration. Engagement with new partners from the banking, insurance, infrastructure and technology sectors will be key to unlocking efforts to redirect investment in opportunities revolving around ecosystem-based climate mitigation. The Bonn Challenge Barometer and other tools for measuring emission reductions will serve as a key tool to track our progress.

3. Climate change impacts and responses will be informed by science-based assessment and knowledge to avoid adverse results.

There is an increasing interest among diverse groups to innovate on the responses needed to enable societies to adapt to, and mitigate, climate change. IUCN will assess and communicate the impacts of climate change and potential responses with a view to bringing about the most beneficial impact for societies, nature and economies. Adverse impacts of climate change mitigation and adaptation responses will be systematically identified, accessed and communicated through the development, dissemination and application of appropriate safeguards and solutions. Such climate change responses that may require analysis and improved responses could include large-scale renewables (such as hydropower), bioenergy with carbon capture and storage, infrastructure development, geoengineering, carbon dioxide removal, negative emission technologies, maladaptation and climate investments by financial institutions. The aim is to inform and transform decision making on climate responses. These responses will also will require to take into account safeguard rights of local and indigenous communities, strengthening the rule of law, legal institutions and tools at national and international level to ensure accountability and justice in adaptation and mitigation to climate change.

SECTION 5

Enablers

The Union must also connect with stakeholders and emerging actors beyond the conservation community in a fast moving environment. As a consequence, this Programme defines 5 enabling themes – 1. Technology, Data and Innovation; 2. Youth and Intergenerational Partnerships; 3.Gender equality and social inclusion; 4. Communication, Education and Public Awareness; 5. Investments and Financial Sustainability – that will support each of the Programme Areas. The table below shows how each of these enablers could interact with the individual Programme Areas.

How we deliver	People	Lands	Water	Oceans	Climate
Technology, Data and Innovation	Blockchain to protect right holders ICT for greater environmental transparency and accountability, and legal education	Innovation in data sensing, big data and AI in conservation knowledge and insights	Innovation in data sensing and machine learning for freshwater species and freshwater ecosystems	Innovation in data sensing and machine learning for marine species and marine and coastal ecosystems	Innovation in data sensing, big data and AI in climate change knowledge and insights
Youth and Intergenerational Partnerships	Youth participation in governance by moving from notional to meaningful youth engagement in decision-making processes	Youth engagement on biodiversity policy, terrestrial ecosystem management Empowering youth within biodiversity and forest conservation	Youth engagement on water security and freshwater ecosystem management	Empowering Youth leaders in Ocean Conservation Fostering mentorship and learning opportunities through leading member organizations working on oceans	Galvanizing the momentum for climate action created by youth Empowering youth ambassadors and youth-led movements within the climate space
Gender Equality and Social Inclusion	Representing women, marginalized and vulnerable groups in environmental governance and implementation of the rule of law Securing the rights of women, vulnerable and marginalized groups	Enhancing the role of women, vulnerable and marginalized groups in terrestrial conservation action Enhancing opportunities for women, vulnerable and marginalized groups in the restorative economy	Enhancing the role of women, vulnerable and marginalized groups in water governance and freshwater conservation action Mitigating the disproportionate impact of water insecurity on women, girls and vulnerable and marginalized groups	Representing women, vulnerable and marginalized groups in ocean and seascape decision-making Enhancing the role of women, vulnerable and marginalized groups in marine and coastal conservation action Enhancing opportunities for women, vulnerable and marginalized groups in a sustainable blue economy	Representing women, vulnerable and marginalized groups in climate policy and decision-making Mitigating the disproportionate impact of climate risks on women, girls, marginalized and vulnerable groups

Communication, Education and Public Awareness	Access to information and clarity of communication Bottom-up information sharing Communication and education that is inclusive for all audiences: Multilingual For all ages Foundational importance of the SDGs	Raise awareness and inspire conservation action through a renewed global narrative for nature: post 2020 global biodiversity framework #NatureForAll One nature, one future Foundational importance of the Life on Land SDG	Raise awareness and inspire freshwater conservation action and responsible water resources stewardship through a renewed global narrative for nature: post 2020 global biodiversity framework #NatureForAll One nature, one future Foundational importance of the Water SDG	Continued public-facing campaigns on threats facing the ocean (plastics, acidification, species loss, overfishing, sea-level rise) and solutions to solving them Foundational importance of the Life Below Water SDG	Public understanding of climate risks Awareness raising on citizen action that can be taken for climate change mitigation Capacity building for climate resilience Foundational importance of the Climate SDG
Investments and Financial Sustainability	Ensuring the financial sustainability of environmental governance and rule of law institutions	Shifting investments flows to sustainable production and de-risking investments the restorative economy Mobilizing conservation finance and financing of conservation outcomes	Sustainable investments in water resources	Steering finance towards sustainable blue industries	Facilitating climate finance Mobilizing eco-disaster risk resilience financing and insurance

SECTION 6

Pathways to Transformative Change: The 5Rs

The planet is facing a crisis of unprecedented scale, and the response must be immediate and highly ambitious. Anything less risks failure. To deliver on this ten-year programme and the vision it presents, IUCN is proposing a bold Union-wide call to action, ***Nature 2030***, which will be framed by five crosscutting conduits to change. These five pathways will define the actions that enable delivery of the five programme areas. They will act as a guiding, organizing and convening tool to ensure that the Union's collective actions help drive the transformative shifts required. These Calls-to-Actions are embedded in the 5Rs: **Recognise, Retain, Restore, Resource and Reconnect.**

We RECOGNISE:

- Nature, our life support system, is under threat; people and planet face unprecedented challenges. Lands, oceans and waters are being transformed. Livelihoods of people worldwide are being compromised. Good governance and the rule of law are essential but this is often weak or absent.

- However, human wellbeing does not need to come at the expense of nature: positive change is possible and already happening. The voices of all people: indigenous people and local communities, women and youth, are being amplified daily. The importance of environmental rule of law and justice is growing.

- 'Conservation works' where measures are effective and constant. Ecosystems must be retained and restored and species populations recovered. Communities everywhere should be involved to ensure that the use of nature is sustainable, to enhance nature's benefits in the long term.

- IUCN's wealth of knowledge and its wide-ranging expertise can be unleashed and strengthened through its convening power. The unique influence of the Union can drive positive change in the next decade towards a *just world that values and conserves nature.*

We will work to RETAIN:

- Nature, vital for our continued existence on this planet, and nature's contributions to all people. By protecting species, ecosystems and genetic diversity through addressing drivers and targeted conservation action we can conserve the planet's life support system.

- The indigenous knowledge and rights of people and the sustainable use of resources derived from nature providing vital benefits. Places where natural and cultural diversity and traditional knowledge can flourish.

- Thirty percent protection of the world by 2030, including safeguarding the most important freshwater, marine and terrestrial ecosystems. Biodiversity in agricultural and other managed ecosystems, including cities.

- Human-nature connections across the world to deliver positive change building on generations of learning. An optimism that we can fix the planet based on a 'can do' sprit, underpinned by science.

We will RESTORE

- The integrity, quality and functionality of degraded ecosystems of all kinds in the ocean, in freshwater and on land so they can again support society, nature and culture through championing the Decade on Ecosystem Restoration.

- Denuded populations of species through conservation measures including an increase in action to control pathways of introduction of invasive alien species, and reduce their impacts.

- Links between people and nature and interest in the stewardship of nature by the communities, indigenous peoples, private sector, governments and individuals. Awareness and consciousness of nature to achieve equitable and sustainable access to natures' benefits, and sustainability of nature to support human development.

- Our confidence in global environmental agreements and commitments that seek to conserve and restore nature's support to humanity. The power of the Union to be a true champion for nature, mobilizing efforts across the world.

We will work to RESOURCE

- Conservation and restoration of the world's ecosystems and the services they provide and an urgent scaling up of conservation action for species. Livelihoods that maintain the balance needed for earth systems to function.

- Mobilisation of the private sector to support financing of conservation and innovative partnerships to scale investments in conservation. The appetite to invest in nature from the private sector, supporting subsidies and removal of constraining barriers that respond to and generate conservation values.

- Investment in new knowledge including about biodiversity on land, in water and in the ocean. Shared knowledge of the risks of investing in projects that damage biodiversity, information about exposure to nature-related risk and positive impact of investments in nature.

- Increased investments in nature by 20-30 times to support the life of people on this planet to strive for "business unusual". Investment in the maintenance of knowledge products mobilised by IUCN as the basis for action and the human resources necessary to face the challenge of global conservation.

IUCN will RECONNECT:

- Fragmented ecosystems across landscapes and seascapes and fragmented habitats to facilitate the flow of genetic diversity. Lost connections between people and nature and diverse cultures for conservation, sustainability, health and well-being. The economy with nature.

- Life on land, in freshwater and in the ocean to maximise resilience in the face of climate change. Migratory species on land, in the ocean, in freshwater and in the air across international borders. Protected and conserved areas linked across landscapes and seascapes.

- Diverse visions of good quality of life - as a foundation for renewed stewardship of our planet through hopeful Voices for Nature. Coalitions of indigenous peoples, youth and local communities for bio-cultural diversity. To communities of faith and spirituality, as crucial actors in our planets' future.

- Intergovernmental treaties and conventions through synergies to deliver joined-up thinking for nature, people and the planet. All parts of IUCN as never before, to advocate solutions for the planet.

SECTION 7

HOW WILL WE KNOW WE SUCCEEDED?

To deliver and scale up the most effective solutions to the most pressing challenges of our times, we must be ready to critically assess progress against our Targets, celebrate our achievements and learn from our failures. Since truly transformative outcomes are never achieved alone and only result from partnerships of actors, we must be ready to recognise all contributions to the achievements of the Targets.

We will create a **platform** where all parts of the Union can voluntarily share their committed and realized contributions to meeting the Targets as well as commitments against global policy targets such as the post 2020 global biodiversity framework. This mechanism to document, and ultimately report on, contributions from the IUCN Membership, Commissions, and Secretariat must be as light as possible (otherwise it will not be used), build on available information, be spatially explicit, be considerate of restrictions and reservations to share such information, provide maximal benefits to all users, and yield the most informative documentation possible.

Monitoring our progress, in line with internationally agreed Tier I SDG indicators and other authoritative indicators, and periodically correcting our course of action will not be enough. First, we must be open to exploring alternative solutions rooted in scientific knowledge to meet the Targets. Second, as a Union, we must then leverage our diverse experiences to contrast and compare the effectiveness of our interventions across varied settings. Finally, we will use the results of our systematic evaluations to update our knowledge and adjust our interventions. From Panorama, IUCN's repository of narratives on successful approaches and their underlying success factors, mapped against specific geographies, counterfactual approaches can emerge that allow progressively more sophisticated consideration of genuine conservation impact.

To succeed in continuously adapting our efforts to best meet our goal for nature in 2030, we must commit to the highest level of transparency and dedicate ourselves to knowledge sharing. We must seek new knowledge partnerships between practitioners, scientists and other stakeholders to generate unique insights. In other words, we must allow ourselves to be challenged. The IUCN Secretariat itself will thrive for the highest level of accountability. It must strategically set priorities around its contributions and how it will deliver for the Union. Therefore, the Secretariat will adopt an operational plan that will commit to a set of well-defined objectives and performance measures against which it will report with a clear line of sight to the Targets.

Annex 1: Programme Impact Framework by 2030

Programme Area	Impact Target	Indicator
People	Impact Target 1: Fully realized rights and roles to ensure just and inclusive conservation and sustainable use of nature	SDG 1.4.2 Proportion of total adult population with secure tenure rights to land, (a) with legally recognized documentation, and (b) who perceive their rights to land as secure, by sex and type of tenure SDG 15.6.1. Number of countries that have adopted legislative, administrative and policy frameworks to ensure fair and equitable sharing of benefits.
	Impact Target 2. Equitable and effective governance of natural resources at all levels to benefit people and nature	SDG 16.7.2 Proportion of population who believe decision-making is inclusive and responsive, by sex, age, disability and population group
	Impact Target 3. Enhanced realization of the environmental rule of law	*No existing indicator in the SDG 16.3 framework or elsewhere would be fully adequate to track progress towards this specific target. IUCN will work with relevant competent international institutions s to ensure the measurability of progress.*
Lands	Impact Target 1. Ecosystems are retained and restored, species populations are	SDG 15.5.1 Red List Index (terrestrial species)

	conserved and recovered, use is sustainable and nature's value and benefits are enhanced in the long term	SDG 15.1.2. Proportion of important sites for terrestrial biodiversity that are covered by protected areas, by ecosystem type
	Impact Target 2. Thriving sustainable production landscapes benefit nature and people	SDG 15.2.1. Progress towards sustainable forest management SDG 15.3.1. Proportion of land that is degraded over total land area
	Impact Target 3. Cities allow nature and people to thrive while delivering solutions for urban challenges and a sustainable ecological footprint	SDG 15.8.1. Proportion of countries adopting relevant national legislation and adequately resourcing the prevention or control of invasive alien species
Water	Impact Target 1. The loss of freshwater species and decline of freshwater ecosystem health is systematically addressed and halted	SDG 15.5.1. Red List Index (freshwater species) SDG 15.1.2. Proportion of important sites for freshwater biodiversity that are covered by protected areas, by ecosystem type
	Impact Target 2. Equitable access to water resources and all associated ecosystem services are secured.	SDG 6.4.2. Level of water stress: freshwater withdrawal as a proportion of available freshwater resources SDG 6.6.1. Change in the extent of water-related ecosystems over time
	Impact Target 3. Water governance and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	SDG 6.5.1. Degree of integrated water resources management implementation (0-100) SDG 6.b.1. Proportion of local administrative units with established and operational policies and procedures for participation of local communities in water and sanitation management
Oceans	Impact Target 1. The loss of marine species and decline of marine ecosystems is systematically addressed and halted.	SDG 15.5.1. Red List Index (marine species) SDG 14.5.1. 14.5.1 Coverage of protected areas in relation to marine areas
	Impact Target 2. The use of marine natural resources generate net positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	SDG 14.4.1 Proportion of fish stocks within biologically sustainable levels SDG 14.6.1 Degree of implementation of international instruments aiming to combat illegal, unreported and unregulated fishing
	Impact Target 3. Ocean and coastal processes are maintained as a key foundation for planetary stability	*No existing indicators in the SDG 14 framework or elsewhere would be fully adequate to track progress towards this specific target. IUCN will work with relevant competent international institutions s to ensure the measurability of progress.*
Climate	Impact Target 1. Countries use nature-based solutions and innovations in financing to scale up their adaptation to the impacts of climate change	*No existing indicator in the SDG 13 framework or elsewhere would be fully adequate to track progress towards this specific target. IUCN will work with relevant competent international institutions to ensure the measurability of progress.*

Climate (cont.)	Impact target 2. Countries scale up nature-based solutions to reach climate mitigation targets	*No existing indicator in the SDG 13 framework or elsewhere would be fully adequate to track progress towards this specific target. IUCN will work with relevant competent international institutions to ensure the measurability of progress.*
	Impact target 3. Climate change impacts and responses will be informed by science-based assessment and knowledge to avoid adverse results	*No existing indicator in the SDG 13 framework or elsewhere would be fully adequate to track progress towards this specific target. IUCN will work with relevant competent international institutions to ensure the measurability of progress.*

Annex 2. An indicative Framework of IUCN 2024 Programme Outcomes

Programme Areas	Programme Impact Targets	Operational Outcomes
PEOPLE	Impact Target P1: Fully realized rights and roles to ensure just and inclusive conservation and sustainable use of nature	Outcome P1.1: The rights and roles of indigenous peoples are advanced in conservation and sustainable use of natural resources, in keeping with UNDRIP and the IUCN IPO Member Strategy
		Outcome P1.2: Gender-responsive action is recognised, enhanced and integrated in environmental policies and programmes.
	Impact Target P2. Equitable and effective governance of natural resources at all levels to benefit people and nature	Outcome P2.1: Intergenerational equity and the role of youth is recognised and enabled in environmental governance and policy.
		Outcome P2.2: Governance equity and effectiveness is increasingly benchmarked, with a view to improving decision-making processes, in natural resource policy and regulation.
	Impact Target P3. Enhanced realization of the environmental rule of law	Outcome P3.1: The sharing of multiple benefits of nature is systematically recognised and enhanced in public, private and individual decision-making at all levels
		OutcomeP3.2: Judiciary and public prosecutors equipped to fairly and effectively enforce the environmental rule of law.
LAND	Impact Target L1. Ecosystems are retained and restored, species populations are conserved and recovered, use is sustainable and nature's value and benefits are enhanced in the long term	Outcome L1.1: Sites of particular importance for biodiversity are recognised and their status enhanced using protected areas and other effective area-based conservation measures
		Outcome L1.2: Pressures on wild fauna and flora that enhance risks of extirpation and/ or extinction are recognised, effectively addressed and reduced
	Impact Target L2. Thriving sustainable production landscapes benefit nature and people	Outcome L2.1: Critical ecosystem functions that underpin land and soil productivity are prioritised, regenerated and enhanced.
		Outcome L2.2: Corporate policies, financing conditionality and regulatory approaches prioritise and incentivise practices that promote land degradation neutrality and biodiversity net-gain.
	Impact Target L3. Cities allow nature and people to thrive while delivering solutions for urban challenges and a sustainable ecological footprint	Outcome L3.1: Nature-based solutions to urban challenges are systematically integrated into urban planning and decision making
		Outcomes L3.2: Access to safe green spaces and their benefits for human health are prioritised, planned for and enhanced in the world's fastest growing cities

WATER	Impact Target W1. The loss of freshwater species and decline of freshwater ecosystem health is systematically addressed and halted	Outcome W1.1: The function services and habitat of wet lands, lakes and rivers are restored and maintained.
		Outcome W1.2: Economic and governance incentives are transformed, adapted, and promoted.
	Impact Target W2. Equitable access to water resources and all associated ecosystem services are secured.	Outcome W2.1: Nature base solutions in the Water Sector are mainstreamed and deployed.
		Outcome W2.2: Infrastructure investments prioritize nature base solutions for decisions-making processes.
	Impact Target W3. Water governance and investment decisions address the multiple values of nature and incorporate biodiversity knowledge.	Outcome W3.1: Biodiversity knowledge is incorporated alongside socioeconomic analysis in water management decision-making process.
		Outcome W3.2: Indigenous and local knowledge is recognized and informed for water management and decisions-making processes.
OCEANS	Impact Target O1. The loss of marine species and decline of marine ecosystems is systematically addressed and halted.	Outcome O1.1: Population trends for threatened marine species stabilised or increasing.
		Outcome O1.2: Networks of MPAs are expanded and effectively managed including MPAs in Exclusive Economic Zones.
	Impact Target O2. The use of marine natural resources generate net positive biodiversity outcomes and sustain livelihood benefits for coastal communities.	Outcome O2.1: Biomass recovery targets set and recovery plans adopted for depleted fish stocks
		Outcomes O2.2: Social and economic wellbeing of local communities enhanced.
	Impact Target O3. Ocean and coastal processes are maintained as a key foundation for planetary stability	Outcome O3.1: Ocean's natural values are incorporated into all economic decision-making
		Outcome O3.2: Innovative financial products based on ocean natural capital developed and promoted that enhance the natural capital of the ocean (e.g. blue bonds and coral reef insurance)
CLIMATE	Impact Target C1. Countries use nature-based solutions and innovations in financing to scale up their adaptation to the impacts of climate change	Outcome C1.1: Resilience of climate-vulnerable people/communities through EbA/EcoDRR interventions increased
		Outcome C1.2: Climate financing allocated to NBS implementation increased
	Impact target C 2. Countries scale up nature-based solutions to reach climate mitigation targets	Outcome C2.1: Documented emissions reduction from ecosystem loss/degradation and ecosystem-based carbon storage and sequestration increased
		Outcome C2.2: Ambition reflected in the integration of NBS mitigation into NDCs enhanced
	Impact target 3. Climate change impacts and responses will be informed by science-based assessment and knowledge to avoid adverse results	Outcome C3.1: Application of safeguards and precautionary management approaches in national climate change responses evidence-based and science-led
		Outcome C3.2: Key decision-makers (business/ governments/investors) commit to minimizing negative impacts of climate change responses on nature and people

98th Meeting of the IUCN Council
HQ, Gland, 8 – 11 February 2020

Agenda Item PPC51/4.1

Approval of the IUCN Environmental Impact Classification for Alien Taxa (EICAT) (WCC-2016-Res-018)

Origin: Global Director, Biodiversity Conservation Group

Required action:
The PPC is invited adopt the IUCN Environmental Impact Classification for Alien Taxa (EICAT) as the Union's standard for classifying alien species in terms of their environmental impact, as mandated under WCC-2016-Res-018.

*This document provides a summary on the process undertaken to implement **WCC-2016-Res-018**[1], and presents the IUCN Environmental Impact Classification for Alien Taxa (EICAT) to be considered for adoption as the Union's standard for classifying alien species in terms of their environmental impact.*

** Please note: As of 24th January the EICAT Categories and Criteria (the proposed *Standard*) Peer Review tracking table is with the IUCN Editorial Board. We have already addressed the Editorial Boards comments and we are only awaiting sign off on our responses to them. We expect that the approval will be provided during the week commencing 27th of January (we can confirm when this item is discussed).

1. Mandate for EICAT

In 2014, Parties to the Convention on Biological Diversity (CBD) invited the IUCN SSC Invasive Species Specialist Group (ISSG) "*to develop a system for classifying invasive alien species based on the nature and magnitude of their impacts*" (COP XII Decision 17) [2].

In 2015, the IUCN ISSG published *A framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT)* in the scientific literature (Hawkins et al. 2015[3]).

In 2016, IUCN Resolution **WCC-2016-Res-018-EN** *Toward an IUCN standard classification of the impact of invasive alien species* was adopted at the 2016 IUCN World Conservation Congress. The operatives were:

1. "REQUESTS the SSC and Director General to **conduct a consultation process involving all relevant stakeholders within the Union** to develop EICAT integrating the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus

[1] WCC-2016-Res-018 https://portals.iucn.org/library/sites/library/files/resrecfiles/WCC_2016_RES_018_EN.pdf
[2] CBD COP XII Decision 17 https://www.cbd.int/decision/cop/?id=13380
[3] Hawkins *et al*. 2015. Framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT). *Diversity and Distributions,* 21(11) https://doi.org/10.1111/ddi.12379. Which itself built on a previous publication by Blackburn et al. 2014. A unified classification of alien species based on the magnitude of their environmental impacts. *PLOS Biology*, 12(5) https://doi.org/10.1371/journal.pbio.1001850

providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8 .

2. REQUESTS **Council to adopt the framework** for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above has been completed, **as the Union's standard** for classifying alien species in terms of their environmental impact
3. CALLS ON all Members, and national, regional and global institutions, and the scientific community to work in collaboration with SSC on:
    a. EICAT and the **integration of its outcomes into the IUCN Global Invasive Species Database** and The IUCN Red List of Threatened Species, as this information is essential to prevent and mitigate the impacts caused by invasive alien species; and
    b. fostering the formal adoption of EICAT and promotion of its use as a decision support tool; and

4. CALLS ON the scientific community to apply EICAT, in coordination with SSC, providing comprehensive supporting information to be published in the IUCN Global Invasive Species Database.

2. Consultation process and proposed IUCN Standard

The ISSG have informally consulted with key stakeholder groups, including FAO, IPPC, WTO, CITES, CBD, European Commission, to solicit feedback on the need for and the development of EICAT.

Following on from these consultations a formal two-stage online IUCN-wide consultation has been completed, with invites sent to all IUCN Members, Commission members, and Secretariat staff. Three versions of EICAT have been produced[4], *Version 1* was based on the Hawkins et al. (2015) publication and was sent out for consultation in June 2017 to solicit feedback on EICATs scientific underpinning, assessment process, and governance structures (much of which is based on the approaches established and adopted by the IUCN Red List of Threatened Species). This resulted in responses from 260 people, from across the Union and the world, with the vast majority (92% of responses) [5] in support of EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts.

Based on the feedback received and lessons learnt through its application, significant edits were made to EICAT, and *Version 2* went out for consultation in August 2019 to solicit feedback on the edits made. While there were only 33 responses, useful feedback was received and minor edits were made to the *EICAT Categories and Criteria* (the proposed 'standard') and to the *Guidelines for application of EICAT* to improve clarification of key issues. The resulting *Version 3* of the *EICAT Categories and Criteria* was then submitted to the IUCN Editorial Board, which resulted in minor edits being made in response to the Boards comments.

The final version of the EICAT Categories and Criteria, is presented below as the proposed IUCN standard for classifying alien species in terms of their environmental impact.

Following on from the EICAT Categories and Criteria is Annex 1 which presents a summary of the IUCN-wide Consultation results and actions taken in response to comments received (as per Operative 1 of WCC-2016-Res-018-EN).

---

[4] Note that Version 1 incorporated *EICAT Categories and Criteria* (Standard) and the *Guidelines for the application of EICAT* in one document, whereas for EICAT versions 2 and 3 these were separate documents.

[5] Of 260 responses; 49% Strongly Agree, 43% Agree, 7% Neutral, 1% Disagree, <1% Strongly Disagree

3. EICAT integration within the Global Invasive Species Database

The IUCN ISSG Global Invasive Species Database (GISD)[6] provides access to information on invasive alien species that negatively impact biodiversity. It currently holds species accounts for almost 900 species, displaying information on their distribution, ecology and habitat needs, pathways of introduction, impacts (with links to the IUCN Red List of Threatened Species), and management. The GISD will also hold and make accessible the data mobilized through EICAT assessments.

To date, the ISSG have successfully updated the back-end database infrastructure to hold relevant data for EICAT and are in the process of modifying the 'front-end' GISD website to display key data from the EICAT assessment on species accounts, including:

- EICAT Category
- Impact Mechanism
- Rationale for assessment
- Confidence rating
- Country(ies) with the highest impacts
- Assessors
- Assessment date
- Download link to the full EICAT assessment

A 'test' version of how the EICAT Category will be displayed in GISD is presented below (bar highlighting the 'Massive' category). The front-end development will soon be finished and around 50 EICAT assessments that have already been completed will be imported and made publically available in time for IUCN Congress 2020.

4. EICAT name

The name Environmental Impact Classification for Alien Taxa and its acronym EICAT, pronounced *eye cat* (phonetically *ai kæt*) are established and well known across key stakeholder and end user groups, including policy makers and scientists that are involved in invasive alien species policy and

[6] GISD http://www.iucngisd.org/gisd/

management. However, it is acknowledged that it is not a communications 'friendly' name, and may not be conducive to public engagement.

There have been many discussions over alternative names that would be more accessible for the public. However, as public engagement is not one of the key end user groups for EICAT, it was felt that this name and acronym should be retained in order to build on its existing reputation and not create confusion with end user groups.

5. Next steps

If EICAT is adopted as the Union's standard for classifying alien species in terms of their environmental impact, an EICAT logo will be developed, the EICAT Categories and Criteria will be published, and the GISD website presenting EICAT assessments (ca. 50) will be finalised in time for IUCN congress where the standard will be officially launched (there is also an EICAT training workshop accepted as a Congress event).

IUCN EICAT Categories and Criteria

The Environmental Impact Classification for Alien Taxa

(EICAT)

Version X

Species Survival Commission

ISSG Invasive Species Specialist Group

IUCN Environmental Impact Classification for Alien Taxa (EICAT)

Categories and Criteria.

Version X

First Edition

Prepared by the IUCN Species Survival Commission

As approved by the

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The designation of geographical entities in this book, and the presentation of the material, do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory, or area, or of its authorities, or concerning the delimitation of its frontiers or boundaries.

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Preface

The IUCN Species Survival Commission (SSC) Invasive Species Specialist Group (ISSG) were invited by Parties to the Convention on Biological Diversity (CBD) to develop a '*system for classifying invasive alien species based on the nature and magnitude of their impacts'* (CBD 2014). In 2015, the ISSG published a *framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT)* (Hawkins et al. 2015) developed from the original framework proposed by Blackburn et al. (2014).

Following the publication of Hawkins et al. (2015), Resolution WCC-2016-Res-018-EN *Toward an IUCN standard classification of the impact of invasive alien species* was adopted at the 2016 IUCN World Conservation Congress. This Resolution requested the SSC to develop EICAT, and to consult with all relevant stakeholders within the Union to inform this process. It also requested that the SSC integrate the outcomes into the IUCN Global Invasive Species Database and the IUCN Red List of Threatened Species, thus providing an essential background for the achievement of Aichi Target 9 (and subsequent related targets) and SDG Target 15.8. Additionally the Resolution requested IUCN Council to adopt the framework for the IUCN Environmental Impact Classification for Alien Taxa, once the consultation process referred to above had been completed, as the Union's standard for classifying alien species in terms of their environmental impact.

In 2017, IUCN undertook a Union-wide consultation on the science underpinning EICAT (Version 1), its processes and governance. The results showed that the Union overwhelmingly supported EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts. However, based on feedback received through this consultation process and lessons learnt through its application, significant edits were made to the proposed standard. In 2019, a second Union wide consultation was undertaken on the *EICAT Categories and Criteria* (Version 2.3), *Guidelines for the application of EICAT* (Version 2.3), and the *EICAT data reporting template* (Version 2.7): the comments received during this consultation resulted in minor edits being made to the documentation.

This document presents the IUCN standard classification of the impact of invasive alien species; the *IUCN Environmental Impact Classification for Alien Taxa (EICAT) Categories and Criteria* (Version x).

To ensure full understanding of the application of EICAT, it is very important to refer to all of the following documents:
(1) IUCN Environmental Impact Classification for Alien Taxa (EICAT) Categories and Criteria: Version x (IUCN 2020) – this document.

(2) The latest version of the Guidelines for using the IUCN EICAT Categories and Criteria (check the IUCN ISSG website for regular updates of this document)
All of the above documents are freely available to download from the IUCN ISSG (http://www.issg.org).

Blackburn et al. 2014. A unified classification of alien species based on the magnitude of their environmental impacts. *PLoS Biology*, 12, e1001850. https://doi.org/10.1371/journal.pbio.1001850

CBD. 2014. Decision adopted by the Conference of the Parties to the Convention on Biological Diversity XII/17. Invasive alien species: review of work and considerations for future work. https://www.cbd.int/decision/cop/default.shtml?id=13380

Hawkins et al. 2015. Framework and guidelines for implementing the proposed IUCN Environmental Impact Classification for Alien Taxa (EICAT). *Diversity and Distributions,* 21(11) https://doi.org/10.1111/ddi.12379

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IUCN gratefully acknowledges the dedication and efforts of the IUCN SSC and IUCN secretariat members, and other experts involved in the EICAT Criteria review in attending numerous workshops to discuss and debate the merits and demerits of the EICAT Categories and Criteria. In addition, IUCN would like to thank all those who took part in both rounds of the IUCN-wide EICAT consultation, in which we received invaluable feedback and insightful suggestions.

Particular thanks must go to Kevin Smith who chaired the review process and steered an extremely complex process through to a successful conclusion. The review process culminated in the adoption of the EICAT Categories and Criteria by the IUCN Council.

The intention is to keep the EICAT standard (Categories and Criteria) stable to enable genuine changes in the magnitude of environmental impacts of alien species to be detected. As a greater clarity emerges on tricky and unresolved issues, these will be addressed through updates to the comprehensive set of user guidelines.

The IUCN EICAT Categories and Criteria: Version x are available from the IUCN Publications Services (www.iucn.org/knowledge/publications_doc/publications/).

It is also available to download from the IUCN ISSG website, at: http://www.issg.org/.

1. Introduction

Human activities are transforming natural environments by moving taxa beyond the limits of their native geographic ranges into areas where they do not naturally occur. Many of these alien taxa have had substantial adverse impacts on the recipient ecosystems. For example, they have been shown to cause significant changes in native species extinction probabilities, genetic composition of native populations, behaviour patterns, taxonomic, functional and phylogenetic diversity, trophic networks, ecosystem productivity, nutrient cycling, hydrology, habitat structure, and various components of disturbance regimes [1-8]. For these reasons, most governments, scientists and conservation organisations consider many alien taxa to be undesirable additions to ecosystems, and frequently devote considerable resources towards preventing or mitigating their impacts. The magnitude and type of impacts generated by alien taxa vary greatly among recipient ecosystems, and many of these impacts only become obvious or influential long after the onset of invasion. Moreover, many impacts remain or are difficult to revert even if the alien taxa of concern are removed or controlled. As such, there is a critical need for scientifically robust tools to evaluate, compare, and predict the magnitudes of the impacts of different alien taxa, in order to determine and prioritise appropriate actions where necessary [9].

A unified classification of alien taxa based on the magnitude of their environmental impacts [10] (hereafter referred to as the Environmental Impact Classification for Alien Taxa, abbreviated to EICAT) has been developed in response to these issues. EICAT is a simple, objective and transparent method for classifying alien taxa in terms of the magnitude of their detrimental environmental impacts in recipient areas. Based on evidence on the impacts they have been causing on native taxa in their introduced range, alien taxa are classified into one of five impact categories. Each of these five impact categories represents a different impact magnitude, depending on the level of biological organisation of the native biota impacted (individual, population or community) and the reversibility of this impact. Alien taxa are also classified according to the mechanisms by which these impacts occur: the mechanisms are aligned with those identified in the International Union for Conservation of Nature (IUCN) Global Invasive Species Database (GISD).

EICAT has the following five objectives: (i) identify alien taxa by levels of environmental impact, (ii) compare the level of impact by alien taxa among regions and taxonomic groups, (iii) facilitate predictions of potential future impacts of taxa in the target region and elsewhere, (iv) aid the prioritisation of management actions, and (v) facilitate the evaluation of management methods. It is envisaged that EICAT will be used by scientists, environmental managers and conservation practitioners as a tool to gain a better understanding of the magnitude of impacts caused by different alien taxa, to

alert relevant stakeholders to the possible consequences of the arrival of certain alien taxa, and to inform the prioritisation, implementation and evaluation of management policies and actions.

It must be emphasised at the outset that EICAT is not a risk assessment, and its **output alone should not be used to prioritise management actions for alien taxa**. Risk assessments and priority setting require information on many issues related to the biology and ecology of the alien taxa and the pathways of introduction, which is not incorporated in EICAT. The output of EICAT is also not a statutory list of invasive alien taxa. Thus, while it is intended to inform the prioritization of management activities against alien taxa causing environmental impacts within a country or a region, EICAT should not be used alone to identify which alien taxa should be regulated. Furthermore, any decision that could have effects on the regulation of trade of species must comply with existing international agreements, including, amongst others, the Convention on Biological Diversity and its guidance on invasive alien species, the World Trade Organisation (WTO) Agreement on the Application of Sanitary and Phytosanitary Measures (SPS Agreement), and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES). EICAT has the potential to inform statutes adhering to the relevant international agreements, to assist the implementation of appropriate measures, and to inform risk assessments, but it does not replace them.

EICAT must be applied in a consistent and comparable manner when assessing the impacts of different alien taxa. Therefore, **we present the IUCN EICAT Categories and Criteria Version x** which should be used to inform the assessment process. The EICAT Categories and Criteria are analogous to, and draw heavily upon, the framework adopted for the globally recognised IUCN Red List of Threatened Species [11]. There is also a separate accompanying Guidelines document that provides additional guidance to support the application of the EICAT Categories and Criteria, including on how to deal with uncertainty, the required documentation standards, and EICAT assessment process. The EICAT Guidelines document will be periodically updated.

The EICAT Categories and Criteria Standard and the accompanying EICAT Guidelines document are adapted from - and replace - the EICAT guidelines proposed by Hawkins et al. (2015). The following EICAT Categories and Criteria Version X. and accompanying EICAT Guidelines document are therefore the documents to use when undertaking EICAT assessments.

2. Abbreviations

CBD – Convention on Biological Diversity

CITES – Convention on International Trade in Endangered Species of Wild Fauna and Flora

COP – Conference of Parties

EICAT – Environmental Impact Classification for Alien Taxa

GISD – Global Invasive Species Database

ISSG – Invasive Species Specialist Group

IUCN – International Union for Conservation of Nature

SPS Agreement – WTO Agreement on the Application of Sanitary and Phytosanitary Measures

SSC – Species Survival Commission

WTO – World Trade Organisation

EICAT Categories and Labels:

CG – Cryptogenic

DD – Data Deficient

MC – Minimal Concern

MN – Minor

MO – Moderate

MR – Major

MV – Massive

NA – No Alien Population

NE – Not Evaluated

3. Definitions

This section defines key terms used in the application of the EICAT Categories and Criteria. It is necessary to refer to these terms when interpreting them as some are commonly used terms that are defined in a particular sense here.

Taxon

This term is used for convenience to represent species or lower taxonomic levels (subspecies, varieties, cultivars, or races), including those that are not yet formally described.

Alien Taxon

A species, subspecies or variety or cultivar or race, moved intentionally or unintentionally by human activities beyond the limits of its native geographic range, or resulting from breeding or hybridisation and being released into an area in which it does not naturally occur. The movement allows the taxon to overcome fundamental biogeographic barriers to its natural dispersal. The definition includes any part, gametes, seeds, eggs, or propagules of such taxa that might survive and subsequently reproduce. Natural dispersal of a taxon either within postglacial habitat expansion or due to climate shift does not qualify to label a taxon as alien. Common synonyms include non-native, non-indigenous, foreign, and exotic. The definition follows the Convention on Biological Diversity (COP 6 Decision VI/23) and [12]. See also Taxon; Invasive Alien Taxon.

Invasive Alien Taxon

An alien taxon whose introduction and/or spread threatens biological diversity. This definition follows the Convention on Biological Diversity (COP 6 Decision VI/23). The requirement that an invasive alien taxon causes threat or harm is common in policy usage (see also Executive Order 13112 – Invasive Species, of the United States Government), but less so in scientific usage where “invasive” usually simply implies that the taxon has spread widely and fast from the point of establishment [12].

Cryptogenic

Cryptogenic taxa are those for which it is unclear, following evaluation, whether the individuals present at a location are native or alien [13]. This is a particular problem in the marine realm, for cosmopolitan plants, for easily spreading species, for taxa possibly introduced into a location many centuries ago, and for species in biogeographically poorly known taxonomic groups, including many stored product arthropod pests, for which the native geographic ranges are unknown. Cryptogenic taxa may have deleterious impacts where they occur.

Environmental Impact

A measurable change to the properties of an ecosystem caused by an alien taxon [2]. This definition applies to all ecosystems, whether largely natural or largely managed by humans, but explicitly considers only changes that have impacts on the native biota. Changes in abiotic properties of the environment caused by an alien taxon are only considered if they affect the native biota. The same alien taxon may also have impacts on human societies and economies [14], but these are not considered here.

Deleterious Environmental Impact

An impact that changes the environment in such a way as to modify native biodiversity or alter ecosystem properties to the detriment of native taxa [15]. This definition intentionally excludes societal judgments regarding the desirability or value of alien taxa, and it is assumed here that the classification will be used as a mechanism to prevent impacts that are judged to be "negative" by those concerned.

Global Population

The total number of individuals of a taxon. See also Population Size.

Sub-Population and Local Population

A sub-population is a geographically or otherwise distinct group in the global population for which there is little demographic or genetic exchange. A local population is a group of individuals within a sub-population. It may encompass all of the individuals within the sub-population (e.g. Local population 1 in Figure 1), or only some of those individuals (e.g., Local populations 2 – 4 in Figure 1). In the latter case, a local population is spatially disjunct from other groups of individuals, but shares individuals with other local populations through natural immigration, in which case it may form part of a meta-population [16]. An EICAT assessment considers impacts happening at least at the level of the local population. See also Population Size.

Figure 1. The relationship between Global Population, Sub-population and Local population for the purposes of EICAT assessments. The global population includes all individuals of the taxon, a sub-population is a geographically or otherwise distinct group in the population, and a local population is a group of individuals within a sub-population. In this example, Local Population 1 includes all individuals within Sub-population 1. Local populations 2, 3 and 4 are connected by frequent natural immigration, whereas Sub-populations 1 and 2 are largely isolated from each other.

Population Size

For functional reasons, primarily owing to differences between life forms, population size (whether global, sub or local) is measured as numbers of mature individuals only. In the case of taxa dependent on other taxa for all or part of their life cycles, biologically appropriate values for the host taxon should be used.

Mature Individuals

Mature individuals are the number of individuals known, estimated or inferred to be capable of reproduction. When estimating this quantity, the following points should be considered:

- Mature individuals that will never produce new recruits should not be counted (e.g., densities are too low for fertilisation).
- In the case of populations with biased adult or breeding sex ratios, it is appropriate to use lower estimates for the number of mature individuals, which take this into account.

- Where the population size fluctuates, use a lower estimate. In most cases this will be much less than the mean.
- Reproducing units within a clone should be counted as individuals, except where such units are unable to survive alone.
- In the case of taxa that naturally lose all or a subset of mature breeding individuals at some point in their life cycle, the estimate should be made at the appropriate time, when mature individuals are available for breeding.

Native Community

The assemblage of populations of naturally occurring taxa present in the area occupied by the alien taxon.

Changes to Communities

Changes to communities refer to the loss of at least one native species in the communities (local population extinction of one or more native species) due to impacts caused by the alien taxon.

Performance

Performance is a measurable fitness trait that affects the capacity of an individual organism to survive, gather resources, grow, or reproduce [see 17, 18]. Examples include biomass, plant height, number of offspring or seeds, and immunocompetence.

Decline in Population Size

A decline in global, sub- or local population size is a reduction in the number of mature individuals of a native species that has happened as a result of the introduction of the alien taxon. The downward phase in a normally fluctuating population will not count as a reduction. In cases where an alien taxon impacts on recruitment in native species, this impact will not count as a reduction in population size, unless there is also an impact on the number of mature individuals.

Local Population Extinction

The elimination of one or more native taxa due to impacts caused by the alien taxon, in part or all of the area invaded by the alien taxon (also known as extirpation). A native taxon is presumed locally extinct when there is evidence from known and/or expected habitat within the local area invaded by the alien taxon that no individuals of the native taxon remain. Local population extinction differs from global (species) extinction, which refers to the complete elimination of a native taxon from all parts of its range. In situations where a species is only known from one locality, local population extinction may also

result in the species' global extinction. This may occur on islands for example, if the introduction of an alien taxon leads to the local extinction of an island endemic species.

Naturally Reversible Changes

Following on from a Local Population Extinction, Naturally Reversible means there is evidence that if the alien taxon is no longer present, the native taxon would be likely to return to the community within 10 years or 3 generations, whichever is longer. The native taxon can return to the community naturally (e.g., individuals migrating from a metapopulation), or assisted by human re-introductions, either intentionally or unintentionally, but only where the re-introductions were occurring at a similar rate before the alien taxon led to the native species local population extinction, and the re-introductions are not for conservation purposes. Therefore, re-introductions assisted by humans that were not already in place at the time the alien taxon led to the local population extinction, and that would require extra effort (e.g., re-introductions from captivity or from other areas), are not considered as Naturally Reversible changes.

Naturally Irreversible Changes

Naturally Irreversible means there is evidence that if the alien taxon is no longer present, the native species would not return to the community within 10 years or 3 generations, whichever is longer, without additional human assistance that was not already in place at the time the alien taxon led to the local population extinction (see Naturally Reversible Changes). Local extinctions are Naturally Irreversible when there is no propagule influx of the native taxon (e.g., global extinction, isolation of the local population), or when the alien population changes the environment making it unsuitable for the native taxon to re-establish.

4. Description of EICAT Categories and Criteria

4.1. Categories

The impacts of an alien taxon are classified based on the level of biological organisation it affects (individuals → populations → communities), and the magnitude and reversibility of these impacts. The impact category assigned to an alien taxon should reflect its most severe impact to native taxa under any of the criteria listed in section 4.2.

There are eight clearly defined categories into which taxa can be classified (Figure 2). Complete definitions of the categories are given in Box 1. The first five categories, termed ***'impact'*** categories, follow a sequential series of impact scenarios describing increasing levels of impact by alien taxa. These scenarios have been designed such that each step change in category reflects an increase in the order of magnitude of the particular impact so that a new level of biological organisation is involved. Thus: **Minimal Concern (MC)** – negligible impacts, and no reduction in performance of native taxon's individuals; **Minor (MN)** – performance of individuals reduced, but no decrease in population size; **Moderate (MO)** – native taxon population decline; **Major (MR)** – native taxon local extinction (i.e. change in community structure), which is naturally reversible; and **Massive (MV)** – naturally irreversible local, or global extinction of a native taxon (i.e. change in community structure). Alien taxa should be classified based on the highest criterion level met across any of the impact mechanisms (section 4.2, Table 1). Impacts that fall within the categories **Moderate**, **Major** or **Massive** are termed '***harmful***'.

The remaining three categories do not reflect the impact status of a taxon. The **Data Deficient (DD)** category highlights taxa for which evidence suggests that alien populations exist, but for which current information is insufficient to assess their level of impact. The category **No Alien Population (NA)** should be applied when there is no evidence to suggest the taxon has or had individuals existing in the wild (i.e. outside of captivity), beyond the boundary of its native geographic range. The category **Not Evaluated (NE)** applies to taxa that have not yet been evaluated against the EICAT impact categories.

Finally, the label **Cryptogenic (CG)** should be applied to taxa for which it is unclear, following evaluation, whether individuals present at a location are native or alien [13]. **CG** is not a category in itself; cryptogenic taxa should be evaluated as if they are aliens, on the basis of the precautionary principle, but their impact classification modified by the **CG** label (e.g., for a cryptogenic species with Major impact: *Genus species* **MR** [**CG**]).

Box 1. Category definitions
The abbreviation of each category (in parenthesis) follows the denomination

Minimal Concern (MC)
A taxon is considered to have impacts of **Minimal Concern** when it causes negligible levels of impacts, but no reduction in performance of individuals in the native biota. Note that all alien taxa have impacts on the recipient environment at some level, for example by altering species diversity or community similarity (e.g., biotic homogenisation), and for this reason there is no category equating to "no impact". Only taxa for which changes in the individual performance of natives have been studied but not detected are assigned an **MC** category. Taxa that have been evaluated under the EICAT process but for which impacts have not been assessed in any study should not be classified in this category, but rather should be classified as **Data Deficient**.

Minor (MN)
A taxon is considered to have **Minor** impacts when it causes reductions in the performance of individuals in the native biota, but no declines in native population sizes, and has no impacts that would cause it to be classified in a higher impact category.

Moderate (MO)
A taxon is considered to have **Moderate** impacts when it causes declines in the population size of at least one native taxon, but has not been observed to lead to the local extinction of a native taxon.

Major (MR)
A taxon is considered to have **Major** impacts when it causes community changes through the local or sub-population extinction (or presumed extinction) of at least one native taxon, that would be naturally reversible if the alien taxon was no longer present. Its impacts do not lead to naturally irreversible local population, sub-population or global taxon extinctions.

Massive (MV)
A taxon is considered to have **Massive** impacts when it causes naturally irreversible community changes through local, sub-population or global extinction (or presumed extinction) of at least one native taxon.

Data Deficient (DD)
A taxon is categorised as **Data Deficien**t when the best available evidence indicates that it has (or had) individuals existing in a wild state in a region beyond the boundary of its native geographic range, but either there is inadequate information to classify the taxon with respect to its impact, or insufficient time has elapsed since introduction for impacts to have become apparent. It is expected that all introduced taxa will have an impact at some level, because by definition an alien taxon in a new environment has a nonzero impact. However, listing a taxon as **Data Deficient** recognises that current information is insufficient to assess that level of impact.

No Alien Population (NA)
A taxon is categorised as **No Alien Populations** when there is no reliable evidence that it has (or had) individuals existing in a wild state in a region beyond the boundary of its native geographic range. In this case, absence of evidence is assumed to be evidence of absence, as it is impossible to prove that a taxon has no alien individuals anywhere in the world. Taxa with individuals kept in captivity or

cultivation in an area to which it is not native would be classified here. A taxon could currently have no individuals existing in a wild state in a region beyond the boundary of its native geographic range because it has died out in, or has been eradicated from, such an area. In these cases, there should be evidence relating to impact that causes it to be classified in one of the impact categories (**MC**, **MN**, **MO**, **MR**, **MV**), or alternatively no evidence of impact, which would cause it to be classified as **Data Deficient**.

Not Evaluated (NE)
A taxon is categorised as **Not Evaluated** when it has not yet been evaluated against the EICAT impact categories, as is also the case in the IUCN Red List [11].

Figure 2. The different EICAT Categories and the relationship between them.

Descriptions of the categories are provided in Box 1. The **Cryptogenic** (**CG)** label is not represented here as **CG** taxa may be found in any category.

In many cases, it is difficult to distinguish whether an alien taxon is the driver of environmental changes, or simply a passenger responding to the same driver as the natives [19]. Moreover, synergistic interactions between alien taxa and other stressors are also possible (and perhaps increasingly common) but difficult to anticipate [20]. The EICAT scheme takes a precautionary approach: when the main driver of change is unclear, it should be assumed to be the alien taxon for the purposes of the EICAT assessment. However, the classification is intended to be dynamic, allowing for updates as new or more reliable data become available, and as the documented impact history of a taxon unfolds across space and time.

4.2. Criteria

Twelve **impact mechanisms** have been identified by which alien taxa may cause deleterious impacts in areas to which they have been introduced (Table 1). For each mechanism, there are five criteria against which taxa should be evaluated, to determine the level of deleterious impact caused under that mechanism. Taxa should be evaluated against every relevant mechanism and criterion, and the highest level of criterion met under any mechanism then determines the EICAT Category to which the taxon is assigned. These mechanisms are based on those proposed by Nentwig *et al.* 2010 [21], Kumschick *et al.* 2012 [22] and Blackburn *et al*. 2014 [10]. They are aligned with those identified in the International Union for Conservation of Nature (IUCN) Global Invasive Species Database (GISD).

The impact mechanisms are:

1. **Competition** – the alien taxon competes with native taxa for resources (e.g., food, water, space), leading to deleterious impact on native taxa.
2. **Predation** – the alien taxon predates on native taxa, leading to deleterious impact on native taxa.
3. **Hybridisation** – the alien taxon hybridises with native taxa, leading to deleterious impact on native taxa.
4. **Transmission of disease** – the alien taxon transmits diseases to native taxa, leading to deleterious impact on native taxa.
5. **Parasitism** – the alien taxon parasitises native taxa, leading to deleterious impact on native taxa.
6. **Poisoning/toxicity** – the alien taxon is toxic, or allergenic by ingestion, inhalation or contact, or allelopathic to plants, leading to deleterious impact on native taxa.
7. **Bio-fouling or other direct physical disturbance** – the accumulation of individuals of the alien taxon on the surface of a native taxon (i.e., bio-fouling), or other direct physical disturbances not

involved in a trophic interaction (e.g., trampling, rubbing, etc.) leads to deleterious impact on native taxa.

8. **Grazing/herbivory/browsing** – grazing, herbivory or browsing by the alien taxon leads to deleterious impact on native taxa.
9. **Chemical impact on ecosystem** – the alien taxon causes changes to the chemical characteristics of the native environment (e.g., pH; nutrient and/or water cycling), leading to deleterious impact on native taxa.
10. **Physical impact on ecosystem** – the alien taxon causes changes to the physical characteristics of the native environment (e.g., disturbance or light regimes), leading to deleterious impact on native taxa.
11. **Structural impact on ecosystem** – the alien taxon causes changes to the habitat structure (e.g., changes in architecture or complexity), leading to deleterious impact on native taxa.
12. **Indirect impacts through interactions with other species** – the alien taxon interacts with other native or alien taxa (e.g., through any mechanism, including pollination, seed dispersal, apparent competition, mesopredator release), facilitating indirect deleterious impact on native taxa.

Alien taxa should be assessed for their impact under all the mechanisms for which data are available, and classified on the basis of evidence of their most severe impacts under any of the impact mechanisms. To qualify a particular taxon in any of the EICAT Impact Categories (**MC**, **MN**, **MO**, **MR**, **MV**), evidence of impact is needed for one (or more) of the twelve mechanisms that caused the highest impact. The criteria for classification due to impacts caused by each mechanism are described in Table 1. Impacts which do not fit any of the mechanisms can still be classified, based on the general rules given in the top row of Table 1.

Table 1. Criteria used to classify alien taxa by EICAT Impact Category (MC, MN, MO, MR, MV).
These categories are for taxa that have been evaluated, have alien populations (i.e., are known to have been introduced outside their native range), and for which there is adequate data to allow classification (see Figure 2). Classification follows the general principle outlined in the first row. However, the different mechanisms through which an alien taxon can cause impacts are outlined, in order to guide the assessment process.

	Massive (MV)	**Major (MR)**	**Moderate (MO)**	**Minor (MN)**	**Minimal Concern (MC)**
Categories should adhere to the following general meaning	*Causes local extinction of at least one native taxon (i.e., taxa vanish from communities at sites where they occurred before the alien arrived), which is naturally irreversible; even if the alien taxon is no longer present the native taxon cannot recolonise the area*	*Causes local or sub-population extinction of at least one native taxon (i.e., taxa vanish from communities at sites where they occurred before the alien arrived); which is naturally reversible if the alien taxon is no longer present*	*Causes population declines in at least one native taxon, but no local population extinctions*	*Causes reductions in individual performance (e.g., growth, reproduction, defence, immunocompetence), but no declines in local native population sizes*	*Negligible level of impacts; no reduction in performance (e.g., growth, reproduction, defence, immunocompetence) of individuals of native taxa*
Mechanisms					
(1) Competition	Competition resulting in replacement or local extinction of one or several native taxa; changes are naturally irreversible	Competition resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Competition resulting in a decline of population size of at least one native taxon, but no local population extinction	Competition affects performance of native individuals without decline of their populations	Negligible level of competition with native taxa; reduction of performance of native individuals is not detectable
(2) Predation	Predation results in local extinction of one or several native taxa; changes are naturally irreversible	Predation results in local population extinction of at least one native taxon; naturally reversible when the alien taxon is no longer present	Predation results in a decline of population size of at least one native taxon, but no local population extinction	The alien taxon preys on native taxa, without leading to a decline in their populations	Not applicable; predation on native taxa is classified at least as MN.
(3) Hybridisation	Hybridisation between the alien taxon and native taxa leading to the loss of at least one pure native population (genomic extinction); pure native taxa cannot be recovered even if the alien and hybrids are no longer present	Hybridisation between the alien taxon and native taxa leading to the loss of at least one pure native population (genomic extinction); naturally reversible when the alien taxon and hybrids are no longer present	Hybridisation between the alien taxon and native taxa is regularly observed in the wild; local decline of populations of at least one pure native taxon, but pure native taxa persist	Hybridisation between the alien taxon and native taxa is observed in the wild, but rare; no decline of pure local native populations	No hybridisation between the alien taxon and native taxa observed in the wild (prezygotic barriers), hybridisation with a native taxon is possible in captivity
(4) Transmission of disease to	Transmission of disease to native taxa resulting in local extinction of at least one	Transmission of disease to native taxa resulting in local population extinction of at	Transmission of disease to native taxa resulting in a decline of population size	Transmission of disease to native taxa affects performance of native	The alien taxon is a host or vector of a disease transmissible to native taxa

	Massive (MV)	Major (MR)	Moderate (MO)	Minor (MN)	Minimal Concern (MC)
native species	native taxon; changes are naturally irreversible	least one native taxon; naturally reversible when the alien taxon is no longer present	of at least one native taxon, but no local population extinction; disease is severely affecting native taxa, including mortality of individuals, and it has been found in native and alien co-occurring individuals (same time and space)	individuals without leading to a decline of their populations; alien taxon is a host of a disease which has also been detected in native taxa and affects the performance of native taxa	but disease not detected in native taxa; reduction in performance of native individuals is not detectable
(5) Parasitism	Parasites or pathogens directly result in local extinction of one or several native taxa; changes are naturally irreversible	Parasites or pathogens directly result in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Parasites or pathogens directly result in a decline of population size of at least one native taxon, but no local population extinction	Parasites or pathogens directly affect performance of native individuals without decline of their populations	Negligible level of parasitism or disease incidence (pathogens) on native taxa, reduction in performance of native individuals is not detectable
(6) Poisoning/ toxicity	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in local extinction of at least one native taxon; changes are naturally irreversible	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is removed	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, resulting in a decline of population size of at least one native taxon, but no local population extinction	The alien taxon is toxic/allergenic by ingestion, inhalation, or contact to wildlife or allelopathic to plants, affecting performance of native individuals without decline of their populations	The alien taxon is toxic/allergenic/ allelopathic, but the level is very low, reduction of performance of native individuals is not detectable
(7) Bio-fouling or other direct physical disturbance	Bio-fouling or other direct physical disturbance resulting in local extinction of one or several native taxa; changes are naturally irreversible	Bio-fouling or other direct physical disturbance resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Bio-fouling or other direct physical disturbance resulting in a decline of population size of at least one native taxon, but no local population extinctions	Bio-fouling or other direct physical disturbance affects performance of native individuals without decline of their populations	Negligible level of bio-fouling or direct physical disturbance on native taxa; reduction in performance of native individuals is not detectable
(8) Grazing/ herbivory/ browsing	Herbivory/grazing/browsing resulting in local extinction of one or several native taxa; changes are naturally irreversible	Herbivory/grazing/browsing resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Herbivory/grazing/browsing resulting in a decline of population size of at least one native taxon, but no local population extinction	Herbivory/grazing/browsing affects performance of individuals of native taxa without decline of their populations	Negligible level of herbivory/grazing/browsing on native taxa, reduction in performance of native taxa is not detectable
(9) Chemical impact on ecosystems	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) resulting in a	Changes in chemical ecosystem characteristics (e.g., changes in nutrient cycling, pH) affecting	Changes in chemical ecosystem characteristics detectable (e.g., changes in nutrient cycling, pH), but

	Massive (MV)	Major (MR)	Moderate (MO)	Minor (MN)	Minimal Concern (MC)
	local extinction of at least one native taxon; changes are naturally irreversible	local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	decline of population size of at least one native taxon, but no local population extinction	performance of native individuals without decline of their populations	no reduction in performance of native individuals detectable
(10) Physical impact on ecosystems	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in local extinction of native taxa; changes are naturally irreversible	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in local population extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) resulting in a decline of population size of at least one native taxon, but no local population extinction	Changes in physical ecosystem characteristics (e.g., changes in temperature, fire or light regime) affecting performance of native individuals without decline of their populations	Changes in physical ecosystem characteristics detectable (e.g., changes in temperature, fire or light regime), but no reduction in performance of native individuals detectable
(11) Structural impact on ecosystems	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in local extinction of native taxa; changes are naturally irreversible	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in local extinction of at least one native taxon, but changes are naturally reversible when the alien taxon is no longer present	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) resulting in a decline of population size of at least one native taxon, but no local population extinction	Changes in structural ecosystem characteristics (e.g., changes in architecture or complexity) affecting performance of native individuals without decline of their populations	Changes in structural ecosystem characteristics detectable (e.g., changes in architecture or complexity), but no reduction in performance of native individuals detectable
(12) Indirect impacts through interaction with other species	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing local extinction of one or several native taxa, leading to naturally irreversible changes that would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing local population extinction of at least one native taxon; changes are naturally reversible but would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) causing a decline of population size of at least one native taxon, but no local population extinction; impacts would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) affecting performance of native individuals without decline of their populations; impacts would not have occurred in the absence of the alien taxon	Interaction of an alien taxon with other taxa leading to indirect impacts (e.g., pollination, seed dispersal, apparent competition) but reduction in performance of native individuals is not detectable

5. Applying EICAT

5.1. Evidence-based Scheme

EICAT assessments are based on available data, published or unpublished, on the environmental impacts of alien taxa. While EICAT provides important insights into the threat posed to new regions, it is based only on impacts that have actually been observed, or inferred based on evidence, in the introduced range. Potential impact is an estimate of the magnitude of impact that would result if an invasion occurred, which might incorporate information from the native range, trait analyses and mechanistic models. Potential impact is an essential part of risk assessment, but is not part of EICAT. The classification should not be used alone as a proxy for potential impact. Furthermore, EICAT is solely concerned with impacts in the alien range of a taxon and data and observations from the native range should not be used in assessing impacts under EICAT. Where there is uncertainty as to whether a study is in the native range or not, this should be recorded in the essential documentation.

5.2. Taxonomic Scope of Assessment

The EICAT process may be applied to species, subspecies or (for plants) varieties or cultivars, or (for animals) races introduced outside their natural past or present distribution (CBD COP 6 Decision VI/23) or to newly occurring taxa arising from breeding or hybridisation. For any EICAT assessments, the taxonomic unit used (species, subspecies, lower taxon) should be specified in the supporting documentation.

We note that invasion, and by extension impact, is a characteristic of a population, rather than a species: not all populations of a given taxon cause the same impacts. It follows that the EICAT classification of a taxon will generally reflect impacts recorded from one or a small number of populations, and that population level impacts translate into taxon-level assessments. This reflects the precautionary principle, as impact caused by one population suggests the potential for other alien populations of the same taxon to cause similar impacts elsewhere.

5.3 Lack of evidence of impact

EICAT is applicable to alien populations occurring in any biome; terrestrial, freshwater, or marine. However, the impacts of alien populations within some habitats will initially be less studied than within others, and therefore it is important that a lack of evidence of impacts is not interpreted as lack of impact. Within EICAT, lack of evidence of impact (categorised as **DD**) is treated differently to evidence of lack of impact (categorised as **MC**).

5.4. Spatial and Temporal Scale of Impacts

Assessments using EICAT are undertaken on impact data currently available for alien taxa at appropriate spatial and temporal scales. This needs to take into account the typical spatial and temporal scales over which the original native communities can be characterised. Assessments based on evidence generated at spatial or temporal scales that are very different to the scales over which the local native population can be characterised are likely to be subject to greater uncertainty.

5.5. EICAT Classification

Assessments using EICAT Categories and Criteria are undertaken on evidence of impacts at the appropriate spatial and temporal scales. An alien taxon may have been subject to many different assessments of impact, each with a different EICAT classification (Figure 2). The final EICAT Category assigned to the alien taxon is the maximum recorded impact across all of the different impact assessments (Figure 3).

It is likely that some alien taxa will be subject to management plans to control or eradicate their populations in invaded areas. A possible result is that the current highest level of impact caused by the taxon is below the highest level of impact ever recorded for the taxon (i.e. before the management took place). However, due to the known potential of the taxon to cause the highest level of impact, the maximum recorded impact remains the IUCN EICAT Category assigned to the taxon.

Figure 3. How data from individual EICAT assessments of the impacts of a hypothetical alien taxon (species XY) inform the overall EICAT Category to which the taxon is assigned. The overall assessment categorises the taxon based on its highest impact anywhere (in this case, **Massive** (**MV**)).

5.6. Geographic Scale of the Classification

IUCN currently only reviews and displays global assessments. Global assessments are based on evidence of impact from the taxon's entire alien range, and the highest level of impact recorded anywhere in the alien range of the taxon being assessed. In practice, as most alien taxa with recorded impacts are yet to

have their impacts studied in most areas where they occur, the vast majority of EICAT assessments will use data from only part of the alien range to generate a global level taxon assessment. While the EICAT Categories and Criteria are focused only on assessments undertaken at the global scale, the EICAT process can be applied to impacts at different geographic scales, including regional, national or local (Figure 4). However, impact listings are likely to be context dependent: an impact that is observed in one area of the introduced range may not occur elsewhere, or may not be as severe elsewhere. Therefore, national or regional level assessments, which only take into account impacts which have occurred within a particular country or region, may differ markedly from global level assessments which are based on the highest level of impact recorded anywhere in the alien range of the taxon being assessed (Figure 4). Regardless of the geographic scale of the assessment, evidence of the impacts of alien taxa used for the assessment should be measured at an appropriate spatial scale, taking into account the typical spatial and temporal scale at which the invaded native communities can be characterised.

Figure 4. How data from individual EICAT assessments of the impacts of a hypothetical alien taxon (species XY) inform the EICAT Category to which the taxon is assigned at National and Global scales. The global assessment categorises the taxon based on its highest impact anywhere (in this case, a **Massive** (**MV**) impact in Viet Nam). National scale assessments are based only on impacts reported from those countries (e.g. **Major** (**MR**) for Fiji). **Data Deficient** (**DD**) in India indicates that the alien taxon was assessed but no impact reports from India were found.

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About IUCN (International Union for Conservation of Nature)

IUCN is a membership Union uniquely composed of both government and civil society organisations. It provides public, private and non-governmental organisations with the knowledge and tools that enable human progress, economic development and nature conservation to take place together.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources and reach of more than 1,300 Member organisations and some 13,000 experts. It is a leading provider of conservation data, assessments and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools and international standards.

IUCN provides a neutral space in which diverse stakeholders including governments, NGOs, scientists, businesses, local communities, indigenous peoples organisations and others can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems and improve people's well-being.

www.iucn.org
https://twitter.com/IUCN/

About IUCN Species Survival Commission (SSC)
IUCN Species Survival Commission (SSC) IUCN SSC is a science-based network composed of around 9,000 species experts including scientists, field researchers, government officials and conservation leaders, volunteer experts from almost every country of the world, all working together towards achieving the vision of "A just world that values and conserves nature through positive action to reduce the loss of diversity of life on earth". SSC advises IUCN and its members on the wide range of technical and scientific aspects of species conservation, and is dedicated to securing a future for biodiversity. SSC has significant input into the international agreements dealing with biodiversity conservation.

www.iucn.org/species

About IUCN SSC ISSG
The Invasive Species Specialist Group (ISSG) is a global network of scientific and policy experts on invasive species, organized under the auspices of the Species Survival Commission (SSC) of the International Union for Conservation of Nature (IUCN). The ISSG promotes and facilitates the exchange of invasive species information and knowledge across the globe and ensures the linkage between knowledge, practice and policy so that decision making is informed. The two core activity areas of the ISSG are policy and technical advice, and, information exchange through our online resources and tools and through networking.

www.issg.org

ANNEX 1. EICAT IUCN-wide consultation summary

This Annex provides a summary of the results of the IUCN-wide consultation on EICAT, and the edits made in response to feedback received. Reports providing full details of the consultation (results, IUCN ISSG responses, and major edits made to EICAT) can be found on the IUCN EICAT webpage[1].

1. IUCN-wide consultation round 1 (June 2017)

Aim: Questions on the scientific underpinning, assessment process, and governance structures.

- 260 respondents from across the IUCN Union (Figure 1), and around the world (Figure 2).

Figure 1. Responses to the EICAT consultation by IUCN status (total 260 participants). Note: individuals may have more than one IUCN status.

Figure 2. Responses to the EICAT consultation by countries (total 260 participants).

[1] IUCN EICAT webpage (see 'Downloads') https://www.iucn.org/theme/species/our-work/invasive-species/eicat

1.1. Results

The vast majority of respondents agreed (incl. *strongly agreed* or *agreed*) that the proposed EICAT standard is a simple (86% agree, n=223), objective (84% agree, n=219) and transparent (85% agree, n=222) method for classifying alien taxa in terms of the magnitude of their detrimental environmental impacts.

Below are the results for two additional key questions in the consultation.

i) I support EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts (Figures 3, and 4).

- 238 respondents agree (92% = 49% *strongly agree,* 43% *agree*)
- Only 4 respondents disagree (1.5% = 1% *disagree*, 0.5% *strongly disagree*)
- This support can be seen across the IUCN Union (Figure 4).

Figure 3. Consultation response to "*I support EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts*".

Figure 4. Consultation response by IUCN Status to "*I support EICAT becoming an IUCN Standard for classifying alien taxa against the magnitude of their environmental impacts*".

ii. EICAT will identify those alien taxa that have different levels of environmental impact (Figure 5).

- 230 respondents agree (88% = 28% *strongly agree,* 60% *agree*)
- Only 10 respondents disagree (3% = 2% *disagree*, 1% *strongly disagree*)

Figure 5. Consultation response to "*EICAT will identify those alien taxa that have different levels of environmental impact*".

1.2. Comments received and edits made

- A total of 219 comments/questions were received[2] that required a response from IUCN ISSG (Table 1).

Table 1. Summary of comments received through consultation round 1 requiring a response from IUCN ISSG

Comment category	Example comments (summary)
Scope 16 combined questions	• *Native* invasive species & +ve impacts should be included • Varying impacts between habitats not captured • Confusion between spatial scale of assessments and geographic scope of assessment
Categories & Criteria 27 combined questions	• Irreversibility difficult to determine • Quantitative thresholds needed • Spatial scale at which impacts measures unclear
Application (& Risk Ass.) 11 combined questions	• EICAT may be used as a Risk Assessment • Does not identify potential impacts
Governance 17 combined questions	• Process for revision of standard & guidelines? • Biased based on expert opinion
Guidance 15 combined questions	• 'Abiotic changes' clarification • EICAT examples needed • Defining 'fitness'

[2] Where two or more of these comments related to the same issue, they were grouped and summarised into a single comment/question, providing 86 separate questions/comments that required a response from the ISSG.

Based on the comments received through the consultation and through the application of EICAT by the ISSG, significant edits were made to EICAT Version 1. In summary these were:

Significant changes to EICAT Categories and Criteria included:

- No longer recording *Current Impact*. In version 1, EICAT adopted a parallel classification system where both the 'current' impact category and a 'maximum recorded' impact category were captured.
- Judgement of feasibility of eradication, re-introductions or habitat restoration have been removed from the criteria (previously used to determine is a population extinction was 'reversible' – a key criteria for MV/MR categories).
- Creation of 'harmful' categories. The Categories representing the highest level of environmental impact, MV, MR, and MO are termed '**Harmful'**.

Additional guidance provided on:

- Clarification of (local) population extinction
- Reversible & irreversible population extinctions (MV/MR distinction)
- EICAT classification process
- Distinction between *spatial scale* of assessments & *geographic scope* of classification
- Dealing with uncertainty

2. IUCN-wide consultation round 2 (August 2019)

Aim: Receive feedback on Version 2

- Thirty-three respondents from across the IUCN Union (Figure 6), from 21 countries.

Figure 6. Responses to the EICAT consultation round 2 by IUCN status (total 33 participants). Note: individuals can have more than one IUCN status

2.1. Comments received and edits made

- Thirty-seven comments were received[3] that required a response from IUCN ISSG (Table 2).

Table 2. Summary of comments received through consultation round 2 that required a response from IUCN ISSG.

Comment category	Example comments summary
Categories and Criteria 19 comments	• Definition of 'performance' needed • More information needed on the 'harmful' label • EICAT not suitable for data poor situations, especially marine realm
Guidelines 10 comments	• Include socio-cultural impacts (not just environmental) • Inclusion of assessment of feasibility of management measures • More guidance needed on 'inferred'
Data reporting template 8 comments	• Add search protocol to guidelines • Need to stress difference between EICAT and risk assessment

Based on the comments received through the consultation second round, minor edits were made to EICAT. In summary these were:

Edits to EICAT Categories and Criteria:

- Added definition of 'Performance'
- Expanded on the term 'harmful'
- Changed term '(ir)reversible' to '*naturally* (ir)reversible'
- Added section on the difference between lack of evidence of impact and evidence of lack of impact.

Edits to Guidelines:

- Added the information search protocol (taken from data collection spreadsheet)
- Provided a section on the term 'harmful'
- Added section on how EICAT handles lack of evidence of impact and evidence of lack of impact, noting the concerns raised with its application to the marine realm.

[3] Where two or more of these comments related to the same issue, they were grouped and summarised into a single comment/question, providing 86 separate questions/comments that required a response from the ISSG.

98th Meeting of the IUCN Council, Gland (CH), 8-11 February 2020

51st Meeting of the Programme and Policy Committee (PPC)

Agenda Item PPC51/4.2

Approval of a policy statement on the importance of the conservation of primary forests (WCC-2016-Res-045)
Follow-up to PPC50, October 2019

Origin: Director General

Required action:

Council is invited to consider and endorse the draft **IUCN Policy Statement on Primary Forest including Intact Forest Landscapes** developed by the Task Force created by WCC-2012-Res-060, which mandate was renewed and extended by WCC-2016-Res-045.

Background

Building upon the 2012 Jeju Resolution 060 *Strengthening the role of IUCN in saving the world's primary forests*, at the 2016 Hawai'i IUCN World Conservation Congress, members passed resolution WCC-2016-Res-045-EN on *The protection of primary forests, including intact forest landscapes* (PF-IFL, hereafter). This resolution requested the IUCN Director-General:

> *"[to] ensure[s] that the conservation of PF-IFL is an integral component of the implementation of the IUCN Programme 2017-2020"*

And to:

> *"2. (…) continue the work of the IUCN Primary Forest Task Team in support of Resolution 5.060, including the following additional objectives:*
>
> *a. developing a draft policy statement to be approved by Council on the importance of the conservation of primary forests, including intact forest landscapes, taking fully into account conceptual and operational issues with defining these terms so that they are broadly applicable to all forest types, including consideration of how their conservation can contribute to IUCN's nature-based solutions; (…)"*

The document below responds to clause 2.a of the resolution. This policy statement will be supported by the IUCN work programme 2021-2014, particularly the Forest

Conservation Programme's business line on primary forests in support of broader Union application.

This draft policy statement are now availed to Council for its consideration, further guidance, and endorsement as appropriate.

IUCN Policy Statement on Primary Forests Including Intact Forest Landscapes

1. Introduction

1.1 IUCN policy context

Building upon the 2012 Jeju Resolution 5.060 *Strengthening the role of IUCN in saving the world's primary forests*, at the 2016 Hawai'i IUCN World Conservation Congress, members passed resolution WCC-2016-Res-045-EN on *The protection of primary forests, including intact forest landscapes* (PF-IFL, hereafter). This resolution requested the IUCN Director-General to ensure that the conservation of PF-IFL is an integral component of the implementation of the IUCN Programme 2017-2020 and to have the IUCN Primary Forest Task Team develop a draft policy statement on their conservation to be approved by Council.

This document responds to clause 2.a of the resolution which mandates a draft policy statement on "the importance of the conservation of PF-IFL, taking fully into account conceptual and operational issues with defining these terms so that they are broadly applicable to all forest types, including consideration of how their conservation can contribute to IUCN's nature-based solutions." This policy statement will be supported by the IUCN work programme, particularly the Forest Conservation Programme's business line on primary forests in support of broader Union application.

A second guidance document provides recommendations for implementing this policy by IUCN constituents and other stakeholders, responding to operative clauses 2.b to 2.e of the resolution, namely, to examine mechanisms, opportunities for, and barriers to the protection of PF-IFL. That document also provides detailed additional references to sources of facts, data, and methods referred to here.

1.2 Global context

We are at a critical juncture in Earth's history, where recognising the scale of the climate and the biodiversity crises confronting life on Earth, and understanding and taking action based on the linkages between them, will be critical to humanity's survival and that of the greater community of life.

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES)[1] called for the biodiversity crisis to be treated as seriously for life on Earth as the climate crisis. The 2019 IPBES Global Assessment Report highlighted the likely extinction of one million species, which received unprecedented global attention and reinforced the urgency of protecting and restoring ecosystem integrity.

The Convention on Biological Diversity (CBD) not only expressed deep concern about the impact of climate change on biodiversity, but also that the "escalating destruction, degradation, and fragmentation of ecosystems would reduce their capacity to store carbon and lead to increases in greenhouse gas emissions, reduce the resilience and stability of ecosystems, and make the climate change crisis ever more challenging" (CBD COP 14/5).[2]

Reflecting the increasingly recognised linkages, the CBD also called for greater integration of the key environmental Conventions – the CBD, United Nations Framework Convention on Climate Change (UNFCCC), United Nations Convention to Combat Desertification (UNCCD) – and other international instruments, and gave new emphasis to the importance of primary forests when it noted the "exceptional importance of primary forest for biodiversity conservation" and "the urgent necessity to avoid major fragmentation, damage to and loss of, primary forests of the planet…" (CBD COP 14/30).[3]

The 5-year assessment report of the New York Declaration on Forests noted that, "The continued loss of primary forests, at ever-increasing rates, despite their incalculable value and irreplaceability is both shocking and tragic."[4]

The Intergovernmental Panel on Climate Change (IPCCC) 1.5ºC Report (IPCC 2018)[5] also noted that given the limited available time, substantially increased climate action on land and forests would, if combined with deep cuts in industrial emissions, provide a pathway to limit warming to 1.5 degrees – the guardrail necessary to minimise climate impacts on biodiversity and ecosystem integrity. The IPCC Special Report on Climate Change and Land noted, "while some response options have an immediate impact, others take decades to deliver measurable results. Examples of response options with immediate impacts include the conservation of high-carbon ecosystems such as peatlands, wetlands, rangelands, mangroves, and forests." Accordingly, UNFCCC COP 25 decision 1/CP.25 "Underlines the essential contribution of nature to addressing climate change and its impacts and the need to address biodiversity loss and climate change in an integrated manner."

Moreover, the 2019 UNEP Emissions Gap Report[6] warns that even if all current unconditional commitments under the Paris Agreement are implemented, temperatures are expected to rise by 3.2°C, bringing even wider-ranging and more destructive climate impacts. It emphasises that all nations must substantially increase ambition in their Nationally Determined Contributions (NDCs), and the collective ambition must increase more than fivefold over current levels to deliver the cuts needed over the next decade for the 1.5°C goal.

The world community must take strong measures to address the biodiversity and climate crises if we are to avoid catastrophic outcomes. Increased leadership is

needed to drive and shape the ambition required to tackle the climate change and biodiversity crises and underpin sustainable development and each of the sustainable development goals. This policy, therefore, is framed to help meet these unprecedented challenges and to assist IUCN to provide the global leadership and guidance called for on PF-IFL.

Whether looked at it in isolation or together, the importance of tackling both crises by improving the protection, restoration, and management of all-natural ecosystems and, in particular, protecting and restoring high integrity, bio-diverse, carbon-rich ecosystems such as PF-IFL, has never been more urgent.

> *The severe consequences for humanity of biodiversity loss are a hidden terror already prevalent but rarely understood by society. To secure life on Earth, we need bold, transformative action, underpinned by sound science and effective policy*
> (IUCN submission to the CBD on the post-2020 framework)

2. Purpose, scope and target audience

2.1 Purpose and scope

PF-IFL play a pivotal role in providing essential, effective, and enduring nature-based solutions to address the biodiversity and climate crises that the world is facing. The purpose of this policy statement is to promote understanding of the importance of the conservation of the PF-IFL and to provide guidance on how their conservation can contribute to nature-based solutions for critical challenges facing the world community including responding to climate change, respecting planetary boundaries, protecting and restoring biodiversity and cultural heritage, and advancing sustainable development. It is relevant to all aspects of the design, implementation, and governance of IUCN forest-related policies, guidelines, programmes, and projects. This policy and the accompanying implementation guidance document highlight the benefits of PF-IFL, mechanisms, barriers to, and opportunities for their protection, and how they can be best identified and monitored in different ecosystem contexts, and socio-ecological circumstances.

2.2 Target audience

The primary audience of this policy is all constituent parts of IUCN, including Members, Commissions, Secretariat, and National and Regional Committees, along with partners in communities, governments, the private sector, and non-government organisations (NGO), academic and research institutions as well as other stakeholders involved in and concerned with forest ecosystems and landscape management. It is

intended to guide the work of the IUCN Secretariat and Commissions and to inform and assist the policies, programmes and activities of Member organisations.

The policy will also contribute to IUCN's engagement with and submissions to the UNFCCC and the implementation of the Paris Agreement, the CBD, the Sustainable Development Goals (SDG), the U.N. Forum on Forests, and the UNCCD, among other relevant high-level international policy processes.

3. Policy statement

3.1 The special value of PF-IFL

PF-IFL should be differentiated from other forests based on forest condition

- PF-IFL represent one end of a gradient or continuum of ecological condition that reflects the impact of human activities – from minimal to severe. Three broad categories of forest condition can be readily distinguished along this gradient: (i) PF-IFL, (ii) degraded, but naturally regenerating forests, and (iii) plantation forests**.**

- It is important to understand and recognize the differences between these forest conditions to ensure that the benefits and risks of different management decisions are transparently evaluated. Failure to do so can result in adverse outcomes and management decisions, for biodiversity conservation, nature-based climate solutions, and sustainable livelihoods.

PF-IFL should be recognised as providing greater benefits than forests in poorer condition

- There are significant differences between these three major categories of forest condition in terms of biodiversity, carbon stocks, and other ecosystem services, their stability, resilience, and adaptive capacity and the benefits they provide to people. PF-IFL consistently provide benefits and functions that are unique, or of significantly higher quality, than those provided by degraded or plantation forests in the same ecological context across most ecosystem services. For example, PF-IFL play a critical role in providing the following benefits:

  (i) Terrestrial and freshwater biodiversity conservation;
  (ii) Contributions to climate change mitigation and adaptation;
  (iii) Sustainable development pathways (local, national and global);
  (iv) Health, cultural wellbeing, and livelihoods of Indigenous Peoples and local communities; and
  (v) Provision of other ecosystem services.

Hence, protecting and managing PF-IFL is a higher priority for delivering climate, biodiversity and development goals than action in forests in poorer condition.

The ongoing loss and damage of PF-IFL should be recognised as a significant problem

- PF-IFL are facing myriad threats globally, including:
  (i) Decline in their extent (i.e. deforestation); and
  (ii) Degradation (including fragmentation).

- There is clear evidence that PF-IFL are difficult, if not impossible, to replace in human time scales and irreplaceable in the time scales needed to tackle the climate and biodiversity crises as well as development challenges.

3.2 Actions recommended to all stakeholders

All stakeholders should act to enhance the conservation and restoration of PF-IFL wherever possible:

- The locations of PF-IFL should be identified urgently in all jurisdictions or ecological regions holding them, using datasets and stakeholder involvement relevant to specific national and regional contexts – to understand the threats they face, to define opportunities, including for connectivity and importance for biodiversity, ecosystem services, and carbon sequestration and storage, and to clarify the range of management options available to protect and improve their condition.

- Actions relating to forests by all stakeholders should prioritise the maintenance and enhancement of PF-IFL by ensuring that deforestation and degradation (including fragmentation) are avoided in these areas, and that restoration is promoted where required. Management options include:

  - Utilising spatial planning and zoning to: (i) regulate land use activities; (ii) enhance, buffer and reconnect areas of PF-IFL and; (iii) incorporate PF-IFL protection into ecosystem-based disaster risk management, including by overlaying customary land areas with disaster planning.
  - Implement strict and effective protection of PF-IFL within existing protected areas in all regions. Effective protection including the allocation of necessary human and financial resources and banning commercial logging, which leads to the degradation of PF-IFL.
  - Expanding PF-IFL Protected Areas networks and ecological corridors by looking at the full range of co-management tools including, Indigenous and

Community Conserved Areas (ICCAs), Other Effective Area-Based Conservation Measures (OECMs), and indigenous territories.
  - Encouraging land conservancies to protect and restore PF-IFLs on private land.
  - Increasing enforcement capacity for protection (e.g., through increased funding for surveillance and equipment).
  - Improving the planning, design, and regulation of roads to: (i) avoid further fragmentation of PF-IFL and Protected Areas, and (ii) differentiate between roads needed for community development and industrial development.
  - Encouraging restoration of degraded natural forests, including, where feasible and appropriate, of commodity production forests to improve carbon sequestration and storage and the outlook for biodiversity, ecosystem integrity, stability and resilience.
  - Encouraging policy and legislative reforms that will ensure the protection of PF-IFL in Protected Areas and private concessions.

- Promote research, studies and awareness raising activities that facilitate understanding of the value for PF-IFL since this will promote their conservation as a means to tackle the climate and biodiversity crises.

3.3 Considerations of how the conservation of PF-IFL can contribute to IUCN's nature-based solutions

- The IUCN Global Programme and Secretariat's Forest Conservation Programme of work already recognise the importance of protecting and conserving PF-IFL in tackling the climate and biodiversity crises and sustainable development. The Global Programme is revised every four years, which provides timely opportunities to update the focus of IUCN's work on the two crises and elevate the importance of protecting PF-IFL. Improving the conservation status of PF-IFL should be a standard component of the Secretariat's forest programme of work.

- The protection and conservation of PF-IFL are at the centre of and the highest priority in, forest based solutions to the climate change and biodiversity crises, and also prioritised in the Global Standard on Nature-Based Solutions being developed by the Ecosystem Management Programme and Commission.

- As per engagement with the private sector, IUCN make clear that: (1) the loss of PF-IFL cannot be compensated for through reforestation or afforestation; (2) industrial extractive activities in PF-IFL are inappropriate; and (3) build on land use planning and other opportunities in the 'natural capital protocol' to ensure that

protection and sustainable use of PF-IFL is encouraged and not compromised in decision making. Further, all programmatic areas of the Secretariat and Commissions should consider how this goal can be integrated and reflected in their work programmes and plans, and how greater collaborative and focussed effort across programmes, commissions, and task-forces could increase the effectiveness of IUCN's efforts to tackle the climate and biodiversity crises.

- Commissions with climate change specialist working groups include the World Commission on Environmental Law, World Commission on Protected Areas, and the Species Survival Commission. Focus and integration would be facilitated if all Commissions contributed to a cross commission working group or some other collaborative mechanism to help ensure that the role of PF-IFL in addressing climate and biodiversity issues is being adequately integrated in their work plans and priorities.

- Council Task Forces also provide another avenue for whole-of-union engagement with climate and biodiversity, including PF-IFL issues.

- IUCN work on post-2020 CBD targets, Nature-Based Solutions to Climate Change, and the SDG framework and goals should focus on integrated solutions that prioritise protection and restoration of ecosystem integrity and improve the long term conservation outlook for PF-IFL and all other primary including intact ecosystems.

4.0 Definitions, Values & Benefits

4.1. Differentiation of forests based on their ecological condition

Formal internationally recognised definitions of a 'forest' are inadequate for conservation purposes as they are based on minimal criteria (typically, land spanning more than 0.5 hectares with trees higher than 5 meters and a canopy cover of more than 10 percent, or trees able to reach these thresholds) and ignore differences in ecological condition.

Principle 7 of the Rio Declaration reads, "States shall co-operate in a spirit of global partnership to protect and restore the health and integrity of Earth's ecosystem." Ecosystem integrity can be eroded by many forms of human use – in particular activities of industrial-scale or intensity such as commercial logging, building infrastructure, fragmentation by large scale agriculture and roads, trade-driven hunting, and major changes in hydrological or fire regimes.

Forests that have been least affected by these pressures and where structure, composition, and function are predominantly the result of ecological and evolutionary processes, generally support the highest levels of many desirable environmental values and deliver the highest level of ecosystem services.

Primary forests are naturally regenerated forests of native tree species, including mangroves and peat forests, whose structure and dynamics are dominated by ecological and evolutionary processes, including natural disturbance regimes, and where if there has been significant prior human intervention it was long enough ago to have enabled an ecologically mature forest ecosystem to be naturally re-established. Many primary forests are also home to Indigenous Peoples and local communities and are the basis of their identity, culture, belief system, traditional knowledge, and livelihoods; a forest that meets the definition above would not be excluded due to the presence of these communities.

As used here, primary forest is a broad term which encompasses related terms including: stable forest,[7] intact forest,[8] old-growth, frontier, long-untouched and virgin forest[9] and is consistent with the ways 'primary forests' are defined by other authorities such as the CBD and the United Nations Food and Agriculture Organization (FAO).

While primary forests of all extents have conservation value, areas of greater extent warrant particular attention where they persist, as they support more biodiversity, contain larger carbon stocks, provide more ecosystem services, encompass larger-scaled natural processes, and are more resilient to external stresses. The significance of large areas of primary forests has been highlighted by the global mapping of Intact Forest Landscapes (IFL) greater than 500 km^2 in extent.[10] While suitable for many purposes, other thresholds may be more suitable at regional and national levels that reflect local ecological factors.

Further down the forest condition gradient are largely naturally regenerating forests which have experienced significant degradation, for example, due to forest management for commodity production.[11] A range of conditions is evident within this broad category depending on the intensity of silvicultural management regimes and/or other human uses.

The most intensive forms of silviculture result in forests in a third broad category – plantation forests (including timber plantations, agroforests, shelterbelts and so on) that are predominantly composed of trees established through planting and/or deliberate seeding.

Unless key international policy regimes recognise the differences between the three broad categories of forest condition, the loss and degradation of PF-IFL can go unreported or under-reported. While geographically, there will always be 'fuzzy

boundaries' between categories along a gradient, approaches and data sets are now available to map, at a global scale, the three main condition categories: (1) PF-IFL; (2) naturally regenerated but degraded; and (3) plantation forests. For example, a number of approaches and sets of indices have been proposed and applied to measure and map ecosystem condition which can be applied to forests (for example primary forest mapping,[12] IFL mapping,[10] Ecosystem Red List criteria,[13] forest intactness indices,[14] Human Footprint index,[15] Wilderness Quality Index,[16] and mapping of planted forests[17]). However, lack of data at the national and subnational jurisdictional levels in some geographies can limit the ability of some countries to report reliably on forest condition. Where feasible, knowledge gaps can be filled by incorporating local and traditional knowledge and combining citizen science approaches.

4.2. Distinct importance and benefits

IUCN has recognised that PF-IFL play a critical role in maintaining biodiversity, providing ecosystem goods and services on which human society depends, and contributing to national development and advancement of the goals of the CBD, the Paris Agreement, and the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs).

Effective policy formulation and programme delivery requires an understanding of: (1) the linkages between the ecosystem, climate, cultural, spiritual and livelihood dimensions of PF-IFL; (2) the relationship between biodiversity, ecosystem integrity, and ecosystem services; and (3) how PF-IFL contribute to addressing both the climate and biodiversity crises.

Feedback loops between climate change and biodiversity flow both ways. The higher the level of ecosystem integrity, the less prone forests are to damage and loss from pests, disease, drought, fire, and the impacts of climate change. Biodiversity underpins ecosystem integrity and the stability, resilience, and adaptive capacity of forests.[18]

(i) Terrestrial and freshwater biodiversity

Forest biodiversity generally declines along a coarse gradient from old-growth forest to secondary forest, agroforestry, plantations, arable crops and pasture – and studies of regenerating forests demonstrate that biotic recovery occurs over considerably longer time scales than structural recovery, and that reestablishment of certain species and functional group composition can take centuries or millennia.[19]

Tropical forests alone may hold up to 2/3 of all terrestrial species,[20] providing unique habitat characteristics critical for large numbers and a wide variety of plants and wildlife, including the 'hidden' biodiversity – invertebrate and fungal diversity, including the soil biota, that underpin the productivity and stability of ecosystems. Many unique, specialised features are only found in old forests and within forest interior

microclimates, and we are still discovering new species in them. Examples of wildlife dependence on features only found in PF-IFL are evident in all forest ecosystems, for example: (1) ~300 species of hollow-dependent arboreal vertebrate animals in temperate Australian forests;[21] (2) Canadian boreal bird species that are dependent on older forest – such as golden-crowned kinglets, bay-breasted warblers – show a strongly skewed distribution to older stands[22] or are forest interior specialists;[23] and (3) boreal forest management has been found to have caused woodland caribou *(Rangifer tarandus*) and grizzly bear (*Ursus arctos*) to undergo long-term range contractions.[24]

The scale of the biodiversity crisis shows every sign of escalating. Habitat loss, fragmentation, and degradation increase as development pressures increase and as ecosystems suffer additional shocks associated with climate change. Reversing the rapid declines in biodiversity will require strong policy and practical action at every level. Conserving the remaining PF-IFL and preventing fragmentation and industrial development is an essential and urgent component of a comprehensive approach to addressing the biodiversity crisis.

Furthermore, in a time of unprecedented ecological change, PF-IFL provide important reference areas for biodiversity and ecosystem integrity against which to assess the condition of degraded natural forests and the effectiveness of restoration action. Even small areas of primary forest are needed to conserve biodiversity, serving as refugia for threatened species, core patches for landscape restoration and connectivity conservation initiatives, and functioning as source habitats for ecological restoration.

The role of PF-IFL in supporting freshwater biodiversity and ecosystem integrity is often forgotten or underestimated. The quality and regular supply of fresh water is an increasingly critical ecosystem service in the face of increasing development and climate pressure.

(ii) Climate change action for mitigation and adaptation

(a) Mitigation

PF-IFLs offer higher value, more stable, and resilient climate mitigation benefits compared to naturally regenerating production forests and plantations. Their superior resilience and stability minimise risks of their carbon stocks prematurely entering the atmosphere.

In tropical forest ecosystems, PF-IFL store around 35% more carbon than production forests, but the difference can be much more or less depending on the intensity and frequency of logging.[25] Temperate PF-IFL in Australia have been found to store 50-60% more carbon than production native forests.[26,27,28] It has been emphatically established that in tropical, subtropical and temperate forests on all continents, large

old trees do not act simply as senescent carbon reservoirs but actively fix large amounts of carbon compared to smaller trees. At the extreme, a single big tree can add the same amount of carbon to the forest within a year as is contained in an entire mid-sized tree.[29]

Boreal forests are of special concern given that they account for approximately 25% of the planet's forest area and contain more than 35% of all terrestrial carbon. Their carbon dynamics differ from tropical, subtropical and temperate forests in terms of the proportion of ecosystem carbon stocks found in living biomass. The total stock of boreal forest ecosystem carbon is globally significant with estimates in the range of: biomass 40.7 Pg C; dead biomass 7.2 Pg C; soil to 3m 1,307 Pg C; and peat 547 Pg C.[30] Also significant in boreal forests is buried deadwood (up to 935 m^3 ha^{-1}), which failing to account for can lead to misinterpretations of ecosystem dynamics.[31] Half (0.6310^9 ha) of the PF-IFL are located in the boreal and temperate regions of the Northern Hemisphere.[32] Old-growth forests are usually carbon sinks that steadily accumulate carbon for centuries with boreal and temperate forests alone sequestering at least 1.360.5GtC annually. Old-growth forests contain vast quantities of carbon and will lose much of this carbon to the atmosphere if disturbed.[32] Furthermore, it has been evident for some time that salvage logging of boreal forests does not replicate forest structure and biomass loss resulting from natural fires.[33]

Protecting PF-IFL through conservation management is an important mitigation strategy because it avoids emission from deforestation and degradation as well as enabling ongoing sequestration into the growing ecosystem carbon stock. Moreover, their higher levels of ecosystem integrity, compared to production and plantation forests, means they have greater resistance, resilience, and adaptive capacity in the face of increasing external perturbations, including climate change impacts, and therefore support more stable and long-term carbon stocks.[34,35]

Land-based mitigation actions, including forest protection, improved conservation management, and restoration, could provide as much as 37% of cost-effective mitigation needed by 2030 to keep global warming well below 2°C.[36] Avoiding emissions from deforestation and forest degradation by prioritising the protection of PF-IFL, and improving sequestration through the restoration of previously cleared or degraded natural forests, will be essential if we are to limit global warming to 1.5 °C above pre-industrial levels as recommended by the IPCC Special Report[5] on land.

Primary forests in all biomes protect rich, relatively stable carbon stocks either above or below ground, or both. Tropical primary forests protect the largest living biomass carbon stocks, most of which is stored in big old trees. The cool wet temperate forests are home to some of the most carbon-dense forests on Earth, storing large amounts of carbon in big old trees, soil and the coarse woody debris on the forest floor. Boreal

forests accumulate vast stocks of below-ground carbon. It is particularly important to avoid draining peat soils or other damage directly or indirectly arising from industrial activities to these carbon-rich soils, and particularly to those encompassing areas of permafrost.

The climate crisis dictates that we dramatically reduce emissions from all sources by 2030 and achieve net-zero by 2050. Climate action in land and forests must be scaled up, not as a substitute for reducing emissions from fossil fuels but to help achieve the level of ambition necessary to limit warming to as close as possible to 1.5 degrees – the guardrail needed to minimise the loss of biodiversity, ecosystem integrity, and the ecosystem services on which all life depends.

(b) Adaptation

While ecosystem-based adaptation (EbA) is a well-known adaptation strategy, the importance of PF-IFL for their role in facilitating natural adaptation by species in addition to providing benefits for people is currently under-recognised.

One of the key roles for PF-IFL in protecting biodiversity in the face of climate change will be to act as refugia and source habitats. To keep pace with climate change, tree and animal species will need to migrate at paces that may far exceed those observed in the historical-paleo record. Human barriers and fragmentation make the situation far worse.

Biodiversity and Indigenous Peoples play a critical, functional role in key ecological and evolutionary processes, including adaptation to climate change, which depends on natural selection having sufficient diversity at every level to yield optimum stability and integrity to changed environmental conditions. Natural selection operates on the pool of available ecosystems, species, and genes to yield the characteristic biodiversity best suited to environmental conditions, which in turn generates ecosystem-level outcomes that contribute to ecosystem integrity. At a time of rapid climate and other change, maximising available genetic, species, habitat and ecosystem diversity is a key strategy to support natural adaptation responses. Maintaining PF-IFL is thus a critically important adaptation strategy.

The role of PF-IFL in EbA for people is considered further in the sections on other ecosystem services.

(iii) Sustainable development pathways

The Millennium Ecosystem Report (2005) went to great lengths to explain the interconnections amongst all elements and all scales of biodiversity. “Breathable air, potable water, fertile soils, productive lands, bountiful seas, the equitable climate of Earth’s recent history, and other ecosystem services are manifestations of the

workings of life. It follows that large-scale human influences over this biota have tremendous impacts on human well-being. It also follows that the nature of these impacts, good or bad, is within the power of humans to influence."

The importance of ecosystem integrity and the benefits to people from the ecosystem services from PF-IFL have been under-valued and under-recognised in both the framing and implementation of the UN Sustainable Development Goals. Some progress, however, is evident in the High-Level Political Forum on Sustainable Development (2018) review of Goal 15 'Life on Land' which noted that, "The monitoring framework of SDG 15 does not capture essential elements related to *quality* that are crucial for more meaningful results, pointing to the need for additional indicators in areas such as forest intactness, management effectiveness of protected areas, and meaningful integration of biodiversity into other processes. No indicator exists yet to measure the integration of ecosystem and biodiversity values into national planning; it is likely that a future indicator will be based on national self-assessments of progress towards national targets, possibly with a rating system to provide a degree of standardization."

Achieving the SDGs, therefore, depends on maintaining and enhancing ecosystem conditions. This means that the protection and conservation management of PF-IFL need to be integrated into climate-resilient development pathways.

(iv) Other ecosystem services and functions

In addition to the benefits they provide for climate change responses and biodiversity conservation, PF-IFL contribute to all the major categories of ecosystem services including supporting, provisioning, regulating services and reciprocal relationships that underpin cultural services and support human health and well-being. Key examples include:

- Maximising regional precipitation through water recycling;
- Delivery of the cleanest water supply;
- Air quality;
- Enhanced resistance to drought, fire, disease, invasive species and pests;
- Spiritual, recreational and human mental and physical health services; and
- The knowledge and belief systems of Indigenous Peoples and local communities.

In a world facing an escalating likelihood of extreme weather events including drought and catastrophic fire, forest resistance and resilience will be increasingly important. Forests with high ecosystem integrity, such as closed-canopy tropical and temperate primary forests, are far less susceptible and vulnerable to drought and fire than degraded and plantation forests. The presence of species in their natural patterns of

distribution and abundance ensures that ecosystems have the maximum possible checks and balances to prevent any one species from increasing to the point where other ecosystem components are threatened.

(v) Health, cultural wellbeing and livelihoods of Indigenous Peoples and local communities (IP&LC)

Indigenous Peoples have rights to or manage at least 37.9 million km^2 of land, accounting for 37% of all remaining natural lands, of which 7.8 million km^2 (20.7%) are within protected areas – 40% of the global protected area.[37] Indigenous lands and other protected areas created to safeguard land rights, indigenous livelihoods, biodiversity, and other values contain globally significant stocks of carbon, mainly in forests. Amazonian indigenous land contains some 28 Gt C,[38] which is around 25% of the remaining carbon budget of ~114 Pg C for a 66% probability of limiting global warming to 1.5 °C above pre-industrial levels[39] (IPCC 2019). In Brazil, Indigenous lands are the most important barrier to Amazon deforestation and degradation.[40] However, of the world's tropical and subtropical forests in territories that are collectively managed by Indigenous Peoples, 1/3 is in areas where Indigenous Peoples and local communities (IP&LC) lack formal recognition of their tenure rights or where enforcement is inadequate.

Cultural values and biodiversity conservation are intimately linked in areas managed by IP&LC. Relationships between IP&LC and with their homelands, including plants and wildlife, have co-shaped many forest ecosystems. Sophisticated governance systems help protect key plants and wildlife and areas of important spiritual value.

Increasingly, the design and management of protected areas recognises the relationship between IP&LC and their Homelands and the resulting underpinning provided by IP&LC for biodiversity protection and ecosystem integrity.

> "Funding indigenous to implement these strategies, need to show respectful relationship with indigenous communities is possible and nurture that – we are resilient like the primary forests, not much of us left, but we are still here despite centuries of attack, genocide that continues to this day—but I think we also need protection like the primary forests because like the forests we have teachings and values that the world could benefit from, our elders and spiritual teachers speak to the trees, our blood has been here since time immemorial – that relationship is sacred and a gift that we need to nurture to survive." –Jennifer Simard

4.3. The decline in the extent and on-going fragmentation, damage, and loss

Around 30% of pre-industrial PF-IFL forest cover has been lost and globally net deforestation was estimated to be 70,000 km^2 per year in the tropics alone.[41] Declines in deforestation over the last decade have ceased in some areas and are again on the rise in critically important areas such as the Amazon. These statistics are worrying,

but global area-based data on forest cover provide little indication of ongoing changes in forest ecosystem integrity and are inadequate for assessing vulnerability of PF-IFL to further loss and damage.

Despite extensive global conservation programmes and initiatives, the available data show that rates of loss and damage to PF-IFL have not slowed. Studies suggest that, in aggregate, forest degradation may be as significant for carbon emissions as deforestation.[42]

Fragmentation, particularly by new roads is projected to increase very significantly. The scale of the potential threat is illustrated by scientific research and analysis which reveals that: (1) by 2050, 25 million kilometres of planned new roads (the equivalent of circling the Earth 625 times) will vastly increase the human footprint on the planet; (2) 50,000 km of new logging roads are proposed for the Congo Basin alone and 7,500 additional km in the Brazilian Amazon; and (3) new roads are opening up the last intact forest landscapes in Sumatra, Kalimantan and New Guinea, and bisecting many forested protected areas. There is ongoing primary and old-growth forest lost recorded even in the wealthiest regions such as Europe, where inappropriate and illegal logging threatens the last remaining primary forests in the Carpathian Mountains.[43] Core forests are collapsing with 70% of all forests now less than 1km from an edge: habitat fragmentation reduces biodiversity by 13 to 75% and impairs key ecosystem functions by decreasing biomass and altering nutrient cycles. Effects are greatest in the smallest and most isolated fragments, and magnify with the passage of time. Fragmentation of tropical forests has reached critical thresholds.[44,45,46]

Large-scale production of timber and other commodities reduces the carbon stock, biodiversity value, and stability and resilience of PF-IFL, even in well-managed forests. Forest conservation initiatives based on introducing sustainable forest management into PF-IFL as a well-intentioned strategy aimed at preventing deforestation, nevertheless cause significant damage and increase the vulnerability of forests to furter loss and degradation.

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98th Meeting of the IUCN Council

Gland, 8th to 11th February 2020

Agenda Item PPC51/4.3

Development of a Standard Approach to Implement Nature-based Solutions for Societal Challenges

Origin: Chair of CEM

The Council is invited to adopt Criteria and Indicators presented in this document as the IUCN Global Nature based Solutions Standard

Background

Nature-based Solutions

Nature-based Solutions (NbS) is an umbrella term for the use of ecosystem based related concepts that address major societal challenges such as ecosystem degradation & biodiversity loss, food/water security, socio-economic development, human health, disaster risk and climate change. It operates on established conservation norms and delivers benefits through protection, restoration and sustainable management of natural ecosystems. The concept has been successful in promoting the relevance of nature conservation to non-conservation audiences with a major increase in public profile occurring since the 2016 World Conservation Congress.

IUCN has pioneered the framing and development of NBS over the past two decades with WCC-2016-Res-069 establishing what has become a globally recognised definition. The roots of NbS lie in IUCN's work such as forest landscape restoration, integrated water resource management, ecosystem based adaptation and mitigation, and ecosystem-based disaster risk reduction.

A global demand for NbS

The concept has resonated globally, well beyond IUCN's expectations from when it launched the definition in Hawai'i in 2016, including amongst governments, donors, academics, finance providers and companies. Most recently, the UNFCCC COPs 23-25, the UN SG Climate Summit, the European Green Deal and the publication of over 5000 journal articles in the past 3 years demonstrate the high levels of interest (and hope) generated by the concept.

Need for a standard

In the absence of a global benchmark that enables effective transfer of NbS approaches from pilot or project scales to significantly larger scales, there is a risk that NbS remain a general metaphor. Additionally, risks such as ill-considered interventions that fail to deliver may marginalise the very communities they are designed to benefit or undermine government and investor confidence in NbS. Further land degradation and biodiversity loss due to misuse of the concept is also a risk. Thus, it is imperative that IUCN provides a stringent, non-optional framework within which all stakeholders can operationalise NbS.

Standard development process

IUCN has been leading a collaborative effort in designing the global NbS standard through the IUCN NbS Group, a task force from the Commission of Ecosystem Management, engaging over 800 responses from across 100 countries via two public consultation processes. The development process is compatible with the ISEAL Alliance Code of Good Practice and special effort was made to reach a diverse group of stakeholders including indigenous peoples and the private sector, both within the Union and externally.

Use of the standard

This standard is intended to be a simple yet robust hands-on tool that enables the translation of the concept into targeted actions for implementation and enables verification of whether an action is NbS or not. In this initial phase, a self-verification tool will be developed to enable users to calculate a percentage match to the IUCN Global Standard for NbS. In subsequent phases, the feasibility of second and third party verification will be explored. In addition to the self-assessment tool, the user-friendly Global Standard for NbS (Part I) will be accompanied with an in-depth background paper (Part II) which will include the scientific background for NbS and further guidance for each criterion and indicator.

Intended users

IUCN foresees governments, donors of public funding, international financial institutions including development banks, private sector and non-profit organisations as using the standard.

Next steps

- The 8 criteria and 28 indicators will be tabled at the 98th meeting of the IUCN Council for adoption;
- Establishment of an International Standard Committee that will oversee the implementation and quality assurance of standard application;
- Establishment of a Scientific Committee that will oversee the upholding of science and norms of conservation actions being deployed as NbS;
- Development of national level expert groups that can support country specific contextualisation of NbS concept and roll out of country relevant implementation actions, following a model similar to the IUCN Green List Standard Expert Assessment Groups - Green List (EAGL);
- Pursuant of an iSEAL compatibility for the standard;
- Launching of a user group through which the standard can be improved and best practices can be collated for wider benefit. This is especially relevant, as the standard will be reviewed every four years, to coincide with the IUCN 4 year programme cycle and in line with the iSEAL compatibility requirements;
- Exploration of 2nd and 3rd party verification options for the standard.

Criteria and Indicators

Issue being addressed	Criteria	Indicators
Societal challenges	1. NbS effectively address societal challenges	1.1 The most pressing societal challenges for rights holders and beneficiaries are prioritised
		1.2 The societal challenges addressed are clearly understood and documented
		1.3 Human wellbeing outcomes arising from the NbS are identified, benchmarked and periodically assessed
Design at scale	2. Design of NbS is informed by scale	2.1 Design of NbS recognises and responds to the interactions between the economy, society and ecosystems
		2.2 Design of NbS integrated with other complementary interventions and seeks synergies across sectors
		2.3 Design of NbS incorporates risk identification and risk management beyond the intervention site
Biodiversity net-gain	3. NbS result in net gain to biodiversity and ecosystem integrity	3.1 NbS actions directly respond to evidence-based assessment of the current state of the ecosystem and prevailing drivers of degradation and loss
		3.2 Clear and measurable biodiversity conservation outcomes are identified, benchmarked and periodically assessed
		3.3 Monitoring includes periodic assessments for unintended adverse consequences on nature arising from the NbS
		3.4 Opportunities to enhance ecosystem integrity and connectivity identified and incorporated into the NbS strategy
Economic feasibility	4. NbS are economically viable	4.1 The direct and indirect benefits and costs associated with the NbS, who pays and who benefits, are identified and documented
		4.2 A cost-effectiveness study is provided to support the choice of NbS including the likely impact of any relevant regulations and subsidies
		4.3 The effectiveness of an NbS design is justified against available alternative solutions, taking into account any associated externalities
		4.4 NbS design considers a portfolio of resourcing options such as market-based, public sector, voluntary commitments and actions to support regulatory compliance
Inclusive governance	5. NbS are based on inclusive, transparent and	5.1 A defined and fully agreed upon feedback and grievance resolution mechanism is available to all stakeholders before an NbS intervention can be initiated

	empowering governance processes	5.2 Participation is based on mutual respect and equality, regardless of gender, age or social status, and upholds the right of Indigenous Peoples to Free Prior and Informed Consent (FPIC)
		5.3 Stakeholders who are directly and indirectly affected by the NbS have been identified and involved in all processes of the NbS intervention
		5.4 Decision-making processes document and respond to rights and interests of all participating and affected stakeholders
		5.5 Where the scale of the NbS extends beyond jurisdictional boundaries, mechanisms are established to enable joint decision-making among the stakeholders in those jurisdictions affected by the NbS
Balance trade-offs	6. NbS equitably balances trade-offs between achievement of their primary goal(s) and the continued provision of multiple benefits	6.1 The potential costs and benefits of associated trade-offs of the NbS intervention are explicitly acknowledged and inform safeguards and any appropriate corrective actions
		6.2 The rights, usage of and access to land and resources, along with the responsibilities of different stakeholders are acknowledged and respected
		6.3 Established safeguards are periodically reviewed to ensure that mutually-agreed trade-offs limits are respected and do not destabilise the entire NbS
Adaptive management	7. NbS are managed adaptively, based on evidence	7.1 A NbS strategy is established and used as a basis for regular monitoring and evaluation of the intervention
		7.2 A monitoring and evaluation plan is developed and implemented throughout the intervention lifecycle
		7.3 A framework for iterative learning that enables adaptive management is applied throughout the intervention lifecycle
Mainstreaming	8. NbS are sustainable and mainstreamed within an appropriate jurisdictional context	8.1 NbS design, implementation and lessons learnt are shared for triggering transformative change
		8.2 NbS inform and enhance facilitating policy and regulation frameworks to support its uptake and mainstreaming
		8.3 Where relevant, NbS contribute to national and global targets for human wellbeing, climate change, biodiversity and human rights, including the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)

Document C98/PPC51/5
23 January 2020

98th Meeting of the IUCN Council
Gland, 8-11 February, 2020

Agenda Item PPC51/5

Update on the motions process for the IUCN World Conservation Congress 2020 – first Motions Working Group meeting, Appeals and opening of the Online Discussion

Origin: Global Policy Unit

Required action:
The PPC is invited to take note of the update on the motions process for the IUCN World Conservation Congress 2020.

A. Introduction – recap of motions submission

1. The motions submission phase for the World Conservation Congress 2020 opened on 6 May and closed on 28 August 2019, 13:00 (GMT/UTC). The submission of **221 motions** for the World Conservation Congress represents a significant increase since the Hawai'i Congress; the number is the most ever received in recent years. The motion submissions covered a range of themes and regions, including all four areas of the draft IUCN Programme 2021-2024, and seven out of eight Statutory Regions. The majority of motions fell within two Programme Areas: Equitable Governance of Natural Resources and Healthy Lands and Waters. Motion submissions were likewise spread across all seven of the Congress themes, though notably the number of submissions that Members cited as pertaining to the first Congress theme, *Managing landscapes for nature and people*, was significantly higher than for any other.

2. While Members were encouraged to submit their motions well ahead of the deadline to avoid last-minute complications, 147 motions were submitted in the last few hours before the deadline on 28 August 2019.

3. After submissions closed, the Secretariat Motions Team organised the motions received according to 11 “thematic clusters” covering a range of topics. While recognizing that many submitted motions could fall into multiple thematic clusters, in order to facilitate analysis, each motion was assigned to only one cluster (its ‘main’ subject). This initial analysis showed that the majority of the submitted motions fell under two main clusters: “Rights and Governance” and “Conservation Tools (including Protected Areas)”.

4. Twelve motions were identified by Members as proposing an amendment to the Programme or Commission mandates.

5. Among the Membership, the majority of motions were submitted by Category B Members (186), while Categories A and C submitted 22 and 2 motions respectively. The IUCN Council, via the Programme and Policy Committee, submitted 11 motions.

6. To note that after submission was closed, 14 motions in draft form remained saved on the Congress portal.

B. <u>Technical review of motions</u>

7. The technical review of motions took place in September 2019, and was supported by 85 experts - 51 Secretariat staff and 34 Commission members. One to three reviewers were assigned per motion for a total of 435 reviews assigned and 367 completed. Some reviews were denied because of conflict of interest and others remained as drafts and were never submitted.

8. Reviews were carried out online and focused on the content of the motion and the information provided about its actions, contributions of IUCN constituents, and implementation measures. Key assessment questions included whether the motion met the Statutory requirements; whether it was technically accurate and complete; and whether it was likely to be controversial. Reviewers were asked to provide a recommendation to the MWG to Accept / Revise / Merge / Reject. The MWG considered the technical reviews and in some cases agreed with the reviewers and in others, did not.

C. First Meeting of the Motions Working Group

9. The Motions Working Group (MWG) met from 23-26 October 2019 in Gland. The Group is composed of IUCN Councillors, and in accordance with Regulation 29, "not fewer than three persons likely to become delegates to the World Congress, including individuals in their expert/personal capacity representing the common interests of Members and reflecting the diversity of IUCN's Members and components". The Group considered all 221 submissions, and took decisions on the admissibility of each motion, determining whether to accept motions as presented, accept motions with amendment(s), merge motions with another motion or motions, or reject motions. Members had the right to appeal these decisions to the Congress Preparatory Committee (see section D below).

10. The MWG was supported in its decision-making process by the Secretariat. The Secretariat made four introductory presentations to the Group , including an overview of the motions process; an overview of the submission of motions; the Technical Review; and presented "special cases" (identified by the Secretariat during the submission phase and which deserved the MWG's attention/decision).

11. MWG members made all decisions by consensus. When conflicts of interest existed for individual MWG members on specific motions, those MWG members acknowledged these and recused themselves from participating in the decisions on those motions.

12. After careful review of each of the motions submitted against the admissibility criteria in the IUCN Statutes, the MWG accepted **103** motions, merged **38** motions into **17**, rejected **77** motions, and remitted **3** motions for Programme consideration. The resulting **120 accepted motions** were published on 6 November 2019, in their original submission language.

13. Motions that were rejected by the MWG can be grouped into two broad categories: 1) Those which failed to meet requirements in terms of content; and 2) those which failed to meet requirements in terms of process and format. The Motions Working Group's update with some reflections about this first part of the process can be consulted here.

14. Members whose motions were rejected, accepted with changes or merged were notified by email about the MWG's decisions. After notification and publication of all accepted motions in their original submission language, the appeals process could officially start.

D. Appeals process

15. In accordance with Rule 62*ter*, "The Congress Preparatory Committee established by Council in conformity with Article 46 (q) of the IUCN Statutes shall decide any appeal from a proponent and cosponsors against the classification, exclusion or amendment by the Motions Working Group of a motion referred to the electronic discussion and vote prior to the World Congress. In the case of an appeal against the decision to refer a motion to the electronic vote prior to Congress, the only permissible ground for appeal is that an error was made in not classifying the motion as qualifying for consideration at the Members' Assembly. Any appeals under this Rule shall be received by the Congress Preparatory Committee by no later than two weeks following the date of the publication of the motions", i.e. by 20 November 2019.

16. The Congress Preparatory Committee (CPC) acts as appeals body. To increase its legitimacy when acting as appeals body, Council appointed a small number of individuals nominated by IUCN Members to the CPC, in accordance with Rule 62*quarto*.

17. Members were instructed to file their appeals, with the support of at least five co-sponsors, by email to the attention of CPC acting as the appeals body by 20 November 2019 at 13:00 GMT/UTC.

18. A total of **43 appeals** to the decisions of the MWG were received by the deadline. As was the case for motion submissions, a very large number came in the finals hours.

19. For each appeal, an "appeal dossier" was put together by the Secretariat. The dossier included a cover page clearly identifying the motion or motions concerned (in the case of appeals to merges); the original proponent and co-sponsors; the criteria used by the MWG to take the decision (Statutory grounds); some details about the appeal; and an account of any exchanges held with the Secretariat with requests about additional information on the decision of the MWG. All relevant documentation was annexed. The CPC had until 4 December 2019 to decide whether appeals were accepted or not.

20. After careful consideration of all the dossiers, the CPC acting as appeals body **accepted 8 appeals**. Between 4-6 December 2019, Members were notified by email of the decisions of CPC acting as appeals body. Those eight reinstated motions were then edited and translated and published online alongside the rest of the 120 motions initially accepted. The resulting **128 motions** were published online in all three languages on 10 December 2019 in time for the start of the online discussion of motions on 11 December 2019.

E. Online discussion of motions

Online Discussion – Schedule

11 December – 15 January	15 – 22 January	22 January – 26 February	26 February – 4 March	4 – 11 March
First reading period (5 weeks)	**Facilitator revision (1 week)**	**Second reading period (5 weeks)**	**Facilitator revision (1 week)**	**Final edits (1 week)**
	No comments		*No comments*	

21. The online discussion of motions commenced on 11 December 2019, and will remain open, through two reading periods, until 11 March 2020. After the online discussion closes, the MWG will determine which motions are forwarded to the electronic vote, and which will be debated further at the Members' Assembly in Marseille.

22. In preparation for the online discussion of motions, the MWG called for volunteers from all IUCN constituencies to act as facilitators. After a slow start, **103 individuals volunteered** to act as facilitators and **87 were assigned 1 or 2** motions to facilitate.

23. The Secretariat prepared step-by-step guidelines on the online discussion of motions, both for facilitators and for all IUCN constituents.

24. The first reading period ended on 15 January and the commenting function was suspended until 22 January allowing Facilitators to revise the text of their assigned motions in order to reflect comments and proposals for amendments received.

25. Overall, during the first reading period, Members and IUCN constituents were not as active as expected. During the first reading from 11 December 2019 until 15 January 2020 a total number of **1410 individual comments** were made, of which 161 were from Facilitators. Unfortunately and in spite of a number of reminders, **866 comments were posted on 15 January 2020** and early in the morning of 16 January, (see graph below) which triggered questions from the Facilitators as to how to handle such "last minute" comments in their revisions as they had not been discussed at all.

26. All IUCN constituencies took part in the first reading of the online discussion of motions. The breakdown of the number of interventions/comments per constituent is the following:

Members:	**1212**
Committees:	**5**
Commissions:	**27**
Secretariat:	**5**
Facilitators:	**161**

Timeline of comments received during the first reading of the online discussion of motions

F. Next steps

27. The second reading of the online discussion of motions started on 22 January, 2020 and discussion is based on the revised text of motions after the first reading. The second reading will be open for 5 weeks until 26 February time after which Facilitators will have again one week to work on the revision of the text of their respective motions incorporating

and addressing comments received. No comments will be allowed during the week in which Facilitators will be working on the revisions. The revised texts resulting from the online discussion of motions will be published in the online platform on 4 March. From 4-11 March, 2020 Members will have an opportunity to make final comments in order to point at corrections needed. No substantive comments will be accepted then as other Members will not have appropriate time to react and discuss further.

28. Facilitators will prepare a short report summarizing the online discussion and highlighting issues for consideration by the MWG. They will also include a recommendation to the MWG in their reports.

29. After Facilitators have finalised, published the texts resulting from the online discussion, and filed their reports, the Secretariat will make a compilation with all relevant information and share this with the MWG.

30. The **second meeting (virtual) of the MWG** is scheduled for **30-31 March 2020**. At that time and in accordance with Rule 62*quinto*, the Motions Working Group will decide to:

    a) *submit each motion, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote* (…); or
    b) *refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that is not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress*.

31. Motions will be **published online by 6 April** clearly identifying the motions that will be effectively put to the electronic vote by Members before Congress and those that will be sent to Marseille for further discussion and vote.

32. The **electronic vote** of motions is scheduled to start on **29 April and until 13 May 2020**.

33. The publication of the results of the electronic vote will take place by the end of May/beginning of June.

34. Different than for previous Congresses and in accordance with Rule 53, Members will be able to submit "new and urgent" motions 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. Accordingly, the **submission of new and urgent motions** will take place from **4-16 June 2020**. Members will be notified in due course of the modalities and criteria for submission of new and urgent motions.

35. The **World Conservation Congress will open on 11 June 2020 and run until 19 June 2020**. The Members' Assembly will start following the Forum's closing on 16 June. **Contact Groups** will be organized during the Members' Assembly period for motions which were remitted by the MWG to Congress as well as for any new and urgent motions as appropriate. The possibility of having Contact Groups during the Forum is being assessed.

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE
70th Meeting of the Finance and Audit Committee (FAC)
8-9 February 2020

Draft Agenda v 4 February 2020 2020

FAC ref	Time	Agenda item	Presenter
		8 February	
1	9.00 – 9.15	Welcome and approval of the agenda	Chair
2	9.15 – 9.30	Review of minutes of the previous meeting and status of follow up points and decisions taken	Chair
3	9.30 – 10.00	Report from the Head of Oversight	Sharon Fitzpatrick
4	10.00 – 10.30	Risk management update	Charles Lor
5	10.30 – 11.00	Report from the Legal Adviser	Sandrine Friedli Cela
6	11.00 – 11.30	Update on information systems projects	Francois Jolles
7	11.30 – 12.00	2020 Congress budget	Pamela Grasemann
		9 February	
8	9.00 – 9.30	Preliminary financial results for 2019	Mike Davis
9	9.30 – 10.00	Investment update and portfolio performance	Mike Davis
10	10.00 – 10.30	Outlook for 2020	Mike Davis
11	10.30 – 11.30	Resource mobilisation update	Lucy Deram
12	11.30 – 12.30	Financial Planning post-2020 (including report from the Task Force)	Mike Davis
		Lunch	
13	14.00 – 15.00	Financial plan 2021-24	Mike Davis
14	15.00 – 15.30	Revisions to the Commission Financial Rules	Mike Davis
15	15.30 – 16.30	Report of the Joint FAC/GCC task force on membership dues including approval of the 2021-2024 Membership Dues Guide	Mike Davis
16	16.30 – 17.00	Appointment of auditors for 2021-24	Mike Davis

FAC ref	Time	Agenda item	Presenter
17	17.00 – 17.30	Review of the ToR of the FAC in light of the management response to the External Review of Aspects of IUCN's Governance	Chair
18	17.30 – 18.00	Proposals for the membership of the Finance and Audit Committee of the 2020 Congress	Chair
19	18.00 – 18.30	A.O.B.	Chair

No.	RISK EVENT SUB-CATEGORY Short Name	RISK EVENT DESCRIPTION	LIKELIHOOD	IMPACT	INHERENT RISK RATING (Likelihood X Impact)	CONTROL EFFECTIVENESS	CURRENT RISK (Residual risk after controls applied)	RISK TOLERANCE Extreme, High, Moderate, Low	RISK TIER Tier 1 (Extreme); Tier 2 (High); Tier 3 (Moderate); Tier 4 (Low)	RISK OWNER	RISK MOVEMENT 2018-2019 OUTLOOK (Medium term) & FURTHER RISK MITIGATION STRATEGIES	LAST UPDATE February 2020
STRATEGIC RISK CATEGORY												
R1.1	**Future Multilateral and Bilateral Funding**	Donors may no longer find IUCN programs and projects attractive or aligned with their thematic or geographic priorities or policies, or IUCN's reputation is diminished due to poor delivery of projects. Donors may reduce their overall commitment to overseas development assistance due to political changes/shifts.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	10-12 High	Low	Tier 2 High	Strategic Partnership Unit	From Tier 1 to Tier 2 (i) Annual Donor's meetings in place (ii) Donor's engagement for 2021-2024 Programme	Exploring large donors meeting for Q4 2020 to present new programme and new leadership
R1.2	**Philanthropic Funding**	IUCN may not have sufficient visibility with or access to key philanthropic segments of individual donors and private foundations	5 Likely	4 Major	16 High	2 Inadequate Controls	12 High	Moderate	Tier 2 High	Strategic Partnership Unit	(i) Strengthen US philanthropic engagement	Consultancy underway to assess match and opportunities with US foundations Q2 2020.
R1.3	**State Membership**	State Members may withdraw their membership or fail to pay IUCN	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	9 Moderate	Low	Tier 3 Moderate	Union Dev. Unit and Regional Offices	(i) implementation of the Membership strategy	
R1.4	**Strategic Visioning**	IUCN's Programme, global and regional strategies may fail to be relevant to global, regional and national conservation gaps at scale and opportunities or to clearly articulate ambitious but attainable strategic goals in line with the aspirations of members.	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	9 Moderate	Low	Tier 3 Moderate	Global Programme & Policy unit & Regional Directors	(i) Programme workstop, (ii) Member feedback online and from RCF (ii) Programme 2021-2024	
R1.5	**Operational Planning and Prioritization**	IUCN may fail to adopt operational plans at global, thematic, regional or country level that set out clear and achievable priorities, or IUCN may be unable to mobilize or reallocate resources to emerging priorities.	4 Likely	5 Severe	20 Extreme	3 Adequate, Needs Improvement	12-14 High	Moderate	Tier 2 High	Executive Management Team & Regional Directors	(i) Global operational plan template, (ii) Region/country operational plan template	
R1.6	**Business Models**	IUCN's business models relating income sources, products and value propositions inadequately support strategic and program objectives.	4 likely	4 Major	16 High	3 Adequate, Needs Improvement	10-12 High	Moderate	Tier 2 High	Executive Management Team	(i) creation of multiple project tracks in the Portal	
R1.7	**Change Management**	IUCN may not be able to follow through and complete agreed institutional reform processes, may fail to adapt to new environment, or may inadequately implement the process of change itself.	4 Likely	5 Severe	20 Extreme	2 Inadequate Controls	17-19 Extreme	Low	Tier 1 Extreme	Executive Management Team	(i) change tracking by the CFO	
R1.8	**Strategic and Program Leadership Continuity**	IUCN may face higher than expected turnover in managerial or thought leadership roles through unplanned departures or planned departures without adequate transition and handover.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	10-12 High	Moderate	Tier 2 High	Human Resources Management Group	Medium-term outlook: From Tier 2 to Tier 3 (i) Drafting of sucession planning.	
R1.9	**Managerial Effectiveness**	Managerial underperformance among supervisors and business unit leadership may prevent IUCN from opportunities to improve programme performance.	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	9 Moderate	Low	Tier 3 Moderate	Human Resources Management Group	From Tier 2 to Tier 3 (i) Scorecard to better performance (ii) Competency framework to identify the track (technical,managerial)	
R1.10	**Diversity and Inclusion**	IUCN may fail to attract, grow and retain diverse employees or to sufficiently foster an inclusive work environment that encourages diverse voices.	2 Low	3 Moderate	6 Moderate	4 Adequate	2 Low	Moderate	Tier 4 Low	Human Resources Management Group	(i) follow through on gender pay gap analysis (ii) high potential and emerging leaders program	
R1.11	**Media Exposure**	IUCN may be absent in the media on a key issue related to its mandate or may receive visible and substantiated criticism for its work in the press, on social media.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	12 High	Low	Tier 2 High	Global Communications Unit	(i) deliver the Congress communications strategy (ii) Enhance the visibility of IUCN in the CBD COP 15 (iii) revamp the IUCN website (iv) communications strategy in Publications concept note	
R1.12	**Brand Recognition**	Narrow brand recognition and positioning may limit IUCN's possibilities to influence society and fulfill its mission.	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	10 High	Low	Tier 2 High	Global Communication Unit	(i) deliver the Congress communications strategy (ii) Enhance the visibility of IUCN in the CBD COP 15 (iii) revamp the IUCN website	
R1.13	**Brand Association**	IUCN brand may be undermined by association with another brand which becomes discredited or tainted.	3 Possible	5 Severe	15 High	3 Adequate, Needs Improvement	12 High	Low	Tier 2 High	Global Communications Unit, Business and Biodiversity Program	(i) implementation of the private sector engagement strategy (ii) business risk and opportunity matrix	On going review of business engagement guidelines & business risk & opportunity matrix. Draft Q2 2020.
FINANCIAL RISK CATEGORY												
R2.1	**Funding Flexibility**	IUCN may face a decline in unrestricted funding from major donors, or increased restrictions to previously unrestricted funds, or fail to sufficiently attract new sources of unrestricted income.	5 Almost Certain	4 Major	20 Extreme	3 Adequate, Needs Improvement	16 High	Low	Tier 1 Extreme	Strategic Partnership Unit	Medium-term outlook: From Tier 1 to Tier 2 (i) New quadrennial Programme /restricted core (ii) Ongoing and regular engagement with Framework Partners	Next Framework Partners meeting in February 2020 with IUCN President
R2.2	**Membership Dues**	IUCN may face a shortfall in membership income from failure to pay dues or loss of membership, in particular State members in group 6 to 10.	5 Almost Certain	3 Moderate	15 High	3 Adequate, Needs Improvement	12 High	Low	Tier 2 High	Union Dev. Unit	From Tier 1 to Tier 2: (i) Provision of CHF 0.5m in the 2019 budget for non-payment of membership dues. (ii) A Membership strategy has been developed and being rolled out during 2019	
R2.3	**Implementation rate**	Significant portion of IUCN projects may fail to meet budgeted expenditures or request no cost extensions.	4 Likely	5 Severe	25 Extreme	3 Adequate, Needs Improvement	16 - 20 High	Moderate	Tier 2 High	Global & Regional Directors	(i) implementation rate periodic tracking	
R2.4	**Accounting and financial Reporting**	Financial records may be unintentionally incorrect, delayed, incomplete or have incorrect supporting documents.	3 Possible	5 Severe	15 High	4 Adequate	4-6 Low	Moderate	Tier 3 Moderate	Global Finance Group	(i) management reporting improvements, (ii) time management system (TMS) go live	Time Management System went live on 15 Jan. 2020. Control effectiveness to be increased to 4 Adequate. Risk tier is now 3.
R2.5	**Contract Compliance**	Funds not spent in line with donor contracts resulting in deficits or need to return funds to donor.	3 Possible	3 Moderate	6 Moderate	3 Adequate, Needs Improvement	8 Medium	Low	Tier 3 Moderate	Global Finance Group	(i) financial controls strengthening, (ii) Time Management System	
R2.6	**Value for Money**	IUCN may fail to choose the most economical option or may have ineffective expenditures	4 Likely	3 Moderate	12 High	3 Adequate, Needs Improvement	8 Medium	Moderate	Tier 3 Moderate	Global Finance Group	(i) procurement panel	Change of control effectiveness from 2 Inadequate to 3 Adequate and change Residual risk rating from High to Medium
R2.7	**Cost Recovery**	IUCN projects may fail to adequately account for direct and indirect costs leading and subsidise projects through unrestricted income.	5 Almost Certain	5 Almost Certain	25 Extreme	3 Adequate, Needs Improvement	16 - 20 High	Low	Tier 2 High	Global Finance Group	Medium-term outlook: With Project costing framework in place (Q4 2019), residual risk will move to Tier 3 Moderate	Project costing framework to be issued in Jan 2020 and rolled out over the course of Q1
R2.8	**Fraud, Bribery & Corruption, Money Laundering, Sanctioned Entities**	IUCN financial and non-financial assets may be misappropriated, reports mistated, or IUCN may incur financial loss as a result of engaging in corrupt practices, fraudulent practices, coercive practices, collusive practices, obstructive practices, money laundering, and financing of terrorism which is collectively referred to as "prohibited practices."	5 Almost Certain	5 Almost Certain	25 Extreme	3 Adequate, Needs Improvement	16 - 20 High	Low	Tier 2 High	Global & Regional Directors (financial, operational and compliance) Global Finance Group (financial)	Medium-term outlook: From Tier 2 to Tier 3 (i) Increase in internal controls processes i.e. internal control self-assessments (ii) Communication effort on fraud (Fraud awareness week in 2019)	(i) Customer Due Diligence (CDD) programme, updating parterner due diligence (ii) Entity-level fraud, ML, BC, risk assessments (iii) Operational-level fraud risk assessment (iv) Development of AML/KYC policy and procedures (iv) internal control self-assessments at operational level
R2.9	**Foreign Exchange**	IUCN may experience adverse currency fluctuations	3 Possible	4 Major	12 High	4 Adequate	8 Medium	Low	Tier 4 Low	Global Finance Group	From Tier 3 to Tier 4 (i) Foreign exchange hedging strategy rolled out in Q1 of 2019	
R2.10	**Investment Portfolio Performance**	IUCN may make poor investment choices or face adverse financial market conditions.	3 Possible	3 Moderate	9 Medium	3 Adequate, Needs Improvement	4 Low	Moderate	Tier 4 Low	Global Finance Group	(i) Financial advisor	Reputational risk exists in that portfolio is not 100% sustainable investments. Strategy under review.
R2.11	**Partners - implementation rate**	IUCN partners/grantees may fail to meet budgeted expenditures	5 Almost Certain	5 Almost Certain	25 Extreme	3 Adequate, Needs Improvement	16 - 20 High	Low	Tier 2 High	Procurement	Medium-term outlook: From Tier 2 to Tier 3 (i) Update on Partner due diligence process to be delivered in 2019	Updated partner due diligence process implementation has been delayed for Q1 2020
R2.12	**Third/Fourth Party Risk Management e.g. partners - Fraud, Bribery, Corruption, Money Laundering, Sanctioned Entities**	Breach of integrity e.g. fraud and corruption by partners.	5 Almost Certain	5 Almost Certain	25 Extreme	3 Adequate, Needs Improvement	16 - 20 High	Low	Tier 2 High	Global & Regional Directors; Procurement	Medium-term outlook: From Tier 2 to Tier 3 (i) Update on Partner due diligence process to be delivered in 2019	(i) Updated partner due diligence process implementation has been delayed for Q1 2020. (ii) Development of AML/KYC policy and procedures
OPERATIONAL RISK CATEGORY												
R3.1	**Project Portfolio Coherence**	IUCN may opportunistically develop an heterogeneous project portfolio misaligned programmatically.	4 Likely	5 Severe	20 Extreme	3 Adequate, Needs Improvement	16 High	Low	Tier 2 High	Global & Regional Directors	From Tier 1 to Tier 2 (i) Review and identify structural weaknesses and incoherencies between the quadrennial programme and the project portfolio and incorporate lessons (and necessary changes) into the planning process for the the 2021-	
R3.2	**Project Delivery**	IUCN project execution may underperform against expectations in terms of timeliness, quality or effectiveness	4 Likely	4 Major	16 Major	2 Inadequate Controls	12 - 14 High	Moderate	Tier 2 High	Global & Regional Directors	(i) supervision rating go live	
R3.3	**Program and Project Monitoring and Evaluation**	IUCN programmatic/project results management may not able to deliver a strong basis for accountability, reporting and learning.	4 Likely	4 Major	16 High	2 Inadequate Controls	16 High	Low	Tier 1 Extreme	Planning, Monitoring, Evaluation & Risk Unit	(i) adoption of IUCN standard indicators for all business lines	
R3.4	**Agile Contingent Workforce for Project Implementation**	IUCN may not be able to mobilize skills and competencies temporarily for dynamic project environment .	4 Likely	3 Moderate	12 High	3 Adequate, Needs Improvement	6-8 Moderate	Moderate	Tier 3 Moderate	Human Resources Management Group	From Tier 2 to Tier 3 (i) Competency framework (ii) Carrier development framework	
R3.5	**Workforce Capacity**	IUCN may face technical skills gaps in some key areas leading to execution shortfalls.	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	6-8 Moderate	Moderate	Tier 2 High	Human Resources Management Group	Medium-term outlook: From Tier 2 to Tier 3 (i) On-boarding program	
R3.6	**Staff Safety and Security**	Safety or security incident may occur with IUCN staff member.	3 Possible	5 Severe	15 High	3 Adequate, Needs Improvement	8-9 Moderate	Low	Tier 3 Moderate	Global Safety Focal Point	From Tier 2 to Tier 3 (i) Update Travel Policy and Procedures (ii) International Safety and Security Principles & Guidelines update	(i) First Safety and Security newsletter launched in January 2020 (ii) Incident reporting - procedure
R3.7	**Business Continuity**	Major interruption may occur with a key business systems (i.e. NAV, Project Portal, Union Portal, etc.) on a broad scale causing interruption in one or more Regional Offices and HQ.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	8-9 Moderate	Low	Tier 3 Moderate	Global Information Systems Unit	(i) GWAN implementation	
R3.8	**Procurement Effectiveness**	Potential for failures of a procurement process designed to purchase services, products or resources.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	8-9 Moderate	Low	Tier 3 Moderate	Procurement	(i) procurement panel, (ii) procurement planning outreach	
R3.9	**Risk and Internal Control Systems**	Risk and internal controls may not be used systematically at corporate/offices level.	3 Possible	5 Severe	15 High	3 Adequate, Needs Improvement	12-14 High	Low	Tier 2 High	Planning, Monitoring, Evaluation & Risk Unit	From Tier 1 to Tier 2 (i) Capacity building (ii) Standard Operating Procedures (iii) Pool of risk "Champions" (iv) Internal Controls Hubs	
R3.10	**Cybersecurity**	IUCN may be victim of deliberate and unauthorized breaches of security to gain access to its information systems.	4 Likely	5 Severe	20 Extreme	3 Adequate, Needs Improvement	14-16 High	Low	Tier 2 High	Global Information Systems Unit	(i) GWAN implementation	
COMPLIANCE RISK CATEGORY												
R4.1	**Corporate and Business Ethics**	IUCN staff members may breach the principles and expected standards of conduct in relation to integrity, transparency, reliability, respect, dignity and environmental responsibility, or a staff member may improperly manage a conflict of interest.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	9 Moderate	Low	Tier 3 Moderate	Human Resources Management Group	(i) mandatory training roll out	
R4.2	**Transaction with Sanctioned Entity**	Transaction may occur between IUCN and a sanctioned entity	3 Possible	5 Severe	15 High	3 Adequate, Needs Improvement	9 Moderate	Low	Tier 3 Moderate	Procurement	(i) linking with due diligence	
R4.3	**Data Protection**	Breach in data privacy or data security occurs from inadequate processes and infrastructure (e.g. non-compliance with GDPR).	3 Possible	4 Major	12 High	4 Adequate	4-5 Low	Low	Tier 3 Moderate	Office of Legal Adviser	(i) Training on Data Protection for all staff worldwide (ii) IUCN GDPR Working Group	New mitigation measures: Training on Data Protection at Council and Commissions Chairs level. With the implementation of the mitigation measures, likelihood is now 3 Possible with Risk rating form 16 to 12.
R4.4	**Human Rights**	IUCN may be associate with an adverse impact on human rights directy or indirectly as a consequence of a project or partnership	3 Possible	5 Severe	15 High	2 Inadequate Controls	12-16 High	Low	Tier 2 High	ESMS and Procurement	Medium-term outlook: From Tier 4 to Tier 2 Due to a growing scrutinity by donors & medias on project activities. Counter measure to mitigate: to carry out an internal control self-assessment based on COSO international standard	
R4.5	**Workplace Harassment / Sexual Harassment**	Risk of unethical behaviour conducting to harassement.	3 Possible	4 Major	12 High	4 Adequate	4-5 Low	Low	Tier 3 Moderate	Human Resources Management Group	(i) mandatory training roll out	
R4.6	**Regulatory Environment**	IUCN may inadvertently fail to comply with host country or donor regulations, or be unable to secure an adequate status under a host country agreement	3 Possible	4 Major	12 High	3 Adequate, Needs Improvement	10 Moderate	Low	Tier 3 Moderate	Human Resources Management Group & Regional Directors	(i) OLA support	Change in ownership from OLA to HRMG for the matching between the conditions of services and the HCA and Regional Directors (for the negotiation of HCA)
R4.7	**IUCN Visual Identity**	IUCN logo and visual identity may be used without IUCN approval or insufficient clarity could arise about the origin of statements, publications and/or work	4 Likely	4 Major	16 High	2 Inadequate Controls	12-16 High	Low	Tier 2 High	Global Communications Unit	(i) GCU support, (ii) publications committee	
R4.8	**Intellectual Property**	IUCN may lose or fail to gain intellectual property rights due to insufficient protection of intellectual property assets and unclear IUCN's position with this regard, and absence of recognition of such IP in a jurisdiction.	4 Likely	4 Major	16 High	3 Adequate, Needs Improvement	12-16 High	Moderate	Tier 3 Moderate	Office of Legal Adviser	(i) OLA support	New mitigation measures: (i) template contracts (ii) OLA's support and raising awareness about the importance of IP clauses in concrete cases
R4.9	**Litigation**	Disputes and litigations may arise with staff or partners due to gaps in HR management, contract management or fraud events	3 Possible	4 Major	12 High	2 Inadequate Controls	12-16 High	Moderate	Tier 3 Moderate	Office of Legal Adviser	(i) OLA support (ii) establish compliance function (iii) internal control framework strengthening	Likelihood is now 3 Possible with Risk rating form 16 to 12.

EXTERNAL RISK CATEGORY												
RS.1	**Geopolitical Events**	Geopolitical events prevent the implementation of IUCN programme.	**4 Likley**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**10-12 High**	**Moderate**	**Tier 2 High**	Regional Directors Strategic partnership Unit	(i) promotion of NRGF principles	
RS.2	**Biodiversity Loss**	Major continuad loss of biodiversity & ecosystems prevail over capacity of IUCN to mobilise sufficient resources.	**4 Likley**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**10-12 High**	**Low**	**Tier 3 Moderate**	Secretariat	(ii) post 2020 engagement	
RS.3	**Spread of Infectious Diseases**	Significant economic decay due to pandemic.	**5 Almost Certain**	**3 Moderate**	**12 High**	**2 Inadequate Controls**	**12 High**	**Moderate**	**Tier 2 High**	Regional Directors	(i) environment-health nexus strategy	Due to last development, likelihood has been changed from 4 to 5
RS.4	**Environmental Law Reform**	Changes in policy, legislation, laws affect IUCN's influence on policy makers and activities.	**4 Likely**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**12-14 High**	**Moderate**	**Tier 2 High**	Regional Directors	(i) promotion of environmental law in key Programme objectives (ii) support to environmental defenders	
RS.5	**Changes in National or Regional Policy**	Policy reforms having global repercussions and downstream of funding, with potential impacts to IUCN work.	**3 Possible**	**3 Moderate**	**9 Moderate**	**3 Adequate, Needs Improvement**	**9 Moderate**	**Moderate**	**Tier 3 Moderate**	Regional Directors	(i) promotion of NRGF principles, (ii) NBS standards promotion	
RS.6	**Rapidly Rising Countries and/or Initiatives**	Gaps in strategic horizon scanning to identify and align strategy with rapidly growing economies and initiatives.	**4 Likely**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**12-14 High**	**Moderate**	**Tier 2 High**	Regional Directors IUCN Members, Commissions, Chief Scientist & Chief Economist	(i) country operational plan template	
RS.7	**Social Instability**	Instability in regions, countries impacts IUCN's work in those areas	**4 Likely**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**12 High**	**Moderate**	**Tier 3 Moderate**	Regional Directors	(i) country operational plan template	
RS.8	**Natural Disasters**	Extreme Weather Events and Natural Disasters may reduce activities in areas where IUCN projects are active.	**4 Likely**	**4 Major**	**16 High**	**3 Adequate, Needs Improvement**	**12 High**	**Moderate**	**Tier 3 Moderate**	Global Programmes, Regional Directors	(i) climate key Programme Area, (ii) EbA promotion	

Global Information Systems Update

Finance and Audit Committee – FAC 70.6
8 February 2020
Francois Jolles

INTERNATIONAL UNION FOR CONSERVATION OF NATURE

Agenda

- 2020 IS Priorities
- 2020 Projects update:
  - ERP
  - Union Application
  - Technology & Service Delivery
  - Organisational
- 2021 – 2024 Roadmap
- IUCN Intrusion/Penetration test

2

2020 IS Priorities

1. Support existing systems “keep the lights on”
2. Stay compliant (External Audit, GDPR, software licensing)
3. Support WCC 2020 requirements
4. Deploy new systems/add functionalities as per business requirements (IS Steering Committee)

3

ERP Update

Achievements	2020 Plan
Financial Core	
• Completed the upgrade of ERP (Golive on Sept 25th, 2019)	• Optimise the user interface of the new ERP version system • Implement 2018 audit recommendations on privileged user account activity log • Keep supporting all major Finance activities
Host-to-Host Electronic Banking	
• Extended use of electronic banking with global banking partners	• Continue to extend the use of electronic banking to new offices
Global Reporting/Datawarehouse	
• Upgrade of reporting system for the new upgraded ERP • Extended automatic monthly distribution of cost centre reports and of project expense monitoring reports	• Extend self service capabilities
Programme and Project Portal	

• Version 2.1 released (project approval and appraisal workflow)
• Started work on release requirements:
  • Record to report (release 2.2)
  • Simplification and automation (release 3.0)
  • Public site and IATI format (new module)
	• Support the change management, address gaps and opportunities
	• Develop and release versions 2.2 and 3.0

4

ERP Update

Achievements	2020 Plan
Timesheet Management	
• TMS Global went live in Dec 2019 (for resource Managers) • TMS Global went live on Jan 15th, 2020 (for all staff) • Technical support process implemented in Service Portal	• Monitor and support • Plan the Phase 2 including Resource Planning
Procurement Management / Travel and Expense Management	
• Legacy system (old Serenic's admin portal) was replaced with new ERP web client	• Monitor and support • Plan and implement further improvements in light of new functionalities offered by the ERP upgrade
Risk Management System	
• Pilot started with PMER using ServiceNow (Service Portal) Integrated Risk Management Module	• Select an Enterprise Risk Management solution and implement by (date to be provided by Group Risk)
Electronic Signatures	
• Deployed DocuSign globally within our standard processes by end 2019 • Technical support process implemented in Service Portal	• Monitor and support the system

5

Union Application Update

Achievements	2020 Plan
Commissions System	
• Code optimization to improve performance and CiviCRM integration • Migration to Windows 2016 servers • Upgrade of PHP and MySQL	• Development of version 2.0 incl. renewal/invitation process and custom processes for WCPA, Inter Commission Groups • Development of advanced reporting tools • Integration with Union Portal version 2.0
Union Portal	
• Code optimization to improve performance • Migration to Windows 2016 servers • Upgrade of PHP and MySQL	• Development of Union Portal version 2.0 incl. development of new user interface with custom landing pages • Migration to Apache application server platform to improve performance
HRMS	
• Various developments to comply with Time Management procedures regarding HR • Integration with Time Management system • Implementation of the Sexual exploitation, abuse and harassment signature	• Development of HRMS release 3.31 including improvements to document management, notifications, employee costs and compensation
Congress Applications	
• Web services developed for Membership accreditation	• Technical support for Congress applications integrations with IUCN CRM • Technical advise for Congress mobile application

6

Union Application Update

Achievements	2020 Plan
CRM	
• Interface customizations and reports for membership and commissions support unit	• Implement CRM database replication • Improve integration with other IUCN system consuming live data eliminating integration time delays
Corporate Web Site (www.iucn.org)	
• Migration to Google cloud to reduce costs and ensure scalability	• Continue technical support for Webmaster

7

Technology & Service Delivery Update

Achievements	2020 Plan
Global Wide Area Network (GWAN) & Common Infrastructure Components	
• Solution to manage computer for smaller location (called DAO) implemented in 22 small offices	• Maintain all current GWAN offices to stay up-to-date (security and compliance) • GWAN equipment to Dakar • Continue the implementation of managed Infrastructure solution in small offices (ARO offices) • Start design of upgrade of GWAN
Common Standard End-User Computer	
• Upgraded workstations to Windows 10 and Office 2016 • Deployment of standard image to 22 small offices	• Deploy globally the new Digital Workplace standard image (based on Microsoft 365 offering including Office 2019) • Continue deploying standard image to small offices (ARO)
Service Management Tool	
• Timesheet and Docusign support processes integrated	• Support Risk Management pilot with ServiceNow
Data Center	
	• Replacement of Core Switches • Ensure high availability • Continue to improve energy efficiency

8

Organizational Update

Achievements	2020 Plan
Organization	
• Work started for deployment of Regional IT Officer function in ARO/ORO	• Complete integration of ARO/ORO IT function into global IS structure
Policies	
	• Complete the IS Security Policy (Logical and Physical) aligned with External Audit proposed structure
Security	
• Upgrade of all anti-virus on PCs and Servers	• Implement remaining actions from Intrusion/penetration test • Pilot the use of new predictive antimalware and antivirus tool • Implement Artificial Intelligence based tool to analyse faster the Intrusion logs.
IS Risks	
• IS Staff trained on IUCN Risk Policy and Risk Appetite	• Perform an IT Risk Assessment study • Develop eventual additional mitigation strategies based on the assessment.
Compliance	
• Started working/completed points identified in the 2018 external audit report	• Continue to ensure **GDPR** compliance • 2019 External IS audit support (Feb 2020) • Fix all points identified in the 2018 external audit report

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2021 – 2025 Roadmap

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2021 – 2025 Roadmap

- Main Drivers
  - Support IUCN Programme requirements
  - Ensure Secure and Compliant IT environment
  - Align with Manufacturers/Editors End of Life of our key software
  - Enable more user satisfaction through modern tools and systems
- Impacts
  - Costs
    - Due to capitalization, IS should be able to develop the roadmap within our current yearly budget allocation
    - Business owner departments need to plan for user involvement (requirements definition, approvals, testing, acceptance, support)
    - Unplanned activities may require specific budgets
  - People
    - With standardization came global support: more IS people in local offices for global roles (where feasible)
    - Major training activities to continue to happen to ensure our staff stays current
    - Change management/disruption for users need to be factored

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2019 Intrusion/Penetration Test

Objective:

Check the vulnerability of IUCN Systems to hacking activities via "ethical hacking" test, check protection systems configurations and get the actions in order to fix these vulnerabilities

Approach:

- Select a trusted partner via RFP: KPMG selected
- Perform intrusion/penetration tests:
  - From Internet:
    - On all internal systems (HRMS, CRM, ERP, Email, Union Portal, Project Portal, etc…)
    - On 10 selected IUCN public websites (IUCN.org, Red List, etc…)
  - From inside IUCN's network
  - On Private/Public WiFi network
- Assess the safety of our Firewall and Threat Management systems
- Partner provides a detailed report including specific remediation actions
- IUCN plan remediation activities depending on criticality

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2019 Intrusion/Penetration Test

Key Results:

- Tests performed by KPMG during 3 weeks in September 2019
- 21 vulnerabilities identified from Internet
- 10 vulnerabilities identified from Internal Network
- 2 vulnerabilities identified on IUCN's Wifi network
- 3 vulnerabilities identified on Firewall/Threat Management systems configurations

Area	Criticality	Number	Comments	Remediation
Internet	High	5	all linked to old versions of tools used	In progress, target 2Q
	Medium	11	Mostly linked to SSL certificates and old versions of components	Some fixed already Others via site updates Completion Q4 2020
	Low	5	Some internal files are publicly readable. Use of vulnerable Java libraries	Completion 3Q
Internal	High	6	Old versions of Windows used, or old firmware still in use in some servers	95% fixed in Oct 2019 Rest by Q3 2020
	Medium	4	SSL Certificates, old versions of components	25% fixed, rest by Q3 2020
Wifi	Medium	2	Linked to our public Wifi, which is public by design	No fixes
Firewall & TM Config	High	2	Weak passwords used by admins	Fixed, formal fixes in Q1
	Low	1	Weak session time-out for admins	Fixed

If interested, details can be requested from F. Jolles, however that information is very confidential

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2019 Intrusion/Penetration Test

Next steps / Actions:

- Follow-up with Business Owners of external websites to ensure completion as planned of remediation
- Complete recommended actions on Internal Systems
  - Upgrade of components
  - Upgrade of tools
  - Hardening of passwords, reduce time-out session of administrators
- Adjust our Guidelines and Policies regarding patching and upgrades
- Plan for next test in 2021

14

98th Meeting of the IUCN Council
70th Meeting of the Finance and Audit Committee
8-9 February

Agenda Item FAC70.7

2020 Congress budget

Origin: Union Development Group/Global Director

Action requested:
The Finance and Audit Committee is requested to TAKE NOTE of the budget update for the IUCN World Conservation Congress 2020 and the associated risks.

Budget

a) The following table shows a budget overview for income and expenditure (cash budget only[1]) as follows:
   i. Budget[2]
   ii. Secured/committed (contracts signed or firm commitment)
   iii. Worst case
   iv. Best case

Fundraising for these initiatives is managed independently to the Congress budget – the background papers for the CPC indicate the estimated budget and the level of fundraising success for each of them.

Table 1 Summary budget 2020 Congress

Income		Budget (CHF m)	Received/ Secured (CHF m)	Worst case (CHF m)	Best case (CHF m)	Risk factor	Comments
I1	IUCN core budget	1.6	1.6	1.6	1.6	100%	
I2	Host country cash	2.3	2.3	2.3	2.3	100%	
	Registration fees	2.0	0.1	1.3	2.6	75%	Registration progress so far aligned with 2016 where 2.6m were realised
	Income from exhibition fees (net)	2.7	2.9	2.9	3.8	70%	This includes CHF1.1m from IUCN Programmes
	Sponsorships (unrestricted)	0.2	0.1	0.1	0.5	60%	

[1] The host country will provide all on-site facilities in accordance with the host country agreement. In addition, IUCN staff who are not part of the core Congress team will provide in-kind support in the form of staff time estimated at CHF 3m. The projected cash budget for the 2020 Congress is currently estimated at CHF 9.6m including CHF 200k for contingencies. For the in-kind costs, there is no financial risk for IUCN.

[2] This table does not include income and costs for construction of exhibition space as this cost will only be incurred for any exhibition stand sold. Total cost for exhibition construction if all stands were sold would amount to CHF 1.3m. Also, the Congress budget does not include costs for additional elements such as the planned summits for Indigenous Peoples, CEOs, youth and local authorities.

	Income	Budget (CHF m)	Received/ Secured (CHF m)	Worst case (CHF m)	Best case (CHF m)	Risk factor	Comments
	Donations (restricted) cash	0.3	0.1	0.1	0.3	20%	
	Other income	0.5					
	Total income	**9.6**	**6.9**	**8.3**	**11.1**		

	Expenditure	Budget (CHF m)	Spent/ Committed (CHF m)	Worst case (CHF m)	Best case (CHF m)	Comments
E1	Sponsored delegates	1.9	1.6	1.6	1.9	Around 400 Members are eligible for sponsorship; 1.6m covered by Host Country;
E2	Staff costs incl. labour law compliance	3.5	3.5	3.8	3.5	Includes CHF 220k for labour law compliance (incl. minimum salary, social security contributions and admin costs) for staff covered by Congress budget only
E3	Staff travel, IT systems and operational costs	1.5	0.15	1.4	1.4	Includes extra travel costs to comply with French labour law
E4	Communication costs	0.9	0.34	1.1	0.7	
E5	Forum costs	0.4	0.2	0.7	0.4	Speaker travel covered partially by host country in-kind
E6	Congress Committee and VIP meetings	0.2	0.1	0.2	0.1	1 CPC mtg covered by Host Country
E7	Exhibition handling costs	0.5	0.5	0.6	0.5	Expenditures that IUCN incurs regardless of success of exhibit sales
E8	Statutory translations	0.2	0.2	0.2	0.2	Covered via cash contribution from Host Country
E9	Onsite Communications	0.3	0.3	0.4	0.3	Covered via cash contribution from Host Country
E10	Contingency	0.2	0		0.2	
	Total expenditure	**9.6**	**6.9**	**10**	**9.2**	
	Surplus/ Deficit	**0.0**	**-0.2**	**1.7**	**-1.9**	

Notes:

1. In the above table, staff costs only includes the cost of staff assigned to or paid by the Congress unit. The contributions of other staff, which are substantial, are financed from IUCN core funds.
2. Risk factor of 100% = no risk

Risks and opportunities

Income:

a) Out of the CHF 9.6m required income, CHF 6.9m are already secured or committed (contracts signed or close to signature). Another CHF 1.9m estimated income from registration fees is considered very secure (it represents the average received over the last three Congresses and for Marseille higher participation numbers are expected because the destination is easily reachable). This leaves a gap of another CHF 0.8m still to be raised. If the exhibition was fully sold, this would be covered – however a 100% success is very unlikely, due to the fact that sales of small stands are rather slow.

b) **Registration fees:** Based on registration fees adopted and participant number projections, the projected income from registration fees is at CHF 2.6M, assuming 10% increased participation figures than 2016, which is reasonable, bearing in mind the location. However, there are many factors that will affect this estimate, including general economic climate and the attractiveness of the Congress programme. In order to minimize the financial risk for IUCN, only 75% of the projected income (i.e. CHF 2.0 m based on the proposed fee structure) are included in the budget projections for the time being. Registration was launched in October 2019. By 27 January, about 280 paying registrations have been received generating an income of € 150'000. A first surge in registration is expected for early March (early bird deadline is 11 March after which the fees go up by 25%) but from experience in 2016 Congresses, only about 30% of the participants had registered by the early bird deadline and only 50% had registered by 1 month before. This is in line with general trends for conference participation and likely to be reinforced by the Congress happening in Europe with easy accessibility at the last minute. It will therefore be very difficult to have certainty of registration fee income until very late in the Congress cycle (see note on cash flow below).

c) **Exhibition fees:** Medium stands are on high demand and more than 90% have been already reserved with a good number of contracts already signed. It must be noted that 4 of the large stands and 2 of the medium pre-reserved stands have been reserved by IUCN Programmes. Funds for these stands are being raised directly by the Programmes – the total value of these stands is 1.1m. Fundraising is progressing well and the risk of not securing the full amount is low.

	Stands available	Sales price gross p. st. (CHF)	Stands booked	Stands pre-res.	Net income secured (CHF)	Risk factor
Small stands	128	3500-4600	39	13	150k	80%
Medium stands	30	70k-98k	18	8	1150k	80%
Large stands	9	275k-385k	3	4	1600k	40%

d) **Sponsorships and restricted donations:** Progress on sponsorships is rather slow as the focus was on securing exhibition sales, which in turn has generated interest from potential sponsors. We have secured sponsorship for the Congress water bottle plus interest in supporting the mobile app. Moreover, the team is "cultivating" 3 prospective sponsors which have shown interest in supporting the Congress. Negotiations are underway. It must be noted that most of the "attractive" budget lines will be provided in-kind by France and that there is also a risk of competition as France is trying to recover EUR 4 million+. It should be further noted that IUCN and France (both MTES and French Committee) have a common agreement to join forces in fundraising under a common strategy in order to ensure that both parties' targets can be successfully met. France has also offered its support in approaching businesses based in France for sponsorship.

e) **Request for support:** The Secretariat welcomes Council's support in fundraising specifically with regards to grants for sponsored delegates and sponsorships.

Expenditure

f) **Cash-flow:** Most of the funds required by IUCN are needed to cover staff costs, travel (sponsored delegates, Council, staff, consultants), Congress committee meetings, translations as well as communications costs. The budget lines with medium and low priority will only be spent if funding is secured. Expenditures for 2020 are higher for the 2020 Congress compared to 2016 and 2012 which is due to two main reasons:

i. Staffing costs have increased as there is less flexibility internally to allocate existing staff to the Congress team for a temporary basis,
ii. Extra costs for staff travel and admin support to comply with French labour law requirements.

While the first two years in the Congress cycle are traditionally low in expenditures, the third and fourth year (year before and year of the Congress) have much higher expenditures with a cash flow challenge usually arising in the third year. Income from registration, exhibit sales and fundraising only starts to flow in the year before Congress but most is only realized in the last 6-9 months before Congress. For 2019, the cash flow advance represents CHF 1m for the Congress budget.

g) **Exchange rates:** there is a risk for IUCN linked to changes in exchange rates. At this stage, it is expected that about 40% of the cash budget will relate to expenditures in CHF while the rest will relate to expenditures in Euros or other currencies. At this stage, the Host Country cash contribution as well as registration and income from small exhibits is foreseen to be received in Euros. IUCN will try to balance income and expenses in EUR and CHF by soliciting some donations and sponsorships in CHF and by signing supplier contracts in EUR where possible.

h) **Other events:** expenditures for additional events planned such as the various summits (IPO, youth, CEO, mayors) are not included in the Congress budget but handled separately. Fundraising for these initiatives is happening in parallel by relevant focal points. The current financial status is as follows as per information received from the focal points.

	Budget	**Budget secured**	**Focal point**
CEO Summit	CHF 100'000	50% secured; high confidence to close the gap	Gerard Bos
Youth Summit	CHF 400'000	CHF 150k secured; high confidence to close the gap soon	Sean Southey/Tim Badman
Local authorities Summit	CHF 110'000	0%	Chantal van Ham
Indigenous Peoples' Summit	CHF 500k-600k	30%	Jenny Springer
Total	**CHF 1.1 to 1.2**	**CHF 370k**	

Other

i) **Labour law:** the obligations linked to labour law concern the following: overtime compensation, maximum daily and weekly working hours, minimum salary of 9.88€/h, and social security contributions. The situation with regards to the latter is still not fully clear. Following detailed investigation at the end of 2019 with a French agency specialised in supporting foreign entities with social security contributions, it seems that there may be an option to obtain an exemption for IUCN to pay such contributions. The request for this exemption is underway. Until the result of the exemption request is known, the Congress budget includes provisions for compensations for minimum salary, social security contributions and related administrative costs (at CHF 220k). It must be noted that the costs for minimum salary and overtime compensation apply to all IUCN staff coming to Congress. The social security contributions only apply to IUCN staff coming to Congress from countries other than the Schengen area or any the following countries: Brazil, Cameroon, India, Japan, Mauritius, Senegal, Serbia, USA. Should the exemption not be granted, IUCN will have to pay social security contributions (at 40% of their salary for the duration worked in France – on average 11days) for all staff present at Congress. These obligations thus will not only affect the Congress budget but all other IUCN programmes sending staff to the Congress – estimated costs for staff covered by other units (based on 2016 participation) is at CHF 180k in total (not included in Table 1 above). Overtime can be compensated in rest days instead of cash. This could amount to 2100 compensation days in total (both staff under Congress unit budget and others).

j) **Taxes:** Unlike previous Congresses, the 2020 Congress will not be fully tax exempt by the Host Country. France has granted tax exemption for registration fees under the assumption that Congress is a non-profit event not generating any revenue. However, IUCN is required to charge VAT on exhibitions. Taxes on the exhibitions would particularly affect non-French exhibitors without tax ID numbers (NGOs, foundations) as they will have no means of offsetting the VAT paid. The extra administrative work for handling taxes is carried out by the company managing exhibition sales.

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

70th Meeting of the Finance and Audit Committee (FAC)

8 February 2020

Investment update

Origin: Chief Financial Officer

Action requested:
The Finance and Audit Committee is requested to TAKE NOTE of the investment update

Summary of the investment performance and portfolio structure

Performance The tables below show the performance of the portfolio since its inception to 31 December 2019

Investment Portfolio Performance %

Year	Annual	Cumulative
2013*	0.03%	0.03%
2014	1.37%	1.41%
2015	-1.90%	-0.52%
2016	1.04%	0.51%
2017	1.97%	2.49%
2018	-2.65%	-0.27%
2019	2.83%	2.59%
Avge/annum to 31 Dec 2019	0.43%	

* only from 20.12.13

2019 Performance

Markets have recovered in 2019 and the fund has increased in value by about CHF460k, a 2.8% increase. In 2019, all asset classes, except cash, have made gains. Bonds returned 1.3% and the returns for all the other categories were between 5.7% and 9.7%.

Cumulative Performance since inception

The value of the funds under management with Lombard Odier is now CHF 16.6m, and cumulatively to date it has made a return of 2.59%. The fund has stayed within the maximum expected loss parameter of 3.3%, established at the start of the mandate. The return for 2018 was negative 2.65%. In 2018, nearly all major markets and asset groups dropped in value, impacting the IUCN portfolio despite its defensive nature. The performance in 2015 was negative due to the impact of the uncoupling of the Swiss franc to the Euro that took place in January 2015. This was an exceptional event which resulted in a rapid appreciation of the Swiss franc against other currencies and hence an exchange loss on assets in non-Swiss franc currencies. As previously mentioned, bonds are generally held to maturity, and hence IUCN receives the full value of the bonds, irrespective of interim fluctuations.

Volatility The portfolio has a low level of risk and volatility and is highly liquid, hence the overall yield of the fund is relatively low. This graph shows the monthly performance over the last 12 months:

Portfolio Weighting - the table below shows the portfolio structure by asset class.

Basically, there has been a gradual move from "Other" to "Bonds" and "Cash". The biggest percentage move has been the reduction to 21% invested in "Other", due to the 50% reduction in the holding in the Lombard Odier risk mitigation fund, "LOIS (CH) RISK BASED MAI". This LO product still accounts for 11% of the total fund and the other element of "Other", Micro-Finance funds accounting for 10% of the total. Equities, were introduced into the portfolio in November 2018, showed a loss at the end of 2018 but have subsequently been sold at a small profit earlier in the 2019. Investment in equities is now through structured products (hence the higher proportion held in this asset type). This allows an investment in equities but reduces the overall investment risk. The higher percentage held in "Cash" in 2019 is due to a tactical decision to de-risk the portfolio, given increased levels of market uncertainty.

Currency - This graph shows the portfolio structure by asset currency:

The currency split has remained relatively stable, 80% of the portfolio invested in Swiss francs; 11.3% in USD; 6.2% in Euros and 2.5% in other currencies.

Outlook - Swiss National Bank interest rates remain negative at -0.75%. Consequently, making a positive return in Swiss francs without taking on significant risk remains a challenge. The overall level of risk and volatility remain low. Although this limits upside potential it also reduces downside risk. Over the last 6 months the Swiss franc has strengthened against other major currencies as a result of global economic and geopolitical factors. The currency risk to the IUCN portfolio is limited as 80% is denominated in Swiss francs, however, some currency loss could arise as a result of the Euro and US dollar holdings.

C98/FAC70/11
26 January 2020

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE
Meeting of the Finance and Audit Committee
8-9 February 2020
Update on Resource Mobilization

Origin: Director General/ Director, Global Strategic Partnerships

Action requested:

The Finance and Audit Committee is requested to TAKE NOTE of the update on Resource Mobilization.

Introduction

IUCN continues to make great strides in growing its income base - 2019 saw a growth in both core and project funding. Over 80% of IUCN's funding is provided through Official Development Assistance budgets.

Highlights include:

- Additional core funding of CHF1.5m secured
- Active project portfolio - CHF462m with projected growth at end of 2020 to CHF640m
- CHF146m of new projects signed in 2019 of which CHF83m signed with bilateral donors.
- KfW/BMZ was the largest donor in 2019
- The European Commission remains the largest donor with an overall portfolio of CHF128m, representing 27% of the portfolio.
- Income for IUCN as an implementing agency (including on granting projects) has doubled since 2017 reaching CHF100m in 2020

IUCN's portfolio continues to grow. The total value of new contracts signed during 2019 was CHF146m. CHF46m of new contracts were signed since October 2019. The total value of contracts under implementation now stands at CHF 462m.

IUCN PROJET PORTFOLIO

The portfolio is funded as shown below:

PORTFOLIO BY DONOR CATEGORY

Major public donors

1. Core funding from six **Framework Partners** is secured until end of 2020. The US 2019 Voluntary contribution was received in January 2020. An **additional core contribution of CHF1.5m** was received from Sida in December. CHF30m of new projects (restricted funding) were signed with Framework Partner countries during 2019. Discussions were held with the Ministry of Foreign Affairs of Finland to re-establish former level of core funding (in view of announced ODA budget increases). Framework Partners are fully engaged in the preparations for the World Conservation Congress.

2. **Two important External Reviews involving Framework Partners are underway.** The consultants leading the SDC External Review visited IUCN in Jordan, Myanmar and Senegal - with a specific objective of looking at their contribution and relevancy to development. The report will be presented at the **Annual Meeting of Framework Partners** to be held in February 2020. The IUCN External Review is underway with an inception report due at the beginning of February. The report will be made available to the Council ahead of the Congress. Both reviews will be considered by Framework Partners as a basis for continued core funding to IUCN.

3. In addition to Framework Partners, a number of **bilateral partners from OECD DAC countries** signed new contracts with IUCN in 2019 - these included: Austria, Canada, Germany, Netherlands, Spain and the United Kingdom. IUCN continues to develop stronger links and engagements at country level through their embassies. **The value of new contracts signed with bilateral donors in 2019 was CHF83m.**

4. **Germany remains IUCN's largest bilateral donor.** KfW/BMZ was the largest donor in 2019 with CHF30.9 of new projects signed, with an additional CHF8.9 from other German government agencies.

5. **Income from multilateral donors now represents IUCN's largest sources of income with continued growth expected in 2020.** The total value of projects funded by multilateral donors now stands at CHF200m. New contracts, totalling CHF50m, were signed in 2019 with the Asian Development Bank, the Convention on Biological Diversity, the European Commission, the Food

and Agriculture Organisation, the Global Environment Facility, the Green Climate Fund, the International Labour Organisation, the United Nations Development Programme, the United Nations Refugee Agency, UN Environment and the World Bank.

6. **The European Commission remains IUCN's single largest donors** with a portfolio of CHF128m. Ten new contracts were signed in 2019, totalling CHF27m, bringing the total number of contracts to 34. A number of new proposals are under consideration for 2020 funding. IUCN remains closely informed and engaged in discussions related to the new Multiannual Financial Framework (MFF) beyond 2021 including the new EU financial instrument, and specifically the merging of most of the EU's current external financing instruments into one broader instrument. IUCN continues to pursue the indirect financial management status requiring close liaison with officials at the European Commission. Several prominent figures from the European Commission have been invited to participate in the World Conservation Congress.

7. The relationship with **the GEF and GCF** has significantly strengthened as IUCN is now seen as a credible supplier of projects. All projects are prepared at the request of Members and in close relationship with both secretariats. The portfolio has spearheaded the development of synergies and collaborations with other agencies in the specific contexts of forest landscape restoration, indigenous people, land restoration, as well as coastal and fresh water resources management. The portfolios are focusing on applying landscapes approaches to environmental threats or climate change related problems. A strong emphasis is focused on mobilizing the private sector in providing solutions to these threats and making the initiatives sustainable.

8. The development of the **GEF portfolio** is moving ahead steadily. IUCN now has 14 projects totalling US$55m including agency fees and project preparation grants - mobilized during the GEF 6 cycle. In 2020, these projects will be complemented by 10 projects estimated at US$47 million, which are currently under preparation - bringing the portfolio under implementation to over US$100m. In addition, regional and global programmes are working closely with IUCN members to sustain the portfolio with a solid pipeline of concepts that are under discussion with the GEF for approximately US$68m over 10 projects.

9. IUCN is also performing well in terms of **GCF portfolio development**. In 2019, the GCF approved the second IUCN project with a contribution of US$23m (mainstreaming ecosystem based adaptation in arid and semi-arid lands in Kenya). While IUCN is working towards having these projects effective on the ground, it is also working closely with Members across the globe in developing a pipeline of projects to be submitted to the GCF. The pipeline is estimated at US$170 million over eight projects inclusive of the ones that are expected to take place in Sri-Lanka, Nepal and Rwanda that should be submitted for GCF Board consideration in 2020.

Philanthropy

10. **Three new Patrons of Nature were recruited** during 2019 from the USA, Australia and China. Patrons of Nature gathered in New York during UNGA where they participated in a number of events – providing significant outreach opportunities for IUCN. Patrons will meet in January 2020, hosted by HSH Prince Albert II in Monaco, to coordinate their participation in the WCC and support IUCN's efforts in recruiting new Patrons. France has been identified as an immediate priority for recruiting new Patrons, alongside the USA. The Congress is expected to increase visibility of and interest in IUCN amongst French and European philanthropists.

11. The funding secured from Patrons amounts to an annual core contribution of CHF1.1m. Continued investment in staff and external support will be critical as this programme grows. A Patrons Portal was launched in February 2019 to provide a secure and confidential space for Patrons to interact. To keep Patrons informed and engaged, SPU organised two webinars in collaboration with IUCN Commission Members on 1) ocean deoxygenation presented by Prof. Dan Laffoley of WCPA and 2) On species conservation presented by the SSC Chair, Jon Paul Rodriguez.

12. **Foundations** fund 9% of IUCN's global project portfolio (74% of funding is channelled to IUCN-US (a 501c3 organisation) with an overall global portfolio value of CHF41m. However, with foundations increasingly looking for partners to help them implement their own strategic programmes and much less likely to publish open calls, building strong relationships has become paramount. IUCN has limited resources allocated to cultivating these relationships and must therefore ensure its efforts are targeted. A consultancy is underway to analyze the opportunities to improve fundraising from US Foundations. This will include a broad review of the US environmental foundations with the aim of updating IUCN's foundations database and making recommendations for how IUCN can most effectively focus its US foundations fundraising efforts.

13. In 2019, CHF6m of new agreements were signed with **foundations** (representing 4% of new funding) based in the US, Switzerland, UK, France, Brazil, Sweden, Hong Kong, Japan, Monaco – to support IUCN's work on species conservation, plastics, oceans, disaster risk reduction, restoration, protected areas, synthetic biology. MAVA remains IUCN's largest philanthropic donor. Geneva is showing signs of philanthropic "awakening", due to several coinciding factors (demographics, global challenges, corporate and philanthropic responsibility). A number of private banks have revamped their philanthropic endeavours opening up new opportunities to support IUCN's science/knowledge products.

14. A number of large foundations have manifested interest in becoming IUCN Members. IUCN is working with a number of foundations to plan a philanthropy event at the WCC on increasing funding commitments to conservation.

Corporates

15. IUCN's engagement with business remains stable but small, representing 3% of IUCN's portfolio. The value of the portfolio funded by the private sector is CHF15.6m - the bulk of which focuses on changing business practices and not on sponsorship/donations.

16. Key **business engagements** take place at global and regional levels. Over the course of 2019, new agreements were signed with Nespresso, AES Corporation, Rio Tinto, Energias de Portugal, Mitsubishi. Small contributions were received from a number of companies as a contribution to the Business and Biodiversity pavilion at WCC.

17. **Sponsorships and donations** remain small and are mostly earmarked for species conservation. Toyota remains the largest corporate sponsor through its support to the Red List. Discussions are underway with Lacoste for activities around their support to SOS in 2020 and beyond. These new engagements have led to an increased interest by prestigious brands reaching out for potential large-scale partnerships currently under discussion.

Congress fundraising

18. Congress fundraising is well underway with high success rate on the pavilions/exhibition as well as some support for travel bursaries for IUCN Members:

    a. Exhibition income: 2.7m CHF secured + 1.1m CHF in the pipeline (60% risk factor)
    b. Sponsorships unrestricted secured: 150k CHF + 180k CHF under negotiation
    c. Cash donations restricted secured: 80k CHF (sponsored delegates)

Conclusion

19. IUCN continues to be successful in raising significant project funding securing a portfolio to a record level of CHF462m. IUCN's key strength is its ability to engage and partner with a wide

range of donors with particularly strong relations and engagements with key bilateral and multilateral donors.

20. Mobilizing funds for the Programme remains much less of a challenge than securing the much needed unrestricted funds which are critical for core functions that support the implementation of the Programme as well as servicing the Union – globally, regionally and at country level. Exploring opportunities for supporting these key functions will be a priority as IUCN develops its strategy to support the 2021-2024 Programme.

21. The 2021-2024 Programme as well as the results of the two External Reviews will be key in demonstrating the relevance and added value of IUCN to donors - in particular as they plan for future core support beyond 2020.

98th Meeting of the IUCN Council, Gland (Switzerland), 10-11 February 2020

Item 5.2 of the Council Agenda: Strategic session

Draft IUCN Financial Plan 2021-24

[Also on the FAC Agenda as Items 12 and 13]

Origin: Director General / Chief Financial Officer

REQUIRED ACTION

The IUCN Council is invited to endorse the draft IUCN Financial Plan 2021-24 (attached hereafter) for the purpose of submitting it to the 2020 IUCN World Conservation Congress for adoption, taking into account any strategic guidance which the Finance and Audit Committee (FAC) may wish to share with the Council, as appropriate.

Background

At its meeting in October 2018, the FAC established a Task Force on "Financial Planning Post 2020". The Task Force would make recommendations for short-term actions and advise on longer-term financial sustainability.

The Task Force has worked with the Secretariat on a financial strategy. To avoid having two separate documents (a financial strategy and a financial plan) the financial strategy is embedded in the Draft Financial Plan 2021-24. As a result, the Draft Financial Plan presented for review goes beyond the scope of that required for approval by Congress. It is therefore proposed to suppress certain sections of the current draft before submitting the Financial Plan to Congress. Sections to be suppressed are highlighted in green on the contents page.

As part of its review, the FAC will consider the sections to be suppressed and advise the Council accordingly.

IUCN Financial Plan 2021–2024

Draft v 27 January 2020

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1. 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.

- **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.

In line with Bureau decision B78/4, the Financial Plan 2021-2024 has a strategic financial outlook and addresses issues relating to the Union's longer term financial sustainability. The Financial Plan 2021-2024 is presented in the form of a financial strategy, intended to orient the IUCN Council and Secretariat in its financial planning exercises and decisions.

- **IUCN Vision and Mission**

The Financial Plan has as its foundation the IUCN Vision and Mission. This in turn drives the programmatic strategy embodied in the IUCN Programme 2021-2024.

IUCN's Vision is "a just world that values and conserves nature", while its Mission is to "influence, encourage and assist societies to conserve the integrity and diversity of nature and ensure that any use of natural resources is equitable and ecologically sustainable". All components of the Union are called on to support this mission and vision, and to frame their efforts within the IUCN Programme in order to do so.

- **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, 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.

- **IUCN Value Proposition**

IUCN's Value Proposition, which was approved by Council in April 2018, describes the manner in which IUCN provides global leadership for nature conservation and sustainable development, by:

- engaging its global, unique and diverse membership and reach;
- building and deploying credible and trusted science, knowledge and thought leadership;
- developing and promoting global standards, laws, governance, policies and the networks to share and implement best practice; and
- convening and establishing partnerships for solutions to global challenges

IUCN is uniquely positioned to *inform, influence* and *inspire* nature-based solutions to global challenges across many sectors of society. Therefore, IUCN's Value Proposition can also be expressed as the distinguishing features that set it apart from other international organisations involved in supporting the advancement of nature and people. These characteristic features are IUCN's inimitable ability to:

- provide credible, trusted knowledge
- convene and build multi-stakeholder partnerships for action
- have a global-to-local and local-to-global reach
- set and influence standards and practices impartially
- incubate innovations from networked volunteer experts worldwide

The IUCN Financial Plan 2021-2024 must support the unique aspects of IUCN that underpin the value proposition, 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.

2. 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[1] 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.

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

[1] 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.

structures of IUCN, including the World Conservation Congress which takes place every four years.

3. **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 reserves from the current level of CHF 20 million (December 2018) 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.

3. Historic trends and the current financial situation

This section looks at financial trends and takes stock of the current financial situation. This will be used as a basis for the forward looking Financial Plan.

Income

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

Figure 1: Income trends 2011-20

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 2: Unrestricted income trends 2011-20

Framework income has shown a steady decline over the last 5 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.

Financial results 2015-2019

a) Unrestricted income and expenditure

Table 1: Unrestricted income and expenditure 2015-19

	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Actual	Forecast
	CHF m	CHF m	CHF m	CHF m	CHF m
Unrestricted income					
Membership dues	12.5	12.9	11.7	12.8	12.7
Framework income	15.9	13.9	12.6	11.2	11.3
Other unrestricted income	5.6	4.9	5.8	7.5	8.5
Total unrestricted income	**34.0**	**31.7**	**30.1**	**31.5**	**32.5**
Cost recovery	34.4	37.0	37.3	36.1	34.1
Total income	**68.4**	**68.7**	**67.4**	**67.6**	**66.6**
Operating expenditure	66.9	68.1	65.5	66.6	65.7
Other expenditure	1.5	0.8	0.8	2.1	0.9
Total expenditure	**68.4**	**68.9**	**66.3**	**68.7**	**66.6**
Surplus/(deficit)	**0.0**	**-0.2**	**1.1**	**-1.1**	**0.0**

Source: Audited financial statements/2019 Forecast

Over the last 4 years the net result has been within +/- CHF 1.1 million. A breakeven result is forecast for 2019.

Total reserves have declined from CHF 21m at the end of 2015 to a forecast level of CHF 18.5m at the end of 2019.

Figure 3: IUCN reserves

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.

Total reserves are forecast to reach CHF 18.5m at the end of 2019 of which CHF 1.5m will be designated reserves. Council has set a reserves target of CHF 25m.

b) Restricted income and expenditure

Table 2: Restricted income and expenditure 2015-19

	2015	2016	2017	2018	2019
	Actual	Actual	Actual	Actual	Forecast
	CHF m	CHF m	CHF m	CHF m	CHF m
Programme/project income	88.0	98.1	95.4	93.4	94.0
Staff and indirect costs	34.4	37.0	37.3	36.1	34.1
Other project expenditure	53.6	61.1	58.1	57.3	59.9
Surplus/(deficit)	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**

Source: Audited financial statements/2019 Forecast

Restricted income and expenditure, by its nature, shows neither surplus nor deficit as IUCN's policy is to recognise restricted income as expenditure is incurred. Any losses on projects are absorbed by unrestricted income in the year they are identified or are considered likely.

c) Income sources

To be moved to Section 9 in Congress document

Figure 4: Trends in income by donor category, 2015-19

Source: Audited financial statements (Annex B)

(add 2019 when available)

In terms of income sources there has been no major shift over the last 5 years with the exception of income from multilaterals which has increased significantly. This increase is expected to continue over the coming years as a result of a significant increase in the number of new projects funded by multilateral agencies.

Project portfolio

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

Figure 5: Project portfolio evolution

The value of the portfolio has increased steadily from 2014.

Donor diversity

The current portfolio is funded as shown below.

Figure 6: Current portfolio by funding source

Source: Project Portal 17 January 2020

For projects under implementation, multilateral agencies account for 43% of funding and government agencies (bilateral) 39%. It is interesting to note that multilaterals account for a larger percentage of the portfolio than government agencies. This would appear to contradict the chart on income sources (Figure 4) which shows a higher proportion of income coming from government agencies. In actual fact, many projects funded by multilaterals - principally those funded by the European Union (EU), Global Environment Facility (GEF) and Green Climate Fund (GCF) - are at an early stage of their lives and thus the income will be realised in future years, leading to a significant increase in the level of income from multilaterals. This trend is set to continue. Projects in development are heavily weighted towards multilateral funding.

Project mix

IUCN has two main delivery mechanisms: as an implementing agency for the GEF and GCF where project management is undertaken by partner organisations; and as an executing agency where IUCN takes on a direct project management role.

Figure 7: Portfolio evolution by delivery model

Source: Project Portal

For the purpose of this analysis, on-granting projects where the principal purpose is to fund other organisations, e.g. certain projects funded by the EU and KfW[2], are grouped with implementing agency projects.

The make-up of the portfolio is gradually shifting. The number and value of projects where IUCN acts as an implementing agency has steadily increased over the last 4 years, and this shift is expected to continue.

Figure 8: Evolution of project portfolio by project size (value)

There has also been an increase in the number of high value projects (>CHF 5m). This has been partly driven by the growth in implementing agency projects which, by their nature, tend to be high value, but also by a strategy to develop larger and more impactful regional and thematic initiatives.

Performance against the Financial Plan 2017-2020

The table below shows actual and forecast results compared to the Financial Plan 2017-2020.

Table 3: 2017-20 actual/forecast results vs. Financial Plan 2017-20

	2017		2018		2019		2020		Total 2017-20	
	Plan	Actual	Plan	Actual	Plan	Forecast	Plan	Forecast	Plan	Forecast
	CHF m		CHF m		CHF m		CHF m		CHF m	
Unrestricted income and expenditure										
Unrestricted income										
Membership dues	12	12	13	13	13	13	13	13	51	50
Framework income	12	13	10	11	10	11	10	11	42	46
Other unrestricted income	5	6	5	8	6	9	6	8	22	30
Total unrestricted income	**29**	**30**	**28**	**32**	**29**	**33**	**29**	**32**	**115**	**126**
Unrestricted expenditure	**29**	**29**	**28**	**33**	**28**	**33**	**28**	**32**	**113**	**126**
Surplus/(deficit)	**0**	**1**	**0**	**-1**	**1**	**0**	**1**	**0**	**2**	**0**
Restricted income and expenditure										
Restricted income										
Programme/project income	104	95	109	93	120	94	129	103	462	386
Other restricted income	0	0	0	0	0	0	0	0	0	1
Total restricted income	**104**	**95**	**109**	**93**	**120**	**94**	**129**	**103**	**462**	**386**
Restricted expenditure	**104**	**95**	**109**	**93**	**120**	**94**	**129**	**103**	**462**	**386**
Surplus/(deficit)	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**	**0**

[2] Kreditanstalt für Wiederaufbau - a German state-owned development bank

In summary, assuming that actual results for 2020 will be in line with forecast:

- Membership dues will be in line with plan
- Framework income will be above plan
- Other unrestricted income will be above plan
- Restricted income and expenditure will be below plan
- A breakeven situation is forecast over the 4 year period 2017-20 compared to a planned surplus of CHF 2m. Surpluses of CHF 1m were planned in each of 2019 and 2020.

Figure 8: 2017-20 actual/forecast results vs. Financial Plan 2017-20

The most significant variance is in respect of restricted income which is significantly below budget. Although the portfolio has shown steady growth over the 4 year period (see Figure 5) this has not translated into higher expenditure levels. There are two main causes: 1) Portfolio growth has been driven primarily by an increase in GEF/GCF projects and projects that include on-granting as a delivery mechanism. These projects tend to be large and complex in nature and have extended inception phases due to the involvement of multiple partners. The Financial Plan was overly optimistic in the estimate of the lag time between signing the donor contract and the start of project activities. 2) There have been capacity constraints. IUCN has progressively moved into new delivery models, such as the implementing agency model, and re-granting, but organisational capacity has not kept pace with the changes.

Cost analysis

Breakdown of costs by office type

Table 4 below shows a breakdown of operational costs by organisational component for the 2020 budget. The cost of Headquarters (HQ) is further broken down into programme and corporate functions.

Table 4: Operating cost by organisational component

	Total staff costs		Total other costs		Total costs	
	CHFm	%	CHFm	%	CHFm	%
Regions and outposted						
Regions	21.4	39%	3.7	28%	25.1	37%
Outposted	7.6	14%	1.5	12%	9.1	13%
Sub-total	**29.0**	**53%**	**5.2**	**40%**	**34.2**	**50%**
Headquarters						
Programme	12.2	22%	0.7	6%	12.9	19%
Corporate	13.5	25%	7.0	54%	20.6	30%
HQ sub-total	**25.7**	**47%**	**7.8**	**60%**	**33.5**	**50%**
Total	**54.7**	**100%**	**13.0**	**100%**	**67.7**	**100%**

Source: Budget 2020

53% of staff costs are incurred in the regions and outposted offices compared to 47% in Headquarters. Of the latter, 22% relates to programme staff and 25% to corporate. 40% of other costs are incurred by regional and outposted office compared to 60% incurred by HQ.

HQ corporate costs are further analysed as follows:

Table 5: Headquarters – corporate costs

	Total staff		Total other		Total costs	
	CHFm	%	CHFm	%	CHFm	%
Corporates						
Union support	2.4	18%	0.6	8%	3.0	14%
Commissions	0.1	1%	1.4	20%	1.5	7%
Programme support	3.9	29%	0.2	3%	4.2	20%
Directorate	1.8	14%	0.2	3%	2.0	10%
Services	5.3	39%	4.2	59%	9.4	46%
Risk-based provisions	0.1	0%	0.5	7%	0.6	3%
Total	**13.5**	**100%**	**7.0**	**100%**	**20.6**	**100%**

Source: Budget 2020

HQ corporate costs cover a range of functions:

- Union support such as governance and membership services
- Allocations to IUCN Commissions
- Programme support costs such as planning, monitoring and evaluation; partnerships and relationship management; and corporate communications
- Directorate: the office of the Director General, oversight and the office of the legal advisor
- Services: finance, information systems, human resources, office services
- Risk-based provisions for foreign exchange and project losses

HQ corporate "Other" costs include Swiss costs plus global, non-Swiss costs that are paid centrally, such as centralised IT services and allocations to the IUCN Commissions.

Funding of costs (Budget 2020)

The below table shows the extent to which costs are funded by project funding (cost recovery), the balance being funded by unrestricted funding.

Table 6: Funding of operational costs

				Cost recovery		
	2020 Budget	Cost recovery	Core funds	Mean	Min	Max
	CHFm	CHFm	CHFm	%	%	%
Regions	25.1	19.7	5.3	79%	64%	96%
Outposted offices	9.1	5.9	3.2	65%	48%	89%
Headquarters						
Programmes	12.9	9.1	3.8	71%	15%	91%
Corporate functions	20.6	7.9	12.7	38%		
Total HQ	**33.5**	**17.0**	**16.5**	**51%**		
Total Global	**67.7**	**42.8**	**24.9**	**63%**		

Source: Budget 2020

Note: cost recovery includes in-kind funding and service income from 3rd parties

Regions are primarily funded by cost recovery (mean = 79%), though levels vary from region to region. The funding of outposted offices varies, depending on the office's role. Offices that undertake core functions, such as policy and representational roles (Washington and Brussels), have relatively low levels of cost recovery, whilst those whose main role is project execution (Cambridge and Bonn) have high levels of cost recovery.

The funding of Headquarters varies, depending on the function. Cost recovery for programmes ranges from 15-91% with a mean of 71%. Programmes such as Global Policy and Science and Knowledge have a low level of cost recovery as they are primarily funded by framework funds, whereas thematic programmes (e.g. Water, Forests, Ecosystems) have a high level of cost recovery as they are primarily funded by restricted project funds.

The cost recovery for corporate functions is 38%. This is after taking into consideration the transfer of indirect cost recovery from regions and outposted offices to pay for central services (CHF 1.6m).

HQ cost recovery includes income from tenants (CHF 1.3m), in-kind staff and services (CHF 1.2m) and Tax rebates (CHF 1.5m).

4. Assessment of Financial Risks

Table 7 below provides an assessment of the financial risks faced by IUCN for the 2021-24 period and how these will be mitigated.

Table 7: 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 11m, 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	• Impactful programme that speaks to framework donor priorities • Effective programme delivery • Reduce dependency on core funds (Operational Plan)
State Members withdraw resulting in	80% of Membership income is paid by State Members (CHF	Low to medium	• Membership strategy

Risk	Detail	Risk level	Risk mitigation
a reduction in membership income	8.5m). If State Members perceive IUCN as not offering value for money they could withdraw.		• Working with State members • Framework for tailored engagement with States and Government Agencies (Operational Plan)
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	• Effective controls • Skilled project managers • Periodic review of operational systems and processes (Operational Plan)
Foreign exchange losses	IUCN operates in 40+ countries using a variety of currencies.	Medium	• Foreign exchange hedging strategy
Investment losses	IUCN has investments of approx. CHF 16.5m. Volatility in financial markets could lead to investment losses	Medium	• Investment strategy that results in low volatility and that is aligned with IUCN risk tolerance.
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	• Overarching organisational strategy to drive HQ, regional and country presence (Operational Plan) • Increase programme volume so as to realise economies of scale • Proactively manage cost base • Increase level of indirect cost recovery through improved project budgeting
Insufficient investment in programme development	New programme initiatives and major projects require investment. This can come from a variety of mechanisms: 1. Framework funds 2. Another project with related objectives 3. Project development grants 4. Recovering the development cost from the project budget once approved	Low	• Clear assessment of investment requirement before taking a decision on new initiatives • Coherent approach to portfolio development and use of specific funding instruments (Operational Plan) • Funding strategy for investments
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	• Adequate allocation of core funds • Smart investments • Shift some support functions to portfolio funding, e.g. PMER (Operational Plan)
Unpredictable portfolio income streams due to inconsistent delivery	IUCN needs to ensure quality delivery in line with contractual project timelines	Medium to high	• Enhance project delivery oversight through investment in PMER (Operational Plan) • Enhance collaboration across units (Operational Plan)

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 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.

Reserves will be used as a last resort to absorb unplanned losses or declines in income.

5. 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 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 8.

6. Financial targets

Table 8 below shows financial targets for the Secretariat. These are a mixture 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 8: Financial targets

Target	Value	Period	Comment
Increase membership dues by 10%	10%	2021-24	Primarily as a result of the reassessment of dues payable from Members who have not submitted updates of their financial resources for several years.
Maintain current level of framework income	0%	2021-24	The mix of partners may change but the overall level is not expected to increase.

Target	Value	Period	Comment
Increase value of project portfolio: • GEF/GCF • Other	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%	2021-24	Growth of IUCN is expected to be achieved by increases in restricted funding. It is therefore essential that projects bear their fair share of infrastructure and support costs. This will allow core funds to be used more strategically and provide budget flexibility.
Other operating costs not to exceed 20% of total operating costs	20%	2021-24	Current level is 20% (2018 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	2021-24	To move from current reserves level of CHF 20m towards reserves target of CHF 25m.

7. Financial overview – 2021-2024

This section provides Financial Plan projections for the 2012-2024 period. A more detailed analysis is provided in section 10.

Based on an assessment of Programme and Operational needs, the capacity of the Union and fundraising targets, IUCN expects to raise CHF 658 million and expend CHF 655 million over the four-year period 2021–2024. The balance of CHF 3m will be used to build reserves.

Table 9: Income and expenditure summary 2021-24

	2021-24
	Plan
	CHF m
Unrestricted income	
Membership dues	56
Framework income	42
Other unrestricted income	33
Total unrestricted income	**131**
Restricted income	528
Total income	**658**
Programme expenditure	
Land	x
Water	x
Oceans	x
Climate Change	x
People	x
Total programme expenditure	**603**
Corporate functions	36
Union development	16
Total expenditure	**655**
Allocation to reserves	**3**

(Programme expenditure breakdown to add following analysis of current portfolio and projections)

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 9:

Table 9: 2021-24 plan income vs 2017-20 forecast income

	2017-20	2021-24	Increase
	Forecast	Plan	
	CHF m	CHF m	CHF m
Unrestricted income			
Membership dues	50	56	5
Framework income	46	42	-4
Other unrestricted income	30	33	3
Total unrestricted income	**126**	**131**	**4**
Restricted income	386	528	142
Total income	**513**	**658**	**146**

On an annual basis, these income streams are expected to evolve as shown in Figure 9.

Figure 9: Income evolution 2016-24

Total annual income is expected to increase from CHF 126 million in 2019 to a level of CHF 184 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 so that they sit in the appropriate dues group and pay the correct level of dues.

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. The majority of the existing framework income comes from ODA sources and its use has to comply with the general regulations associated with ODA funding.

The level of framework income is expected to stay at the 2019 level. This results in a reduction of 6% when the periods 2017-20 and 2021-24 are compared as reductions were experienced in both 2018 and 2019.

Framework income includes unrestricted programmatic income and thematically restricted programmatic income. To qualify as framework income it must not be operationally or geographically restricted.

Although the mix of framework partners and the level to which each contributes may vary over the course of 2021-24 the total is planned to remain constant.

Other unrestricted income

Other unrestricted income is planned to increase by 2.5%. 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 46% 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 of the non GEF/GCF portfolio is expected as a result of a focus on

large-scale programmatic initiatives that will deliver against key results and impact areas of the 2021-24 Programme.

Figure 10 shows total projected restricted income vs income already secured.

Figure 10: Secured restricted funding 2020-24

<u>IUCN project portfolio</u>

The value of IUCN's project portfolio (total value of projects under implementation) currently stands at CHF 423m 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 11.

Figure 11: IUCN project portfolio projected growth

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 2021-24 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 non GEF/GCF portfolio is projected to grow at an average of 5% p.a.

Figure 12: GEF/GCF project portfolio projected growth

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% (2018) to 18% (2024). This change in the mix of income presents a major challenge. Unrestricted income is needed to invest in priority programme areas and to fund the institutional infrastructure necessary to support programme implementation and for IUCN to meet its statutory objectives. In absolute terms a marginal increase of CHF 4m in unrestricted income is planned.

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

- 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
- Increasing efficiency and streamlining programmatic and corporate structures

Expenditure

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

Table 10: Programme expenditure 2021-24

	2021	2022	2023	2024	2021-24
Programme Area	**Plan**	**Plan**	**Plan**	**Plan**	**Total**
	CHF m	**CHF m**	**CHF m**	**CHF m**	**CHF m**
Lands	0	0	0	0	0
Water	0	0	0	0	0
Oceans	0	0	0	0	0
Climate	0	0	0	0	0
People with nature	0	0	0	0	0
	133	**144**	**156**	**170**	**603**

To be completed following analysis of current portfolio and expected evolution.

8. Investments

Investments over the period 2021-24 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. Many of the changes will be cost neutral or will be funded from annual operating budgets.

Table 11 shows key areas of the plan and the expected investment requirement together with the funding source.

Table 11: Planned investments

Area	Sub area	Investment requirement	Funding source
Enhancing the structural and operational capacity of the IUCN Secretariat for growth and stability	Streamline programmatic and corporate structures	No additional core dependent recruitments are envisioned. Any additional costs should be compensated by cost savings. Some change management costs will be incurred.	Operational budget
	Strengthen effectiveness of programme delivery mechanisms	To be covered by annual operating budget	Operational budget
	Implementation of the Information Systems Strategy	CHF 200k p.a. for operational systems. CHF 3m for programme systems	Operational budget Project portfolio
Mobilising the Union and engaging Members	Platform for Members contributions to 2021-24 Programme	CHF 200k Recurring costs: CHF 40k p.a.	Operational budget
	Plan for strengthening and servicing State and Government Agency Members	To be covered by annual operating budget	Operational budget
Strengthening accountability and transparency on the	Strengthening Planning, Monitoring, Evaluation and Risk Management	CHF 250k p.a.	Project portfolio

use and allocation of resources			
Enhancing the professional culture of IUCN	Enhancing IUCN's ability to attract and retain staff	To be covered by annual operating budget	Operational budget
Mechanisms to support resource mobilisation and portfolio growth	Coherent approach to portfolio development		Development grants, earmarked allocations from framework funds, leveraging existing projects
	Strengthen Strategic Partnerships Unit – to manage relationships and service donors	CHF 200k p.a.	
	Seed funding to develop innovative and novel finance approaches	CHF 200k	Existing projects, supplemented by core resources

Key items in the above table are further elaborated below: (to exclude from Congress doc)

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

a) Streamline programmatic and corporate structures

IUCN needs to align its organisational structure for the efficient and high quality delivery of the 2021-24 Programme. A more streamlined structure is envisioned with a greater level of equivalence in terms of regional structures and operational capacities, whilst maintaining regional and programmatic identities. Some change management costs would be incurred. No increase in the actual cost base is foreseen. The changes would have the potential for cost savings in the long run. 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 the requirement for core funding.

b) Implementation of the Information Systems (IS) 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.

The IUCN IS organization has also evolved into a highly decentralized organisation to better support all offices worldwide. A global incident management system that supports a "follow-the-sun" approach has been implemented.

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". Although the move to the cloud will result in changes to the licensing model, it is expected to be cost neutral over the medium term. Moving to the cloud will also require changes to the network model which is currently focused on accessing HQ based applications.

In terms of applications, custom made applications (Human Resources Management System and Project Portal) will be reviewed and their future determined. New technologies and new package offerings may make it worthwhile to transfer to off-the-shelf systems, thereby reducing operating risk.

Investment will also be made in applications and processes that directly support programme implementation. Global IS will deliver new capabilities for projects in the areas of dataset hosting, knowledge retention and re-use. IS will take the lead in delivering some alliance projects such as the Red List and its integration with other data sets. These new areas will require some investments in infrastructure, systems and people. This will be funded from restricted funding and will only take place if funding is available.

2. Mobilising the Union and engaging Members

a) Platform for Members contributions to 2021-24 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.

3. Mechanisms to support resource mobilisation and portfolio growth

a) Coherent approach to portfolio development

During the period 2021-24 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. Although further investment in the development of GEF/GCF projects will be required, the approach will shift from investing for growth to maintaining the current number and value of projects. Investment in new projects will be supported by agency fees generated from existing projects together with earmarked framework funding, where necessary.

Investment will also be made into thematic initiatives that support the implementation of the 2021-24 Programme. This will be primarily financed from annual allocations of framework funding to regional and global programmes.

b) Strengthen Strategic Partnerships Unit to manage relationships and service donors

Investment will be made in resource mobilisation to ensure strategic engagement with bilateral donors and to diversify funding.

c) Seed funding to develop innovative and novel finance approaches

IUCN will also assess the role blended finance projects can play in the delivery of the 2021-24 Programme and whether investment should be made in scaling up this delivery model. This would require investment in expertise and the recruitment of dedicated, specialist staff. Aside from the initial study which would likely require some core funding, in the event that a decision is taken to scale up this delivery model, it would be funded by restricted funding.

9. 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 donors and multilateral agencies. Income from bilateral donors (government 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% in 2020. Income from philanthropy and the private sector remained stable over the period 2017-2020, representing 8% and 3% respectively.

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.

<u>Framework funding</u>:

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.

Shift in donor priorities in recent years have resulted in a significant decrease in core 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 as a minimum but with a greater emphasis on burden sharing among Framework Partners. The shifts in the political landscape and possible impacts on the aid budgets of Framework Partners may result in a shift in the mix of Framework Partners in order to maintain the same funding level. Targeted engagements with Framework Partners will be prioritized at the start of the intersessional period and 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, 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 2021-24 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, the Netherlands 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 as well as with those donors that have made smaller and one-off contributions to IUCN.

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 Table X).

The current portfolio with the European Union (€100m +) 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.

10. 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 12.

Table 12: 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
Unrestricted income and expenditure										
Unrestricted income										
Membership dues	12.9	11.7	12.8	12.7	12.9	13.8	13.8	13.9	14.2	55.5
Framework income	13.9	12.6	11.2	11.3	11.3	10.6	10.6	10.6	10.6	42.4
Other unrestricted income	4.9	5.8	7.5	8.5	8.0	8.0	8.2	8.2	8.2	32.6
Total unrestricted income	**31.7**	**30.1**	**31.5**	**32.5**	**32.2**	**32.4**	**32.6**	**32.7**	**33.0**	**130.5**
Unrestricted expenditure	**31.9**	**29.0**	**32.6**	**32.5**	**32.2**	**31.9**	**32.1**	**31.7**	**32.0**	**127.5**
Surplus/(deficit)	**-0.2**	**1.1**	**-1.1**	**0.0**	**0.0**	**0.5**	**0.5**	**1.0**	**1.0**	**3.0**
Restricted income and expenditure										
Restricted income										
Programme/project income	94.4	95.1	93.1	94.0	103.4	113.7	125.1	137.6	151.4	527.9
Other restricted income	3.7	0.3	0.3	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Total restricted income	**98.1**	**95.4**	**93.4**	**94.0**	**103.4**	**113.7**	**125.1**	**137.6**	**151.4**	**527.9**
Restricted expenditure	**98.1**	**95.4**	**93.4**	**94.0**	**103.4**	**113.7**	**125.1**	**137.6**	**151.4**	**527.9**
Surplus/(deficit)	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**	**0.0**
Total income and expenditure										
Total income	**129.8**	**125.5**	**124.9**	**126.5**	**135.6**	**146.1**	**157.7**	**170.3**	**184.3**	**658.4**
Total expenditure	**130.0**	**124.4**	**126.0**	**126.5**	**135.6**	**145.6**	**157.2**	**169.3**	**183.4**	**655.4**
Surplus/(deficit)	**-0.2**	**1.1**	**-1.1**	**0.0**	**0.0**	**0.5**	**0.5**	**1.0**	**1.0**	**3.0**

A surplus was achieved in 2017, counteracted by a deficit in 2018. 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 2021-24, leading to an overall increase in reserves of CHF 3m. The planned increase in reserves is limited to CHF 0.5m in each of 2021 and 2022 to take into consideration planned investments (section 8).

b. Unrestricted income and expenditure

i. Membership income

Table 13 shows the expected evolution in the number of Members and Table 14 the corresponding value of dues

Number of Members

Table 13: 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
Total	**1,339**	**1,360**	**1,362**	**1,426**	**1,395**	**1,431**	**1,439**	**1,501**
Growth	-3%	2%	0%	5%	-2%	3%	1%	4%
Growth over intersessional period				3%				5%

Value of Membership dues

Table 14: 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
Total	**11.7**	**12.8**	**12.7**	**12.9**	**13.8**	**13.8**	**13.9**	**14.2**
Annual growth	-9%	9%	-1%	2%	6%	0%	1%	2%
Growth over intersessional period				0%				10%

During the period 2017–2020, a 3% 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 15: 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%

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

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 2021-24 period.

iv. Unrestricted expenditure

Table 16: 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	31.9	32.1	31.7	32.0
Annual growth	-9%	12%	0%	-1%	-1%	1%	-1%	1%
Growth over intersessional period				1%				-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 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 17: 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
Total	**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%

ii. Restricted expenditure

Table 18: 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%

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 19: 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
Current assets					**Current liabilities**			
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		**Total current liabilities**	**85**	**94**	**108**
Total current assets	**103**	**112**	**127**		**Non-current liabilities**			
					Deferred income	16	15	14
Non-current assets					Building loan	11	11	10
Fixed assets	29	28	28		**Total non-current liabilities**	**27**	**26**	**24**
Intangible assets	0	0	0					
Total non-current assets	**29**	**28**	**28**		**Reserves**	**20**	**20**	**23**
Total assets	**132**	**140**	**155**		**Total liabilities and reserves**	**132**	**140**	**155**

Table 19 shows the actual balance sheet 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*, 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. Reserves are forecast to increase by CHF 3m in line with annual project surpluses.

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE
70th Meeting of the Finance and Audit Committee (FAC)
8-9 February 2020

Commission Financial Rules

Origin: Chief Financial Officer

Action requested:

The Finance and Audit Committee is requested to TAKE NOTE of the progress on various issues related to the Commission Financial Rules and ENDORSE the travel policy and procedure for travel funded by the Commission Operating Funds.

Background

At the 69th meeting of the FAC an update on the implementation of the Commission Financial Rules was presented to the FAC.

Extract from report of the 69th meeting of the FAC

"The Finance and Audit Committee emphasised the importance of compliance and *recommended* as follows*:*

1. The Secretariat develops a reporting template which could then be used by Commissions for preparation and submission of 2019 financial reports to the Secretariat for consideration by the FAC in 2020.
2. The Secretariat explores the development of a self-assessment form with Commission Chairs.
3. Commission Chairs take action to improve the overall level of compliance where gaps have been identified."

Update on actions taken

Reporting template

Work on developing a reporting template has not yet started. The Secretariat proposes deferring this with the objective having a template in place for reporting on 2020 results in the first half of 2021. The template will be developed in the 2nd half of 2020 with the input of the Commission Chairs elected at the 2020 Congress.

Self-assessment compliance report

This will be explored after the 2020 Congress.

Actions taken to improve the level of compliance

The SSC has commenced a process to identify where hosting agreements and MOUs for office services need to be put in place. This will be completed by Congress. Agreements will then be put in place over the next 2 years, following Congress.

IUCN Commission Operating Funds: Travel Policy and Procedures

A specific policy for travel funded by Commission Operating Funds has been developed (attached).

Rationale for a separate policy:

- Travel policies for IUCN staff and non-staff were issued in April 2019 in order to clarify key distinctions relating to travel insurance, allowances, approval processes, allowable costs, and specific options
- Travel funded by Commission Operating Funds has a specific approval process relating to the Commission Financial Rules
- Some of the costs excluded in the non-staff policy should be reimbursable for COF funded travel

The policy was circulated to the Commission Chairs for comment on 22 January 2020.

Required: The FAC is asked to endorse the policy, taking into consideration comments from the Commission Chairs which will be presented at the time of the FAC meeting.

IUCN Commission Operating Funds: Travel Policy and Procedures

January 2020 – Version 1.1

International Union for Conservation of Nature

Code Version Control and History: IUCN Commission Operating Funds: Travel Policy and Procedures

Title	IUCN Commission Operating Funds: Travel Policy and Procedures
Version	Version 1.1
Source language	English
Published in French under the title	*(outstanding)*
Published in Spanish under the title	*(outstanding)*
Responsible Unit	Global Finance , Commission Support Unit
Developed by	Global Finance, Commission Support Unit
Subject (Taxonomy)	Duty Travel, Mission, Per Diem, Daily Subsistence Allowance (DSA), Commission Operating Fund,
Date approved	
Approved by	Chief Financial Officer
Applicable to	All individuals whose travel is funded from IUCN Commission Operating Funds
Purpose	Aim of the policy is to provide guidance to individuals whose travel is funded by Commission Operating Funds (COF) and to ensure that a consistent approach is applied across all IUCN Commissions.
Is part of	IUCN Internal Control Policy Framework
Related Documents	IUCN Travel Policy and Procedures, IUCN Commission Financial Rules
Distribution	Available on the IUCN website and IUCN Union Portal referenced in IUCN's standard template consultancy agreement, and available on request.

Document History

Version 1.0	Drafted July 2019
Version 1.1	January 2020 for review by Commission Chairs

For further information contact:
Commission Chair,
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I. Purpose and Principles

1. Purpose

The purpose of the IUCN Commission Operating Fund Travel Policy and Procedures is to provide guidance to individuals whose travel is funded by Commission Operating Funds (COF). It aims to ensure that a consistent approach is applied across all IUCN Commissions. The policy encourages environmental accountability, cost effectiveness and fiscal responsibility, and that health, safety, and security concerns are met.

2. Requirement to travel

Travel should only be undertaken when explicitly approved by the Chair of an IUCN Commission.

The Commission Chair has the responsibility to consider:

- the need for travel,
- alternatives such as video or teleconferencing,
- combining trips and meetings,
- reducing the overall number of attendees at any one meeting or event.

3. Environmental accountability

IUCN is committed to being an environmentally responsible and accountable organization and actively considers the consequences of its decisions, policies and actions on biodiversity, ecosystems and the people who depend on them.

As a result, IUCN Commission Chairs are encouraged to limit the amount of travel they undertake or authorise and to ensure that all travel financed from the COF is undertaken in environmentally responsible ways in order to minimize the overall environmental footprint of the organization.

4. Compensation for CO^2 emissions

Offsetting emissions for IUCN air travel is mandatory for all IUCN funded travel. The cost of offsetting CO^2 emissions is calculated at a percentage of the cost of air travel and is charged to the Commission Operating Fund directly.

5. Cost effectiveness and fiscal responsibility

Travel must be cost effective. The Traveller and the Commission Chair have the responsibility to plan cost effective missions including optimising the length of stay, the means of travel and travel related expenses.

6. Health, Safety and Security

Travellers are not required to travel to locations or use modes of transportation which are likely to endanger their safety or well-being. Travellers shall liaise with the Commission Chair to assess the health, safety and security situation at all destinations before travelling.

If there is any doubt as to whether Travellers may be exposed to a high security or health risk they should not travel.

6.1. Security and Safety

Travellers are required to be familiar with relevant security information concerning their travel route and destination, and to take precautionary measures as appropriate. Such information can be found on most countries' Foreign Office websites, for example for the Swiss government, FDFA: https://www.eda.admin.ch/eda/en/home/representations-and-travel-advice.html

6.2. Health Warnings

Travellers are responsible for acting upon vaccination and immunisation requirements or recommendations and other health-related advice concerning their route and destination, which can usually also be found on Foreign Offices' websites (for example see 6.1 above). They must take note of the location, symptoms of, and preventative measures against any current epidemic or disease outbreak, including the risk of malaria.

6.3. Travel & medical insurance: Health, safety, delays, cancellations and other travel related risks

Travellers are responsible for having adequate insurance cover related to health and safety, delays, cancellations and other travel-related risks. In case of an emergency, Travellers are responsible for contacting their travel insurance company and making appropriate arrangements to deal with the emergency. The cost of travel insurance is reimbursed as part of the travel costs approved by the Commission Chair.

Specific Commission meetings shall be covered by a group insurance policy organised, approved and communicated by the Commission Chair. It remains the Traveller's responsibility to verify that this is the case.

II. Policy

1. Reimbursement Mechanisms

Transport, accommodation and other acceptable costs are reimbursed on the basis of actual costs against receipts, whereas the cost of meals and ancillary costs are reimbursed on the basis of a Daily Subsistence Allowance (DSA).

2. Transportation

The most appropriate means of transport should be selected, taking into consideration environmental, financial and time-related costs.

Travel by air is permitted only when the travel duration in one direction is over four hours by train or bus/coach, subject to security risks as stated in I.6 above and II.2.1d below.

Travel should normally begin and finish at the Traveller's usual place of residence.

2.1. Air travel

The choice of an air ticket should take into consideration:

a) The route – normally the most direct route should be taken, unless there are significant financial gains from taking an alternative route.

b) The cost – the best possible fare should be secured.

c) Flexibility – where travel dates are likely to change, e.g. as a result of changes to meeting dates, the ticket purchased should have the possibility of being changed without significant extra cost being incurred.

d) Health and safety – the time of arrival and departure, the reputation of an airline, and other health and safety factors should be taken into consideration, particularly in countries where security risk is high.

The above are listed in no order of importance. The importance of each is left to the Traveller's and Commission Chair's discretion.

Class of Travel

All travel must be by Economy class, with the following exception:

Economy plus/premium economy class[1]is allowed for total flying time of over 8 hours.

Business and First class travel is not permitted.

Air miles

Travellers are permitted to accrue air miles for their personal use, but this must not be allowed to influence the selection of the flight/airline. Travellers are, however, encouraged to use such air miles for IUCN travel.

2.2. Sea, train, bus, and other public transportation

First class travel is authorized on sea, train, bus or other public transportation systems for travel durations exceeding two hours, or for shorter periods in countries where 2nd class travel is of a particularly low standard.

2.3. Taxi

Each traveller should endeavour to use public transportation whenever possible. If public transportation is not available, unsafe, or results in inefficient use of time, taxi fares incurred using regular taxis will be reimbursed.

2.4. Car rental

Car rental must be authorised by the Commission Chair. Travellers should ensure that the car is rented from a cost-effective provider, prioritising safety, security, and fuel efficiency. The rental contract must include fully comprehensive insurance for the driver of the car. IUCN will cover the costs of car insurance and 3rd party drivers, where applicable. Cars should only be rented for the duration of work-related travel. Car rental is limited to small or medium sized cars unless the vehicle is to be shared by three or more people in which case other cost-effective options should be considered. Drivers are responsible for ensuring they have a valid driving licence.

[1] Premium Economy or the equivalent is provided on limited number of airlines, e.g. British Airways. Lufthansa, Air France and KLM and provides additional seating space. Due to the limited number of seats available in this class, early booking is required to ensure a reasonably priced ticket.

2.5. Private Car

The use of private car may be authorised by the Commission Chair provided the driver is covered by a third party insurance policy.
Reimbursement is calculated on the basis of kilometres travelled using the most practical direct route. Rates and maximum amounts are location specific and are based on those used by the UN (https://hr.un.org/node/53991).

3. Accommodation

Travellers will be reimbursed for the actual cost of accommodation. Reasonably priced, mid-range hotels, in a safe location, should be used where possible. Luxury hotels will not be reimbursed unless at a similar rate to reasonably priced, mid-range hotels or if it is required to stay in such a hotel for a specific event.

4. Daily Subsistence Allowance

The purpose of the Daily Subsistence Allowance (DSA) is to cover the cost of meals and certain ancillary costs. The DSA is based on the per diem scale used by the UN[2]. The DSA rates are updated once a year.

The full DSA is given for each full calendar day of travel. In situations where meals are provided (in hotel, in flight, in meeting) the amount of DSA claimed should be reduced on the basis of the following scale:

Breakfast	20%
Lunch	30%
Dinner	40%
Ancillary costs	10%

For day trips, not requiring an overnight stay, reimbursement is based on actual costs against receipts.

<u>Ancillary costs</u>

The following ancillary costs are included in the DSA:

- Personal communication costs
- Cost of currency conversions
- Gratuities/tips
- Snacks and refreshments
- Bank and credit card charges

[2] The IUCN DSA is based on the UN per diem scale discounted by 15%. It is available in the Resources section on each Commission Union Portal webspace.

5. Other acceptable costs (not included in DSA)

The following costs will be reimbursed from Commission Operating Funds on an actual basis provided they are supported by receipts:

5.1. Visas

Visas that are necessary in order to undertake duty travel.

5.2. Laundry

Reasonable laundry expenses will be reimbursed. Laundry costs will not normally be reimbursed for overnight stays of 3 nights or less, unless supported by a justifiable explanation.

5.3. Vaccinations and medicines

Vaccinations and medicines that are necessary to undertake duty travel.

5.4 Travel and medical insurance

Cost of travel and medical insurance at I 5.3 above

5.5. Additional luggage

The cost of additional luggage, if authorised by the Commission Chair, will be reimbursed.
Travellers should endeavour to send items by mail or courier ahead of events or meetings or source items locally where practical and economical.

5.6. Hospitality

Hospitality while on duty travel requires the written approval of the Commission Chair.
Reimbursement is limited to the purchase of food and drinks for an amount up to the corresponding fraction of DSA per person, e.g. 40% of DSA for evening meals.
A justification including the number of guests hosted and the reason for the hospitality should be provided with the traveller's expense claim.

5.7. Equipment

Equipment such as computers, cameras should not be purchased while on travel unless there are exceptional reasons for doing so. Such purchases must follow the IUCN procurement policy and procedure.

6. Receipts

Travellers are required to obtain receipts for all items to be reimbursed, other than those items covered by the DSA. If it is not possible to obtain a receipt, reimbursement will be given in exceptional cases when written justification is provided. For missing receipts of amounts above 20 CHF the declaration of missing receipts should be provided with the expense claim.

III. Procedures

1. Prior to Travel

1.1. Planning and Authorisation

All IUCN COF-funded travel must be planned well in advance of the date of travel and authorised by the Commission Chair. Advance planning and booking of airline tickets will result in the most competitive prices being secured. In the event that travel dates are likely to change, flexibility can be obtained by buying tickets which include options for change or cancellation. This approach is likely to be more cost effective than buying tickets at the “last minute”.

1.2. Booking

Authorised travel agents should be used for booking air travel. Travellers should consult their Commission Chair to determine what the relevant arrangements are in this respect.

Before purchasing a ticket, alternative proposals should be obtained (different routings, airlines, timings etc.) to obtain the most economical fare. Air tickets should be booked a minimum of two weeks in advance.

Where credit cards are used to purchase tickets on-line, a printout of the payment details from the internet must be provided to support the expense claim.

2. After Travel

2.1. Travel Expense Claims

Expense claims should be submitted with receipts to the Commission Chair, for approval, within 30 calendar days of the last day of travel for each trip. At the end of the calendar year, all expense claims for travel in that year must be submitted in accordance with the year-end close timetable communicated by the Commission Support Unit.
After the Commission Chair’s approval, travel expense claims must be submitted by email to the Commission Support Unit in the format specified by the Commission Support Unit.
Expenses should be recorded in the currency in which the expense was incurred. Expenses are translated to the currency of reimbursement (usually the currency requested by the Traveller) on the basis of the rate of exchange of the date the expense is incurred.
Expenses other than DSA must be supported by receipts. Receipts must be scanned and attached to the Expense Claim.
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2.2. Disallowed expenses

Expenses are subject to review by the Commission Chair and IUCN. In the event that any expenses are disallowed due to non-compliance with this policy, IUCN will inform the Traveller and the Commission Chair of the disallowed expenses.

98th Meeting of the IUCN Council, Gland, Switzerland, 11-13 April 2016

25th Meeting of the Governance and Constituency Committee
70th Meeting of the Finance and Audit Committee

Agenda Items GCC25/2.5.1 and FAC70/15

Approval of a proposal for the 2021-2024 membership dues

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee and the Finance and Audit Committee are invited to:

1. REVIEW the proposal for the 2021-2024 IUCN Membership Dues;
2. MAKE A RECOMMENDATION to Council for decision and onward submission to the 2020 World Conservation Congress for approval.

Background

1) Proposal for the 2021-2024 IUCN Membership Dues

The Governance and Constituency Committee is invited to consider the proposal for the 2021-2024 IUCN Membership Dues and to make a recommendation to the IUCN 98th meeting of Council for decision. The approved proposal should be submitted to the 2020 World Conservation Congress in Marseille in June 2020 for decision.

According to Article 20(f) of the IUCN Statutes, the functions of the World Congress shall be *inter alia*: to determine the dues of Members of IUCN.

In May 2014, Council approved the fact that the Dues Guide will be prepared every four years and be valid for a four-year period following Congress approval of the scale of dues (decision C/83/15).

During the 94th meeting of Council in April 2018 the Governance and Constituency Committee and the Finance and Audit Committee of Council decided to establish a joint working group (The Membership Dues Task Force) to review various aspects of the membership dues, including:

1. A review of the membership dues for membership Category C, Indigenous peoples' organisations (IPOs)

2. The consideration of the establishment of a lower membership dues group for smaller civil society environmental organizations (categories B and C)

3. A reassessment of the basis for determining the membership dues of Members in category B and C.

As a result of its work, the Membership Dues Task Force wishes to make the following proposals to Council for its consideration at its 98th meeting to be held from 8-11 February 2020. Members were

consulted on these proposals from 24 December 2019 to 23 January 2020. Comments received can be viewed here.

Proposals for the Membership Dues Guide

a. Membership dues for Members in Categories B (National and International NGOs) and C (Indigenous peoples' organisations)

(these three proposals are complementary to each other)

Proposal 1

The basis of assessment of membership dues for Members in category C, Indigenous Peoples' Organisations, will remain the same as for Members in category B, National and International non-governmental organisations. Indigenous Peoples' Organisations with low levels of expenditure will be eligible to pay a lower level of membership dues than is currently the case in accordance with Proposal 2, below.

Proposal 2

A news dues group with a reduced fee will be established for Members in categories B and C with low levels of total expenditure (below USD 100,000). This dues group will be titled Group 1. All other dues group will be renumbered accordingly. Thus, current group 1 becomes group 2, and current group 2 becomes group 3 etc.

Proposal 3

The methodology for determining the dues group for Members in categories B and C will be changed from using ***operating expenditure*** to total ***expenditure*** as the basis for the classification in a specific dues group. The bands of total expenditure will be set such that the distribution of Members across the dues groups is broadly in line with the current methodology.

The rationale for moving from operating expenditure to total expenditure is explained in Annex 1.

Impact of the change

Current scale based on operating expenditure:

Group	Operating expenditure US dollars FROM (≥)	TO (<)	Membership dues scale 2017-2020 (CHF)
1	≥ 0	< 100'000	445
2	≥ 100'000	< 500'000	713
3	≥ 500'000	< 1 M	1,338
4	≥ 1 M	< 2 M	2,678
5	≥ 2 M	< 4 M	5,353
6	≥ 4 M	< 6 M	8,922
7	≥ 6 M	< 8 M	12,490
8	≥ 8 M	< 10 M	16,059
9	≥ 10 M		21,412

Revised scale based on total expenditure:

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

A proposal for dues for **venue-based organizations** (within Category B) is being discussed by the Dues Task Force but no decision has been made at this stage. Venue-based organisations are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors, and include universities, museums, botanical gardens, aquariums and zoos.

The proposal made so far is to have a fixed fee of CHF 5030, regardless of the organisation's expenditure[1]. This would correspond to group 7 of the proposed membership dues scale for Members in category B and C. They would have the same voting rights as any other Member in category B and C. The rationale is that Affiliates, which have no voting rights, are paying a fee equivalent to group 6 (CHF 3150). It makes sense that venue-based organisations are in the next dues group in order to have full rights, including voting rights. Smaller venue-based organisations would have the option of paying the fixed fee or paying on the basis of their total expenditure if this would result in them being in a lower dues group.

Following feedback received at last Council, the amount and the value for a separate dues category needs to be reviewed by the Dues TF.

Membership Dues Reassessment process for Members in Categories B and C

Every four years, after the IUCN World Conservation Congress, the classification of Members in Categories B and C in the different dues groups will be re-assessed, as approved by Council at its 88th meeting in April 2016 (decision C/88/22). The process was included in the 2017-2020 Membership Dues Guide, which was approved by Members at the World Conservation Congress in 2016.

The process was initiated by the Secretariat in 2018 but it was not concluded given the work undertaken in parallel by the Membership Dues Task Force. Based on the above proposals from the Dues Task Force, it is proposed to include the following process in the 2021-2024 Dues Guide:

"Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of total expenditure together with their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. If a Member does not submit a declaration together with their latest statements, the Secretariat will use financial statements submitted in the recent years to the Secretariat or those available from public sources such as the organisation´s website, if published. In the event that a Member fails to submit its financial statements and the Secretariat is unable to obtain the financial statements from public sources, the organisation will be reclassified into the dues group immediately above the one it is currently in".

[1] This is taking into consideration a survey made by the US Washington Office/SSC to zoos and aquaria, which showed the interest from zoos, to join the Union if the dues were lower.

b. Membership dues for Members in Category A (States and government agencies, and political and/or economic integration organisations)

As per Regulation 22[2] 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 of Membership Dues Guide) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4 of Dues Guide is a Congress decision.

The latest "UN scale of assessments for the period 2019-2021[3]" 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. States affected by the new scale of assessment are indicated in the table on the next page.

The full process and membership dues tables are included in the draft Membership Dues Guide (Annex 2).

On the issue of Subnational Governments, the working group has made a proposal detailed in a draft Council motion, that the dues for Subnational Governments be those of the Government Agencies Group A (Government Agencies of a State where the State is a Member of IUCN) proposed for 2021-2024. (refer to Dues Guide – Annex 2)".

Country	UN scale 2016-2018	UN Scale 2019-2021	Actual ST 2019 dues invoiced	ST dues, if invoiced according to UN Scale 2019-2021 (based on 2017-2020 dues)	Difference (ST)
Azerbaijan	2	1	31,044	15,520	15,524
Bahrain	1	2	15,520	31,044	-15,524
Costa Rica	1	2	15,520	31,044	-15,524
Dominican Republic	1	2	15,520	31,044	-15,524
Ecuador	2	3	31,044	51,338	-20,294
Hungary	4	5	78,721	118,079	-39,358
Ireland	5	6	118,079	180,643	-62,564
Mexico	8	7	294,261	246,801	47,460
Namibia	1	0	15,520	7,760	7,760
Pakistan	3	4	51,338	78,721	-27,383
Romania	4	5	78,721	118,079	-39,358
Russian Federation	9	8	394,879	294,261	100,618
South Africa	6	5	180,643	118,079	62,564
Turkey	7	8	246,801	294,261	-47,460
Viet Nam	2	3	31,044	51,338	-20,294

Affected countries which have no IUCN States or Governmental Agency Members have not been indicated in this table. 22 Members (10 States and 12 GAs) are impacted by the new UN scale (they will move to a higher or lower group). All in all, this shows an increased revenue of CHF 100K for IUCN.

[2] 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...*".
[3] https://undocs.org/en/A/RES/73/271

Use of the Swiss Consumer Price Index (CPI) to index IUCN membership dues for States and government agencies[4]
Membership dues for States and government agencies are indexed using the Swiss Consumer Price Index (CPI), as per the decision made by the World Conservation Congress in Bangkok in 2004. The dues indicated in the Dues Guide (Annex 2) include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%).

c. Membership dues for Members in Category D (Affiliates)

The proposal is detailed in the Membership Dues Guide (Annex 2).

Additional considerations

The Dues Task Force also looked into Membership values including Members withdrawing or not being able to pay their dues because of situations they face in their country (political, economic, etc). (Annex 3). A proposal for a Solidarity Fund is being considered by the Dues Task Force (Annex 4).

Draft Council decision

The IUCN Council,
Based on the recommendation from its Governance and Constituency Committee and Finance and Audit Committee, following the proposal from the Membership Dues Task Force,

1. Approves the proposal for the 2021-2024 IUCN Membership Dues Guide;
2. Submits the proposal for the 2021-2024 IUCN Membership Dues Guide to the 2020 World Conservation Congress for approval, according to Article 20(f) of IUCN Statutes.

[4] Dues for Members in Categories B, C and D have not been indexed given that a new dues scale was proposed

Rationale for moving to Total Expenditure as a basis for setting the membership dues of members in category B, National and International Non-government organisations & C, Indigenous peoples' organisations

Current methodology

In accordance with the Membership Dues Guide 2017-2020, membership dues for national and international non-governmental organisations and for Indigenous peoples' organisations are calculated on the basis of the organisation's ***operating expenditure***.

Operating expenditure is defined as *"expenditure arising in the course of ordinary activities of the organisation and which is considered to be recurrent and annual. It does not include one-time investments."*

The underlying principle is that the larger the organisation the higher the level of membership dues it should pay. Operating expenditure is thus considered to be reflective of size and ability to pay.

The use of operating expenditure as a proxy for size and ability to pay has several drawbacks:

1. **Operating expenditure is subjective**

Although IUCN provides guidance on what to include in operating expenditure, Members declare their operating expenditure on the basis of a self-assessment. It is therefore very subjective.

As an example, IUCN defines operating expenditure as "recurrent and annual". This is open to interpretation. For example, should expenditure funded by project restricted funding be excluded from the calculation of operating expenditure?

In general, IUCN Members exclude project funding from their declaration of operating expenditure. This has resulted in large organisations funded principally by project restricted funds contributing a lower level of membership dues than organisations of a comparable size funded principally by unrestricted funding.

2. **Operating expenditure is difficult to verify**

There is no universal way for presenting expenditure information in financial statements, nor is there one universal accounting standard that can be applied to determine an organisations level of operating expenditure. Although some organisations may have a line in their financial statements termed "operating expenditure" many do not, as their accounts are presented by activity or business segment or in some other format. Consequently, verifying declarations of operating expenditure from Members is often problematic.

3. **Operating expenditure is not an equitable measure of either financial resources or ability to pay**

This follows from points 1 and 2 above. In addition, it can result in an inequitable application of the methodology on the part of the Secretariat as judgement needs to be used.

4. **Determining operating expenditure is often lengthy and time consuming**

The process for determining operating expenditure is administratively heavy because of its subjective nature. It frequently results in differences of opinion between the Member and the Secretariat. Resolution of differences is time consuming and, as a consequence, costly.

Proposed methodology

It is proposed to use total expenditure as a basis for assessing membership dues. The key advantages of the methodology are:

1. **It is not subjective**

Total expenditure would be defined as the total of all expenditures shown in the income and expenditure statement of an organisation, irrespective of the funding source. It would not include capital expenditure but would include the corresponding depreciation charge recorded as an expense in the income and expenditure statement. Total expenditure is a more objective measure than operating expenditure.

2. **It is easily verifiable**

Total expenditure is easily verifiable in that it can normally be extracted directly from the income and expenditure statement of the financial statement of an organisation.

3. **It is equitable**

Total expenditure is more reflective of the size of an organisation and its ability to pay. It is therefore a more equitable method of assessment than operating expenditure.

IUCN Membership Dues Guide

2021 – 2024

The presentation of material in this publication and the geographical designations employed do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitations of its frontiers or boundaries.

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Introduction

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.

For additional information, please contact the Membership Focal Point in your region.

IUCN is most grateful for your invaluable support.

Union Development Group
June 2020

Categories of membership

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 Congress in Marseille, Members approved the 2021-2024 Membership Dues Guide (Decision WCC-2020-Dec-XXX). 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 17th 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[1] (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.

[1] 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[2] 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[3]" 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.

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:			
0				Less than	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 (2021-2024)** at the end of this guide.

Category A: States

Table 2: States

Group	0	1	2	3	4	5	6	7	8	9	10
2021-2024	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).

[2] 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...*".
[3] https://undocs.org/en/A/RES/73/271

Category A: Government agencies

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

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

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

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

Government agencies - Group A:

Table 3: Government agencies - 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)

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[4]. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A (2021-2024)** at the end of this guide.

Government agencies - Group B:

Table 4: Government agencies - 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)

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[4]. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A (2021-2024)** 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.

[4] Decision made by the 17th 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[5].

The dues scale for national and international non-governmental organisations and Indigenous peoples' organisations comprise ten different dues groups. 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 reconciliation to the 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.

Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of total expenditure with a reconciliation to their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. Failure by an organisation to provide this information to the Secretariat will result in the organisation being 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

Category D: Affiliates[6]

Dues for Affiliate Members, shown in Table 6, are valid for the years 2021-2024, and were established according to Regulation 23[6]–[7].

[5] Regulation 23: "*Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council*".
[6] Government agencies, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.
[7] Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica

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 2021 should be received no later than 1 January 2021; dues for 2022 should be received no later than 1 January 2022, 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 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[8].

For payments which are not made in CHF, we ask you 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 for your organisation when your payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in your next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset those 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.

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

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

Membership dues of amounts up to 5,000 CHF can be settled by credit card via the member profile page on the Union Portal[9]. Only Visa and Mastercard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts are available via your Member organisational page 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 in full.

Adhesion of States

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

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 which 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.

[9] please refer to section 4.15 of the Union Portal Guide

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)

GROUP "0"

Afghanistan
Albania
Andorra
Antigua and Barbuda
Armenia
Barbados
Belize
Benin
Bhutan
Burkina Faso
Burundi
Cambodia
Cape Verde
Central African Republic
Chad
Comoros
Congo
*Cook Islands
Côte d'Ivoire
Democratic People's Republic of Korea
Democratic Republic of the Congo
Djibouti
Dominica
Eritrea
Fiji
Gambia
Georgia
Grenada
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Jamaica
Kiribati
*Kosovo
Kyrgyzstan
Lao People's Democratic Republic
Lesotho
Liberia
Madagascar
Malawi
Maldives
Mali
Marshall Islands
Mauritania
Micronesia (Federated States of)
Mongolia
Montenegro
Mozambique
Namibia
Nauru
Nepal
Nicaragua
Niger
*Niue
Palau
Papua New Guinea
*Palestine
Republic of Moldova
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Samoa
San Marino
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Solomon Islands
Somalia
South Sudan
Suriname
Swaziland
Tajikistan
The Former Yugoslav Republic of Macedonia
Timor-Leste
Togo
Tonga
Tuvalu
Uganda
Vanuatu
Zambia
Zimbabwe

GROUP 1

Angola
Azerbaijan
Bahamas
Bangladesh
Bolivia (Plurinational State of)
Bosnia and Herzegovina
Botswana
Brunei Darussalam
Bulgaria
Cameroon
Cyprus
El Salvador
Equatorial Guinea
Estonia
Ethiopia
Gabon
Ghana
Guatemala
Iceland
Jordan
Kenya
Latvia

Lebanon
Liechtenstein
Malta
Mauritius
Monaco
Myanmar
Panama
Paraguay
Serbia
Sri Lanka
Sudan
Syrian Arab Republic
Trinidad and Tobago
Tunisia
Turkmenistan
United Republic of Tanzania
Uzbekistan
Yemen

GROUP 2

Bahrain
Belarus
Costa Rica
Dominican Republic
Cuba
Luxembourg
Morocco

GROUP 3

Croatia
Ecuador
Lithuania
Slovenia
Ukraine
Uruguay
Viet Nam

GROUP 4

Algeria
Egypt
Iraq
Libya
Oman
Pakistan
Peru
Philippines
Slovakia

GROUP 5

Colombia
Czech Republic
Hungary
Kazakhstan
Kuwait
Malaysia
New Zealand
Nigeria
Qatar
Romania
South Africa
Thailand

GROUP 6

Chile
Denmark
Finland
Greece
Indonesia
Iran (Islamic Republic of)
Ireland
Israel
Portugal
Singapore
United Arab Emirates
Venezuela (Bolivarian Republic of)

GROUP 7

Austria
Argentina
Belgium
India
Mexico
Norway
Poland
Saudi Arabia
Sweden

GROUP 8

Australia
Netherlands
Republic of Korea
Russian Federation
Spain
Turkey

GROUP 9

Brazil
Canada
France
Italy
United Kingdom of Great Britain and Northern Ireland

GROUP 10

China
Germany
Japan
Switzerland
United States of America

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Membership Dues Task Force - The Value of IUCN Membership

The TORs of the Membership dues Task Force (TF) include an analysis of the current membership dues, considering the value Members receive from their membership.

The financial challenges some Members face and their expectations versus what they are paying is a key element to consider. The new Membership Strategy addresses a number of these aspects.

In addition to Council's interest in maintaining a diverse membership across regions and categories, it is important to remember that membership dues are both one of the main sources of IUCN core income as well as one of the few elements of unrestricted income that the Union receives. In considering any changes, the TF needs to bear in mind any financial implications changes to the dues would make.

Value of IUCN Membership

By joining IUCN, organisations/institutions 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. Being a Member of IUCN should enable Members to advance both their own cause and to strengthen common action in overcoming barriers to a sustainable future.

Global networking and partnership opportunities. Members can identify common interests, new partners and potential funding sources within the IUCN family. The Union's global reach and resources play an important role in supporting regional and local initiatives, with scientific back-up and connections helping to advance the work of Members.

Influence IUCN's has a huge potential to influence by working with its Members and adds weight and authority to Members' conservation agendas. The inter-relationship between IUCN and its Members is productive. Members bring the specialist knowledge and expertise from a wide range of perspectives to contribute to the formation of IUCN policies, the prioritisation of programmes and the capacity to implement them. The sum of the parts is a powerful force that has proportionately greater influence on political, economic and social decision making.

Collective Voice Through IUCN, Members become part of a collective and global voice on important issues of our age. The Union convenes the World Conservation Congress and other platforms for discussing conservation issues. During the Members' Assembly, a unique global environmental parliament of governments and NGOs, Members debate and vote on motions and help shape the conservation agenda for the next quadrennial and beyond.

Knowledge and increased capacity Members can strengthen their credibility and capacity through their association with a respected conservation alliance of key scientists, decision-makers and managers. IUCN strives to act as a multiplier, accelerating environmental progress by sharing knowledge and helping to build the capacity of Members to achieve their conservation goals. The Union's research, knowledge base, skills advocacy and worldwide experience of managing field projects can prove uniquely helpful to hundreds of organisations in this respect.

Why do Members join IUCN?

The IUCN Member survey that was undertaken at the end of 2017/early 2018 Members highlighted the following elements as important to them:

- Contributing to Conservation
- Access to scientific and expert knowledge and data
- IUCN as a learning platform
- IUCN as a neutral convenor
- Capacity building offered by IUCN

Fig 1. Elements regarded as important to organisations and satisfaction of delivery.

Similarly, these are the services regarded as important to them:

Fig 2. Services regarded as important to organisations and satisfaction of delivery.

A question to consider is, despite the apparent general level of satisfaction by Members of the delivery of the services, why are Members telling us that they feel disengaged. (Note: At the time of writing,

three RCFs have taken place, Meso America, USA and Europe. The feedback received from Members at all of these has been extremely positive.)

IUCN Value Proposition

During its 94th meeting (May 2018), the IUCN Council adopted the following Value Proposition and requested it be included in the new membership strategy:

IUCN provides a global leadership role for nature conservation and sustainable development by:

- Engaging its global, unique and diverse membership and reach;
- Building and deploying credible and trusted science, knowledge and thought leadership;
- Developing and promoting global standards, laws, governance guidance, policies and the networks to share and implement best practice; and
- Convening and establishing partnerships for solutions to global challenges.

IUCN informs, influences and inspires nature-based solutions to global challenges.

Withdrawals

Between 2005 and 2017 a total of 510 Members have withdrawn from IUCN (178 voluntarily and 332 through the rescission process). However, over the same period, 857 organisations have become Members, giving a positive balance of 347.

It is important to note that cyclicality is a feature of all membership organisations. IUCN is no different, with an increase in membership applications in the year leading up to the World Conservation Congress and more withdrawals than usual in the year following Congress. However, despite this, membership evolution remains positive.

Reasons for withdrawals

In recent years, several reasons have been provided by Members who have withdrawn, and these include:

1. **Financial/budgetary issues** – this is the most frequent reason given by Members in all categories (Note: we should compare the size of the organisations that have);
2. **Organisations cease to exist** – (one of the main reasons given by Cat B, C and D Members in recent years);
3. **Objectives/activities of Members no longer in line with IUCN's**;
4. **Increase in operating expenditure** leading to an increase in dues (Cat B and C);
5. **Little/no value gained** from IUCN Membership;
6. **Lack of engagement/loss of interest in IUCN**;
7. **GAs**: Voting power for GAs provides no added value. One shared voted given by State.
8. **State withdrawal** leads to increase in dues for remaining GAs. Brazil, Argentina. Council has recommended a period of grace to such cases with dues increasing gradually over 4 years from the State withdrawal.
9. States withdrawing and having a **GA join instead**. (presumably dues related).
10. **Economic sanctions**/international embargoes/foreign currency implications (Iran, North Korea).
11. **Political turmoil**/changes in government (Libya, Syria, Venezuela).
12. War/**conflict** in certain States/regions.
13. **Natural disasters**

Concern has been raised by the IUCN Council regarding the increased financial pressures organisations are facing. Linked to this is a perceived lack of value of their membership of IUCN.

Following consultation with Members, the IUCN Leadership team and the IUCN Council, the following four objectives have been established for the membership strategy to help address the engagement/value issue by Members:

1. **Strategic engagement of Members**. Members actively participate and contribute to conservation be being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.
2. **Learning and improving**. Knowledge Products, knowledge sharing, science and knowledge. Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications.
3. **Influencing the environment and sustainable development agenda**. Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.
4. **Networks, partnerships and alliances**. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

The aim of the strategy is to ensure increased Member engagement. Through successful implementation, Members will begin to see the benefits gained from their membership, which should lead to a drop in withdrawals due to a lack of engagement and lack of value.

The concerns relating to dues and their affordability, whether it be for NGOs or States, remain an issue that needs to be addressed – and the Task Force has undertaken work on that issue. Some of the smaller NGOs are facing increasing pressure to find funding for their work, let alone their dues. Since IUCN is not a funding agency, it is not possible to provide grants to these Members for projects – a frequent misconception by Members. However, there are other ways to help Members – they can benefit financially through effective use of the knowledge products and conservation tools available to them, for example.

In order to address the financial issue, the Dues Task Force is considering a number of fee scale options including a lower group for IPOs and small NGOs and a new category for zoos, aquaria, botanical gardens, universities and Museums.

Finally, whilst the new Membership Strategy seeks to address the engagement and value issues of these concerns, it will be necessary to address a number of other strategic issues going forward. Questions such as how valuable is the Union in its current form – the current NGO/UN landscape has changed the playing field for IUCN. What type of organisation IUCN wants/needs to be is key in ensuring its future. We have to be clear on what type of Union we want to be so that we can focus our efforts in the right area.

Value and benefit of a lower dues group for Members

The current dues scale for IUCN Members was introduced in 1988 (decision 515 - 17th session of the General Assembly in Costa Rica). Calculations, to date, have been made using the operating expenditure of Members and works under the basic principle that dues are set in line with the capacity to pay.

However, in recent years and as mentioned above, Members are increasingly quoting inability to pay their dues as a reason for them withdrawing from the Union (see motives for withdrawal listed earlier in this document). This is the case even in the lowest dues group who pay 445 CHF per annum based on operating expenditure from 0-100K CHF. This often means that they are obliged to withdraw from IUCN (either voluntarily or following rescission of all their rights).. The existing entry-level dues rate is also preventing a number of small organisations from joining IUCN.

In 2016, the IUCN membership approved a new Category of Members for Indigenous peoples' organisations ("IPOs"). However, since that time, the number of Members in that category has only increased by three. There are a several reasons for this but an important factor is the level of dues, which even in the current group 1, are often prohibitive for many IPOs. Since the new Membership Strategy aims to increase the number of IPO Members within the Union, this dues issue is one that needs to be addressed. This was also a recommendation from the Credentials Committee at the 2016 Congress.

The Dues TF has spent some time considering how to do so. The Finance Unit has undertaken analysis of the current situation and at the request of the Dues TF has presented two options for re-scaling the dues. Both of these proposals include the introduction of a new dues group for small organisations (ie those who have a Total Expenditure of up to 50,000 CHF) with dues of 300 CHF per annum. IPO Members

had contacted the Secretariat in September 2018 and proposed even much lower dues but the costs involved in membership management must be taken into account.

The introduction of the new group presents a number of benefits both to current Members and potential Members, as well as to the Union itself.

However, it is important to ensure that current and potential Members understand the value of IUCN membership. Not only will they be able to benefit from global networking and partnership opportunities, but through a collective voice, they can contribute to influencing political, economic and social decision-making. In addition, they will be able to strengthen their capacity and also their credibility through their association with other Members and the IUCN constituents and components. Furthermore, these organisations will benefit as Members but the Union as a whole will benefit from the knowledge and capacity that these Members bring to the table, expanding the reach and influence it already has.

Having a lower dues group will increase engagement of existing Members who are currently struggling with the payment of dues as they will be able to retain their IUCN membership.

Questions have been raised in the past by the former DG about increasing the number of smaller NGOs within the membership of the Union, and the benefit they bring to the Union. However, this is a question that needs to be discussed in relation to Union Strategy as a whole, including the discussion about what type of organisation the Union needs to/ can be to tackle the challenges of the post-2020 agenda. The Dues Task Force is considering adding a new dues group as it is of the view that small organizations constitute an important asset for IUCN.

Annex 4

Draft 0 Concept Note: IUCN Membership Solidarity Fund. Version 1

For discussion in Dues Task Force

Background

Currently, IUCN lacks a mechanism to support IUCN Members that face severe challenges in continuing to pay their membership dues. As all Members are required in terms of the IUCN Statutes Article 12(c)iii to pay their dues, in order to retain their rights and ultimately their membership. The failure to pay can adversely impact the member and also IUCN.

Over the last ten years, a number[1] of IUCN Members curtailed their membership citing severe constraints to pay their membership dues given economic collapse or political instability. On the one hand, there are Members who have the money to pay but cannot due to international restrictions. For example, in Iran in 2019, six NGO members who were unable to transfer their dues to IUCN HQ, due to international financial/banking restrictions appealed for help[2]. A similar situation prevails in North Korea, where two Members are affected. On the other hand, some Members are unable to pay because they can no longer afford the dues. For example, in Venezuela and Zimbabwe, recent feedback received from the Regional offices indicates that IUCN Members face high levels of inflation, consequently Members find dues to be prohibitive[3]. In 2018, of the eleven government Members whose rights were rescinded, at least two Members facing challenges in paying their dues experienced political conflict or instability. Most of these Members wish to retain their membership and some are long-serving and committed Members.

Commented [FGB1]: Jennifer, see my comment. Unfortunately, this means having to make deeper search in our archives and/or through regions. Time doesn't allow for this right now + I can't even guarantee that all these Members would have provided the reasons at the time. I don't want to elaborate too much in the footnote but can explain during the meeting if needed

Jennifer: I suggest this is done before Council / ie 23 January 2020. I suggest we ask the regional members focal points. Fleurange: I will contact MFPs on this issue to have more information at hand by 23 January.

Commented [FGB2]: These Members are from Burundi, Uganda, Benin, Kenya, Mauritania, Mozambique, Pakistan, Iraq, Quatar (GA from Benin recently paid all its outstanding dues except 2019)

[1] Between 2005 and 2017 a total of 510 Members have withdrawn from IUCN (178 voluntarily and 332 through the rescission process). The Secretariat does not have at hand the exact figures of Members which have withdrawn for the reasons mentioned above.
[2] Letter came from three Members in Iran but on behalf of the six NGO Members present in the country.
[3] 13 Members from Zimbabwe and 6 from Venezuela Members withdrawn in years 2005-2017, from the data available the reasons for withdrawal are not evident.

Nevertheless, membership statistics show that in general membership enjoys an upward trend with relatively small, temporary downward fluctuations.[4] So, does the loss of Members from a few countries, undergoing instability, really matter for the Union? The Dues Task Force believes it does and that IUCN should, through its Council and Secretariat, invest in helping find a solution as established Members are an invaluable resource.

Why is it important to consider establishing a Membership Solidarity Fund?

IUCN's ability to deliver its Mission[5] lies in its ability to bring together diverse conservation actors across its membership categories (States and GA, NGOs, IPO) and across diverse ecosystems and biomes across the world. This diversity underpins the confidence and support IUCN enjoys and its ability to be a trusted facilitator and influence societies globally. Experienced membership brings knowledge and insights that are valuable to the Union and its operations in different regions. Maintaining established membership, particularly in ecologically-important places, is important for IUCN in fulfilling its mission and its ability to work effectively across all regions.

The loss of membership in entire countries could adversely impact on the programmatic work. It is worth noting that the majority of the membership in trouble over payment of dues are from biodiversity-rich nations and regions where IUCN regional and global programmes also focus. While there is no direct correlation between war and the loss of biodiversity, or instability, there is evidence that shows environmental and cultural heritage management can suffer in these conditions. The risk to biodiversity and conservation work in circumstances of instability, including war and economic collapse, makes it important for IUCN to maintain a presence in these countries. This is particularly important given new evidence of high levels of biodiversity loss and climate change crisis.

[4] 857 organisations have become Members from 2005 to 2017), giving a positive balance of 347.

[5] IUCN Vision: A just world that values and conserves nature. IUCN Mission**:** Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Further an empathetic Union also contributes to the status IUCN enjoys among its Members. As we have seen recently, through the membership survey and the External Governance Review, IUCN faces real challenges in maintaining the support of Members as Members feel alienated from its programmatic work and networks.[6]

Opportunities: Existing commitment to an empathetic institutional culture

The responsiveness of Members to the plight of other Members in relation to dues indicates a desire among Members to support each other and could suggest that IUCN Members value an empathetic organization culture.[7]

In the Asia Region, the IUCN Secretariat has also played an important role in ensuring that Members are able to pay their dues.

Commented [FGB3]: Jennifer, did you mean to add anything here? Some feedback from Aban maybe?

Jennifer: I think its premature. I wanted to get this paper to a more complete state before asking her… perhaps we can ask her for input after the task force has made some initial input

The new Membership Strategy[8] seeks to strengthen membership engagement and inclusion. Strengthening positive engagement among the parts of the Union, including more effectively with the Secretariat was highly valued. While this was seen to be important in the areas of programmatic engagement, knowledge product development, and networking it is plausible that Members would hold the same value in relation to the retention of membership. Indeed, the IUCN Council in 2018, called on the Secretariat to make every effort to retain membership including by entering into payment plans/bilateral agreements to pay with its membership but specifically with State Members who had significant arrears.

The objectives of a Membership Solidarity Fund

A Membership Solidarity Fund would support existing Members faced with dire political or economic national circumstances to pay their membership dues for the duration of the crisis.

[6] External Review of IUCN Governance
[7] On learning of the plight of members in Iran, an INGO headquartered in Switzerland paid the dues of two Members.
[8] The IUCN Membership Strategy responds to these concerns

Next Steps

The IUCN Council proposes that the World Conservation Congress 2020 asks the incoming Council (2020- 2024) to study the possibilities of establishing such a Membership Solidarity Fund with a view to reporting back to the IUCN Membership in 2021-22 and embarking on a three-month electronic consultation.

Council would need to establish an appropriate mechanism, including members of Council, its Governance and Constituency Committee, IUCN Members, the Secretariat, and other experts to consider:

1. Scope of such a fund, typology of issues faced, and criteria for eligibility
2. Potential sources of funding
3. Legal organization and administration of such Fund

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE
70th Meeting of the Finance and Audit Committee (FAC)
8-9 February 2020

Appointment of the external auditors for the period 2021 – 2024

Origin: Chief Financial Officer

Action requested:

The Finance and Audit Committee is requested to MAKE A RECOMMENDATION to Council on the following draft Congress motion in respect of the appointment of the external auditors for the period 2021-2024.

Draft motion to Congress

The IUCN World Conservation Congress,

At the recommendation of the IUCN Council,

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

Background

The External Auditors are appointed by Congress on the recommendation of the Council. (Article 20 (j) of the IUCN Statutes)

At the 69th meeting of the FAC in October 2019 the FAC considered options for the appointment of the External Auditors for the period 2021-24.

The options presented were:

1. The current auditors are proposed for reappointment for the years 2021-24
2. A competitive selection process is launched and concluded prior to Congress and, based on the result, a firm of auditors is proposed for the years 2021-24
3. Congress reappoints the current auditors for 2 years and requests Council to appoint the auditors for the following 2 years

Following discussion the FAC agreed to proceed with option 3: that the audit mandate of PricewaterhouseCoopers be extended for a further 2 years and that a tender exercise is conducted prior to the start of the financial year 2023 to select a firm of auditors for the years 2023 and 2024.

Friday 07.02: 9.00-12.30	**Governance and Constituency Committee (GCC) (25th meeting)** **1 Governance issues** **1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations:**	
9.05-9.25	1.1.1.2 Election procedures and inclusiveness of dependent territories (Sixto/Luc/Sandrine)	
9.25 – 10.25	1.1.1.3 Establish an elected indigenous Councillor position (Ramiro)	
10.25-10.45	1.1.1.4 Modification of the term "Regional Councillor"	
10.45-11.05	COFFEE BREAK	
	1.1.2 *Proposals on other topics:*	
11.05-12.05	1.1.2.3 Clarification of membership admission rights (C3)	
	1.3 Amendments to the Regulations	
12.05-12.10	*1.3.1 Approval in second reading of amendments to Regulations 14 and 15*	
12.10-12.30	**3. World Conservation Congress** **3.1 Consideration of the proposals from the jury for appointment as recipient(s) of IUCN Honorary Membership, John Phillips Medal and the Harold Coolidge Medal**	
Saturday 08.02: 09:00-12.30	**1. Governance issues (cont.)** **1.1 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations:** *Discussion and approval of final drafts from subgroups of the GCC on:*	
9.00-10.00	1.1.2.2 Establishment / operating rules / oversight of National, Regional and Interregional Committees (IRC) (B2/B7)	
10.00-10.45	1.1.1.1 Including subnational governments in IUCN's membership	
10.45-11.05	COFFEE BREAK	
11.05-11.35	1.1.1.5 Improvements to the motions process	
11.35-12.35	1.1.1.6 Role of Commissions in National and Regional Committees (Jenny)	
Sunday 9.02 : 09 :00-18.05	**1. Governance issues (cont.)**	
9 :00-10.00	1.1.2.2 Establishment / operating rules / oversight of National, Regional and Interregional Committees (IRC) (B2/B7), group discussion	
10.00-10.20	1.1.2.1 Comprehensive gender approach at IUCN	
10.20-11.20	**1.2 Follow-up to the Management Response to the External Review of IUCN's Governance** *1.2.1 Review of, and possible amendments to the Statutes and Regulations, or the Council Handbook, concerning the role of the President, the Treasurer and the chairs of the standing committees*	

11.20-11.40	**COFFEE BREAK**	
11.40-12.25	1.2.2 Actions to be completed by GCC ahead of June 2020	
12.25-12.35	*1.1.1 Review of the updated Table "Areas for improvement of IUCN's governance" and identification of any governance reforms overlooked or not yet included in the list*	
	2. Constituency issues	
12.35-12.40	**2.1 Update on IUCN membership**	
12.40-13.00	2.5.2 Update on Members whose rights will be rescinded by the 2020 Congress	
13.00-14.00	**LUNCH**	
14.00-15.00	**2.2 Membership applications** [i]	
-	**2.3 Changes of Members' name or membership category** [ii] (no changes received)	
15.00-16.00	**2.4 National, Regional and Interregional Committees** *incl. the recognition of newly established committees and the revision of the by-laws of existing committees, if any applications are received*	
16.00-16.10	**COFFEE BREAK**	
16.10-17:30	**2.5 Membership dues** 2.5.1 Report of the Joint GCC/FAC task force on membership dues including approval of the 2021-2024 Membership Dues Guide	
17-30-17.40	**2.6 Membership Strategy**	
	3 World Conservation Congress	
17.40-17.55	**3.2 Proposals for the membership of the Credentials Committee and the Governance Committee of the 2020 Congress** *The process for identifying the members of the 2020 Congress committees approved by Council in October 2019 (C97/5), requires the standing committees to identify qualified individuals for nomination as members of the Congress Committees. The CPC will coordinate the process and make a proposal to Council in February 2020. If necessary, the process may continue after the 98th Council meeting until Bureau approves a proposal for submission to Congress.*	
17.55-18.05	**4 Any other business**	

[i] New applications which have received no objections from the membership will be considered by GCC by email correspondence prior to the Council meeting.
[ii] Will be considered by GCC by email correspondence prior to the Council meeting.

Including subnational governments in IUCN's membership

Comments received by IUCN Members during the RCFs in 2019 indicated that there was general support for this proposal. However, there was confusion regarding the proposed voting structure, the definition of "subnational" and there were requests for the goal of the proposal to be clarified.

The GCC working group (led by Shaikha Al Dhaheri) was requested to work on a revision of the proposal taking into account the following:

- The need for clarification about voting powers, in particular regarding the State vote and balance of power between two houses
- Further work on the definition of "sub-national" is needed Annex 9 to Council decision C97/12 2
- Clarification of the goal of the proposal.
- A proposal for dues for this category should the proposal be adopted (in collaboration with the Dues Task Force)
- Any amendments to the Statutes and Regulations that will be needed if the proposal is adopted.

The WG worked consulted with the Legal Adviser and the Dues Task Force to prepare the amended proposal.

The Working Group met by conference call on 14 January 2020 and focused on the definition, the voting structure and the membership dues.

The Draft Council Motion and proposed amendments to the Statutes, Rules and Regulations attached hereafter take into account the outcomes of the Working Group meeting.

Also attached hereafter are two comments from WG members on this draft.

IUCN WORLD CONSERVATION CONGRESS 2020

11–19 June 2020, Marseille, France

Proposed amendments to the IUCN Statutes, Rules of Procedure of the IUCN World Conservation Congress and the IUCN Regulations:

Including subnational governments in IUCN's membership

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes, the Rules of Procedure of the World Conservation Congress and the Regulations with regard to the inclusion of subnational governments in the structure of the Union submitted by the Council under, respectively, Article 105 and Article 29 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress,

Adopts the following amendments to: (cf. Table attached hereafter as Annex 1)

[…]

EXPLANATORY MEMORANDUM

Background

1. In 2008, the World Conservation Congress Resolution 4.008 requested Council to seek legal and technical advice on how local and regional authorities might be included in the structure of the Union and to make recommendations to the IUCN World Conservation Congress 2012 for reform of the IUCN Statutes, as appropriate.

2. After a period of consultations (2009-2010) and given the diversity of views represented, Council undertook an additional round of consultation with the IUCN membership during the Regional Conservation Fora (May to October 2011) where all IUCN Members were invited to discuss three options for including local government membership. After this consultation and further deliberation, Council decided to submit two options for the consideration of the 2012 World Conservation Congress in Jeju. Both options failed to obtain the required 2/3 majority[1]. The World Conservation Congress rejected both the clarification of the status quo (option 2) and the proposed change (option 1). The IUCN Council 2012-16

[1] Voting result for option 1: 65.81% for versus 34.19% against in Cat. A and 68.29% for versus 31.71% against in Cat. B. Option 2: 65.66% for versus 34.34% in Cat. A and 74.16% versus 25.84% in Cat. B.

subsequently considered it justified to continue to study this issue including possible recommendations to the next Congress.

3. In 2015, Council, upon recommendation of its Governance and Constituency Committee (GCC), agreed to consult the IUCN membership online and during all the Regional Conservation Forums held in 2015 on the two options for including local and regional government authorities in the structure of IUCN which had failed to achieve the required 2/3 majority during the 2012 Congress. In 2016, a motion to amend the Statutes to include local and regional government authorities in the structure of the Union submitted by five Government Agency Members to the 2016 Congress led to the cessation of any further consideration of this topic by Council.

4. The motion in its original version, which proposed to amend the Statutes thereby creating a new sub-Category in Category A called "local or regional governmental authorities" exercising collectively one vote, was amended by the contact group to apply only to regional governments which, together with Government Agency Members of the State concerned, would constitute a sub-Category in Category A and would together exercise one vote. This motion was voted down by both Categories A and B and by a greater number of Members than at the previous Congress[2]. Instead, Congress approved WCC-2016-Res-003[3]:

WCC-2016-Res-003: Including regional governments in the structure of the Union

The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016: REQUESTS the IUCN Council to establish a Working Group composed of Councillors and Members on the role and membership of local and regional governments in IUCN, including the wider engagement among IUCN members and other Parties in order to analyze the need and effects, develop a clear definition of regional government, and formulate a comprehensive and well considered new recommendation for the next Congress.

5. In 2018, the IUCN Council established the Working Group requested by WCC-2016-Res-003 with the membership and Terms of Reference presented hereafter as Annex 2.

6. In March 2019, the Working Group proposed to create a new (third) sub-category for Subnational Governments within the "Government House" (Category A), in addition to the State Members and the Government Agency Members. By way of a definition, the Working Group considered Subnational Governments as "all levels of government with mandate and authority below the national level in any given country that is, or can be, a State Member of IUCN".

7. In the proposal, State Members maintain 3 votes as per (current) Article 34 (a) of the IUCN Statutes. However, instead of maintaining a single collective vote for all Government Agency Members within a State, the Working Group proposed that each Government Agency Member also has one vote, whether or not they are from a State that is a State Member of IUCN. Further, the proposal grants each Subnational Government Member one vote.

8. According to the Working Group's proposal, the total number of votes expressed in each of the three sub-categories of membership Category A (Government House) continue to be added together when counting the votes so that one voting result for Category A is

[2] Voting result: 34.56% for versus 65.44% against in Cat. A and 38.73% for versus 61.27% against in Cat. B.
[3] Voting result: 83.47% for versus 16.53% against in Cat. A and 84.53% for versus 15.47% against in Cat. B.

shown. However, in order to prevent State Members being outvoted by either one of the other two sub-categories in the Government House (the Government Agency Members and the Subnational Government Members), a ratio of 3:1:1 will be maintained by using a mathematical formula. No matter how many votes are cast in each of the three sub-categories of membership Category A, the mathematical formula will be applied to ensure that the voting weight of each sub-category respects the ratio 3:1:1. The ratio is based on the understanding that "3" represents the weight of the State Members, and "1" represents the weight of each of the two other sub-categories (Government Agency Members and Subnational Government Members).

9. The voting rights within membership Categories B and C remain unchanged.

10. At its 96th meeting in March 2019, the IUCN approved the Working Group's proposal[4] for the purpose of consulting IUCN Members online and during the Regional Conservation Forums held between May and November 2019.

The IUCN Council's proposal to the 2020 Congress

11. At its 98th meeting in February 2020, the IUCN Council approved the proposed amendments presented hereafter in Annex 1 based on the Working Group's proposal as refined by the Working Group taking into account the comments resulting from the consultations with the IUCN membership.

12. The Working Group and Council have slightly adjusted the definition of "Subnational Governments" opting for definition that is simple in order to be widely acceptable, yet broad enough to include a wide variety of subnational governments:

> *Subnational governments are all levels government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments.*

13. It opens up IUCN membership of subnational governments as opposed to agencies or departments of these governments. The already existing Sub-category "Government Agencies" in membership Category A will continue to encompass *"organizations institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure"* (Article 5(b) of the IUCN Statutes).

14. The Working Group and Council maintain the proposed voting structure in which each State maintains three votes, and each Government Agency and each Subnational Government henceforth have one vote. The relative weight of each Sub-category of membership Category A will be 3:1:1. In other words, no matter what Members are called upon to vote, each time a mathematical formula will adjust the total number of votes of States in order to ensure that the States will always represent 60% of the voting power in membership Category A, the Government Agencies 20% and the Subnational Governments also 20%.

15. The Working Group and Council wish to highlight that this voting structure in Category A strikes a balance. On the one hand, it ensures that State Members as a group are not "outvoted" by the number of Subnational Governments whose votes might otherwise exceed the votes of States. On the other hand, it allows IUCN to include Subnational Governments whose experience will be useful to its programs and nature conservation, and

[4] See Council decision C96/15 Annex 8

Subnational Governments to influence IUCN's Programme and policy through the motions process and to showcase their work.

16. The IUCN Council wishes to emphasize that this proposal does not in any way change the overall balance of the separate voting structure of IUCN based on a Government House (Category A) and a Non-Governmental House (Categories B and C combined). Decisions in IUCN continue to be taken by a majority of votes cast in Category A and in Categories B and C combined. In other words, a majority in both "Houses" is required to adopt motions and other decisions. Both "Houses" vote independently of each other and one cannot influence the outcome of the other.

17. With regard to the membership dues, the Working Group and the IUCN Council propose that the dues for Subnational Governments the dues be those of the Government Agencies Group A (Government Agencies of a State where the State is a Member of IUCN) proposed for 2021-2024.

Date on which this proposal will come into effect, if adopted

18. If adopted during the 2020 Congress, the amendments to the Statutes, Rules and Regulations will become effective at the close of the 2020 Congress, i.e. after the Congress on 19 June 2020, unless the Congress decides otherwise.

Proposed amendments to the IUCN Statutes, the Rules of Procedure of the IUCN World Conservation Congress and the IUCN Regulations regarding the inclusion of subnational governments in IUCN's membership

(Follow-up to WCC-2016-Res-003)

Existing provisions of the IUCN Statutes	Amendments (with track changes)	New version of the IUCN Statutes as amended (all track changes 'accepted')
Part III – Members **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States and government agencies; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.	***Part III – Members*** **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States<u>,</u> ~~and~~ government agencies <u>and subnational governments</u>; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.	***Part III – Members*** **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States, government agencies and subnational governments; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.
Article 5 of the IUCN Statutes In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic	**Article 5 of the IUCN Statutes** In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic	**Article 5 of the IUCN Statutes** In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic

Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; (d) national non-governmental organisations shall be institutions and associations incorporated within a State; (e) international non-governmental organisations shall be institutions and associations organized in two or more States; (f) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities; and (g) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.	Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) Subnational governments are all levels of government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments; ~~(c)~~(d) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; ~~(d)~~(e) national non-governmental organisations shall be institutions and associations incorporated within a State; ~~(e)~~(f) international non-governmental organisations shall be institutions and associations organized in two or more States; ~~(f)~~(g) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement	Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) Subnational governments are all levels of government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments; (d) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; (e) national non-governmental organisations shall be institutions and associations incorporated within a State; (f) international non-governmental organisations shall be institutions and associations organized in two or more States; (g) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement of

	of indigenous communities; and ~~(g)~~(h) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.	indigenous communities; and (h) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.
Article 7 of the IUCN Statutes Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;	**Article 7 of the IUCN Statutes** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;	**Article 7 of the IUCN Statutes** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;

(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.	(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.	(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.
Part V – The World Conservation Congress Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes, one of which shall be exercised collectively by the Government Agency Members, if any, of that State; (b) Government Agency Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote; (c) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.	***Part V – The World Conservation Congress*** Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes~~, one of which shall be exercised collectively by the Government Agency Members, if any, of that State~~; (b) Government Agency Member~~s of IUCN within a State which is not a State Member of IUCN~~ and Subnational Government Members shall each ~~collectively~~ have one vote regardless of whether they are from a State which is a State Member; (c) In order to maintain a ratio of 3:1:1 between the voting weight of, respectively, the State Members, the Government Agency Members and the Subnational Government Members, the votes of the State Members shall be adjusted by multiplying by three the quotient of the number of State Member votes cast divided by a constant factor being the total voting power of State Members divided by the total voting power of Government Agency	***Part V – The World Conservation Congress*** Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes; (b) Government Agency Members and Subnational Government Members shall each have one vote regardless of whether they are from a State which is a State Member; (c) In order to maintain a ratio of 3:1:1 between the voting weight of, respectively, the State Members, the Government Agency Members and the Subnational Government Members, the votes of the State Members shall be adjusted by multiplying by three the quotient of the number of State Member votes cast divided by a constant factor being the total voting power of State Members divided by the total voting power of Government Agency Members and Subnational Government Members combined;

	Members and Subnational Government Members combined; (d) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.	(d) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.

Existing provisions of the Rules of Procedure of the IUCN World Conservation Congress	Amendments (with track changes)	New version of the Rules of Procedure as amended (all track changes 'accepted')
Part VIII – Methods of Voting Methods of Voting on Motions **Rule 66*bis*** A Government Agency Member holding the collective vote for the Government Agency Members in a country shall obtain the agreement of the other Government Agencies before giving proxy to another IUCN Member except that during Congress the agreement of only those other Government Agencies of the country concerned present at the Congress shall be obtained.	***Part VIII – Methods of Voting*** Methods of Voting on Motions ~~**Rule 66*bis***~~ ~~A Government Agency Member holding the collective vote for the Government Agency Members in a country shall obtain the agreement of the other Government Agencies before giving proxy to another IUCN Member except that during Congress the agreement of only those other Government Agencies of the country concerned present at the Congress shall be obtained.~~	***Part VIII – Methods of Voting*** Methods of Voting on Motions

Existing provisions of the IUCN Regulations	Amendments (with track changes)	New version of the Regulations as amended (all track changes 'accepted')
Part III - Members Admission **Regulation 4** - Government Agencies	***Part III - Members*** Admission	***Part III - Members*** Admission

A government agency seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency, setting forth its competence to adhere to the Statutes.	**Regulation 4 -** Government Agencies and Subnational Governments A government agency or subnational government seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency or subnational government, setting forth its competence to adhere to the Statutes.	**Regulation 4 -** Government Agencies and Subnational Governments A government agency or subnational government seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency or subnational government, setting forth its competence to adhere to the Statutes.
Admission Process **Regulation 7** Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	Admission Process **Regulation 7** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	Admission Process **Regulation 7** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.
Part X – Electronic Ballot **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] (e) The Government Agency Member that cast the Government Agencies' collective vote at the previous IUCN Congress shall cast the vote for the electronic ballot, unless the Government Agency Members duly notify the	***Part X – Electronic Ballot*** **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] ~~(e) The Government Agency Member that cast the Government Agencies' collective vote at the previous IUCN Congress shall cast the vote for the electronic ballot, unless the Government Agency Members duly notify the~~	***Part X – Electronic Ballot*** **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] (e) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and

Secretariat in writing, at the latest one week before the date/time of the opening of the electronic ballot, of their agreement to designate a different Member to cast their collective vote. The Agency casting the collective vote during an electronic ballot will cast the collective vote at every subsequent electronic vote unless the Secretariat receives a notification of a different agreement among the Members concerned; (f) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and (g) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	~~Secretariat in writing, at the latest one week before the date/time of the opening of the electronic ballot, of their agreement to designate a different Member to cast their collective vote. The Agency casting the collective vote during an electronic ballot will cast the collective vote at every subsequent electronic vote unless the Secretariat receives a notification of a different agreement among the Members concerned;~~ (~~f~~e) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and (~~g~~f) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	(f) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.

IUCN Council

Work Group on
WCC-2016-Res-003 - *Including regional governments in the structure of the Union*

Terms of Reference 2017-2020
(Approved by the IUCN Council at its 94th Meeting)

Background

1. The issue of local government membership was considered at the 18th Session of the General Assembly in Perth, Australia 1990; and at the First Session of the World Conservation Congress in Montreal, Canada 1996. On both occasions, proposals for amendments of the Statutes to allow local and regional governments to become Members were soundly rejected by the IUCN membership.

2. In 2002, Council Decision C/57/26 requested the Governance Task Force to further review the possibility of including local or subnational government organizations as Members of IUCN. In 2004, Council on the recommendation of the Membership Committee and based on legal advice noted that environmental agencies of local government bodies were eligible for admission under membership Category A (a) - Government Agencies, and decided not to propose a statutory change concerning local government membership at this time (decision C/60/47).

3. In 2008, the World Conservation Congress Resolution 4.008 requested Council to seek legal and technical advice on how local and regional authorities might be included in the structure of the Union and to make recommendations to the 5th Session of the World Conservation Congress for reform of the IUCN Statutes, as appropriate. After a period of consultations (2009-2010) and given the diversity of views represented, Council undertook an additional round of consultation with the IUCN membership during the Regional Conservation Fora (May to October 2011) where all IUCN Members were invited to discuss three options for including local government membership. After this consultation and further deliberation, Council decided to submit two options for the consideration of the 2012 World Conservation Congress in Jeju. Both options failed to obtain the required 2/3 majority[1]. The World Conservation Congress rejected both the clarification of the status quo (option 2) and the proposed change (option 1). The IUCN Council 2012-16 subsequently considered it justified to continue to study this issue including whether to make recommendations to the next Congress.

4. In 2015, Council, upon recommendation of the Governance and Constituency Committee (GCC) and Council document C/85/5.3.1.2.1.3, agreed to consult the IUCN membership online and during all the Regional Conservation Fora held in 2015 on the two options for including LRGA in the structure of IUCN which failed to achieve the required 2/3 majority during the 2012 Congress. In 2016, a motion submitted to the 2016 WCC by five Government Agency Members, to amend the Statutes to include local and regional government authorities in the structure of the Union led to the cessation of any further consideration of this topic by Council. The motion in its original version, which proposed to amend the Statutes creating a new sub-Category in Category A called "local or regional governmental authorities" exercising collectively one vote, was amended by the contact group to apply only to regional governments which together with Government Agency Members of the State concerned would constitute a sub-Category in Category A and would together exercise one vote. This motion was voted

[1] Voting result for option 1: 65.81% for versus 34.19% against in Cat. A and 68.29% for versus 31.71% against in Cat. B. Option 2: 65.66% for versus 34.34% in Cat. A and 74.16% versus 25.84% in Cat. B.

down by both Categories A and B and by a greater number of Members than at the previous Congress[2]. Instead, Congress approved WCC-2016-Res-003[3]:

WCC-2016-Res-003: Including regional governments in the structure of the Union
The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016: REQUESTS the IUCN Council to establish a Working Group composed of Councillors and Members on the role and membership of local and regional governments in IUCN, including the wider engagement among IUCN members and other Parties in order to analyze the need and effects, develop a clear definition of regional government, and formulate a comprehensive and well considered new recommendation for the next Congress.

5. At its meeting in February 2017, the IUCN Council adopted a series of measures to implement the resolutions adopted by WCC-2016 and requested its Governance and Constituency Committee to take the lead on resolution WCC-2016-Res-003. In this way, the pre-Working Group on including regional governments in the structure of the Union was created during the meeting, whose members[4] developed the present ToR and guidance for the work of the Working Group required by WCC-2016-Res-003.

Objective

6. The objective of the Working Group is to through an inclusive engagement process formulate a comprehensive and well considered recommendation for the next Congress on the definition and possible inclusion of local and regional governments in the structure of the Union. The recommendation should be based on a thorough analysis of the needs and effects of inclusion while taking into consideration all previous work that has been done in this regard in IUCN and in accordance with the request provided by the Members' Assembly in WCC-2016-Res-003.

Functions

7. Establish and implement a Work Plan for:

a. Developing a clear definition of regional and local governments in the context of Resolution 003, considering the diversity of governance structures globally.
b. Analyze the needs and effects of the inclusion of local and regional governments for IUCN, at a broad level including for the effectiveness of IUCN mandate, finance, governance and programme delivery.
c. Identify and elaborate the best option(s) for possible inclusion of local and regional governments into the structure of the Union while taking into consideration the previous debates/ discussions and good approaches from within the Union.
d. Analyze the effects of the different options of the possible inclusion of local and regional governments on IUCN.
e. Formulate a comprehensive and well considered new recommendation for Council approval.

Modus Operandi

8. Following the sequence of steps detailed in the "Functions" section, Working Group members will primarily implement their work through e-mail and conference calls.

[2] Voting result: 34.56% for versus 65.44% against in Cat. A and 38.73% for versus 61.27% against in Cat. B.
[3] Voting result: 83.47% for versus 16.53% against in Cat. A and 84.53% for versus 15.47% against in Cat. B.
[4] Norbert Baerlocher, Jesca Osuna Eriyo, Mangal Man Shakya, Shaikha Salem Al Dhaheri, Hilde Eggermont, Tamar Pataridze, Jan Olov Westerberg and Jenny Gruenberger, with support from the IUCN Secretariat.

9. The Working Group will be assisted by the Global Director of the Union Development Group, as requested, who will provide administrative and technical support within the available budget.

10. Once the Working Group has agreed on the options and these are approved by Council, the Working Group will decide on the process to be used in order to reach consensus, building on previous good practices (e.g. consultation with the membership at Regional Conservation Fora).

11. Feedback received from the Members will be consolidated by the Working Group and reported back to Council for endorsement.

12. The Working Group will report on its progress to the GCC every six months (including at each meeting of the Council) and deliver a final recommendation to Council in time for its presentation and consideration at the 2020 Congress taking into account statutory deadlines for Congress documents and/or proposals to amend the Statutes, as the case may be.

Composition

13. The Working Group should not exceed 20 members, and be composed of:

a. Up to five Council members (incl. the Working Group Chair), with proper understanding of the variety of States;
b. One legal expert from WCEL; and one expert from another Commission;
c. Up to five State members across the different Statutory Regions;
d. Up to three representatives of existing local and regional government agency Members of IUCN;
e. Up to three other interested parties associated with IUCN with relevant knowledge and experience in the role of local and regional governments in conservation of nature.
f. Two support persons from the IUCN Secretariat who will be ex-officio members of the WG ;

14. The Working Group should include a wide spectrum of opinions and include individuals with technical knowledge on this issue.

Duration

15. The Working Group will be in force until it delivers a final recommendation to Council in time for its presentation and consideration at the 2020 Congress.

Membership of the Working Group referred to in WCC-2016-Res-003

Approved by the IUCN Council validating decision B/IX of its Bureau dated 20 September 2018, updated 23 November 2018

Members of the IUCN Council
Amran Hamzah (Malaysia) - **Chair of the Working Group**
Shaikha Salem Al Dhaheri (UAE)
Carlos Durigan (Brazil)
IUCN Commissions
Prof Michel Prieur, World Commission on Environmental Law (France)
Madhav Karki, Commission on Ecosystem Management (Nepal)
IUCN Secretariat
Luc Bas, Regional Director Europe (EURO)
George Akwah-Neba, Program Coordinator, West and Central Africa (PACO)
State Members
Dr. Thuraya Said AL-Sareeria, Assistant Director General for Nature Conservation, Ministry of Environment & Climate Affairs, Oman
Eng. Read Bani Hani, Director of Nature Protection Directorate, Ministry of Environment, Jordan
Dr. Ángel Onofa, Dirección Nacional de Biodiversidad, Subsecretaría de Patrimonio Natural, Ministerio del Ambiente, Ecuador [1]
Marcelo d'Almeida, Ministry of Foreign Affairs, Guinea Bissau
Local and regional Government Agency Members of IUCN
KIM Yang Bo, Director General of Environmental Conservation Bureau, Jeju Special Self-governing Province, Republic of Korea
Juan Francisco Muños Muños, Oficina de Coordinacion de Asuntos Europeos y Cooperacion International, Consejeria de Medio Ambiente y Ordenacion el Territorio, Junta de Andalucia (Regional Ministry of Environment and Land Planning, Government of Andalusia), Spain
Other interested parties
Kobie Brand, Global Director of ICLEI's Cities Biodiversity Center, Regional Director ICLEI Africa
Deborah Hahn, International Relations Director, Association of Fish and Wildlife Agencies, United States
Fernando Ardura, Director Ejecutivo, Fundacion Habitat y Desarrollo, South America, Argentina

[1] Replacing Mr Carlos Alomía, Ministerio de Relaciones Exteriores y Movilidad Humana, Ecuador from 23 November 2018 onwards

From:	Kobie Brand
To:	Dr. Shaikha Salem Al Dhaheri
Cc:	+Working Group WCC2016-Res003; OVER Sarah
Subject:	Re: Subnational governments WG Res003
Date:	23 January 2020 22:34:22
Attachments:	image006.png image007.png image008.png image002.png WG Res003-MoM 14 jan 2020 rev so_kb edits.docx

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Dear Dr Al Dhaheri and Colleagues

Thank you for sharing these documents with us. It remains a pleasure to connect with you in the Working Group and my colleagues and I are looking forward to meeting / seeing you all in Marseille in June.

I have consulted with the ICLEI leadership and we are hereby committing to inform our broader constituency through the Global Task Force for Cities and Regions in our capacity as its focal point for nature / biodiversity that this motion will be discussed and tabled for decision in Marseille once it is public, as agreed in the last meeting. I will double check the specific date with Sarah Over.

Although we are very heartened by the fact that IUCN is seeking to work more closely in support of, and with our constituency which includes all levels of subnational governments, the ICLEI leadership is unfortunately not in a position to support the draft motion as it stands. Several reasons and concerns that were not adequately addressed in the process of formulating the motion, were tabled during our meetings for our position on this and we would therefore ask that you bring to the attention of Council when you table the motion that it is not unanimously endorsed by all members of the Working Group, naming ICLEI as such a member that is not able to endorse the motion in its current form.

I am also attaching an update with a few track change corrections to the minutes of our last meeting for correction please.

Thank you once again for the engagement.

Best wishes
Kobie

Kobie Brand ● Regional Director: ICLEI Africa
Global Director: Cities Biodiversity Center ●
Physical Address: Unit 1, 2nd Floor, South Tower, Sable Park, 14 Bridge Boulevard, Century City, 7441, South Africa
Postal Address: PO Box 5319, Tygervalley 7536, Cape Town, South Africa
Tel: +27 21 2020382 MOBILE **+27842000110** ● Email: kobie.brand@iclei.org
Skype: kobiebrand.iclei
www.iclei.org ●

ICLEI is the leading global network of over 1,750 cities, towns and regions committed to building a sustainable future. Through our collective efforts, we impact more than 25 percent of the global urban population.

On Wed, 22 Jan 2020 at 13:20, Dr. Shaikha Salem Al Dhaheri <saldhaheri@ead.gov.ae> wrote:

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> 2. Updated document on Res003 reflecting comments received on definition, goal, voting and fees structure (WG Res003-V2).

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4. Annex 1 Proposed amendments to statutes rules and regulation") which I updated to reflect discussions took place on the 14th January.

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I hope to hear from you and in case you have further comments before end of this week in order to share it with GCC Chair at the earliest.

Regards

Shaikha

Dr. Shaikha Salem Al Dhaheri
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الأمين العام

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الالتزام بالسياسات الداخلية ولحماية مصلحة هيئة البيئة - أبو ظبي. ولا تعتبر رسائل البريد الإلكتروني آمنة ولا يمكن ضمان خلوها من الأخطاء. وعلى كل من يتواصل مع هيئة البيئة - أبوظبي عبر البريد الإلكتروني أن يتقبل مثل هذه المخاطر ولا تتحمل الهيئة أية مسؤولية عن الأضرار التي قد تنجم عن ذلك.

,

From: Dr. Shaikha Salem Al Dhaheri
Sent: 25 December 2019 10:03:33
To: +Working Group WCC2016-Res003
Cc: MOHAMED-KATERERE Jennifer; OVER Sarah
Subject: Subnational governments WG Res003

Dear Working Group (Res003),

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Wishing you all happy festive holiday

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Shaikha

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@EADTweets Environment Agency - Abu Dhabi Environment Agency - Abu Dhabi EnvironmentAbuDhabi

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<Draft Council motion for 2020 Congress - Subnational Governments 2020.01.21.docx>

<Annex 1 - Proposed amendments - Subnational Governments 2020.01.21.docx>

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Meeting of the Res003 Working Group.
14 January 2020

Present: Shaikha al Dhaheri (Chair), Deborah Hahn (DH), Kobie Brand – ICLEI (KB), Madhav Karki (MK),
Secretariat: Sandrine Friedli Cela (IUCN Legal Adviser), Luc De Wever (Senior Governance Officer), Sarah Over (Communications manager)

The Chair opened the meeting and briefly ran through the work of the Working Group (WG) to date. She highlighted what work was outstanding, along with the expected outcomes of the day's meeting.

She explained that following the RCFs, a number of comments had been received from Members. The feeling was that there was general agreement with the proposal but that there were some parts required a little more work.

It was important to ensure that the goal of the proposal is clear, to simplify and clarify the definition of subnational governments and the WG needed to agree on the voting formula and the dues.

The Chair felt that the goal of the proposal was clear. There was a consensus that subnational governments are more involved in conservation and environmental matters at the ground level and are more involved with people. To include within the Union them would bring more to IUCN programmatically as well as financially.

MK agreed with the Chair's synopsis. The subnational government is an important element He noted that in order for this motion to be adopted, it would be necessary to ensure that the most sensitive group, the State Members, were on board with the proposal. They would be looking for a concrete definition of what subnational governments are and any definition should be kept simple and clear.

He noted that the Legal Adviser's recommendation to replace the word "countries" with "States" in the proposed definition was a good one and the Chair concurred that it would be sensible to use the wording that is currently used in the IUCN Statutes to avoid confusion.

KB also agreed that the reason that IUCN is considering the motion is that there is an understanding and agreement that local and subnational levels have many more funds and responsibilities on a daily basis for decisions that have a direct impact on nature and land use around them. IUCN would like to recognise, and give a voice to, this category of governments. She confirmed that ICLEI welcomes the fact that IUCN wants to recognise more strongly the important role of these levels of subnational governments.~~and agrees with this.~~

She felt, however, that the fee structure has not fully been unpacked in this group, and warned that introducing one single fee structure for them would be difficult. She noted that ICLEI was not aware of any organisation that had introduced one flat fee structure for all its members and suggested that there could be a follow-up motion on this point because it would be a complex issue.

She also asked for guidance on when and how to make ICLEI's constituency aware of the motion. ICLEI acts as the focal point for Biodiversity in the G~~g~~lobal T~~t~~ask F~~f~~orce for Cities and Regions which consists of large networks of cities and regions and they feel obliged to make their constituents aware of this motion.~~.~~ If adopted this would affect this constituency

~~em,~~ as well as State Members of IUCN. Secretariat confirmed that this was a question that would be put to Council but that in any case, once the motion was published on 11 March, it would be public. ICLEI could then use the time running up to Congress to promote the motion and ensure that its constituents were fully aware of the intricacies of the proposal.

DH confirmed that she was comfortable with the goal.

The Definition

The Chair explained that Thuraya Said (who had participated in earlier meetings), Amran Hamzah (Chair of the Working group) and ICLEI had all asked that the definition be simplified. The Legal Adviser had also suggested changing some of the wording as was discussed earlier.

MK felt that it was important to be sensitive to the diversity of the IUCN membership and to find a definition that would be acceptable to all our membership. The WG should use something that was used elsewhere, such as the CBD definition that had been proposed by the Chair in an earlier paper. It should be simple to avoid the risk of rejection of the proposal on this point

DH supported the idea of a simple definition, which can have a wide application. However, the CBD definition does not work in all countries. She felt that the Legal adviser had made some good points and she noted that whilst simple is good, it is imperative that the IUCN Council was clear on what the definition means.

She asked for clarification on the reference to departments of federal government. In the US, in some States this would allow for the entire state to join – eg California; in others situations, it would be only an agency (eg Fisheries). She confirmed that it would be good to allow for both to happen.

KB explained that ICLEI's definition is very simple but one thing they do require is for that government, whatever their structure is, to take a resolution through their own mechanism regarding the decision to join. She also pointed out that ICLEI would not be supportive of different departments or units of subnational governments joining but only those governments themselves ~~w~~who can speak and act on behalf of the particular government. As a result, they would not support the current definition as they felt it has not been fully unpacked. It would not be right to pass a motion and then look into the definition further once it has been adopted.

The Chair asked if ICLEI could share something they felt works? KB confirmed they could but only next week once she had had time to consult.

LDW clarified that it should be clear in the definition about the distinction to be made between governments on the one hand, and agencies on the other. The Statutes define what a Government Agency is - for many years they have been able to join IUCN. However, here, in the context of subnationals, what would be needed would be a definition to include governments such as city councils, provincial governments or a US State government. Membership would be these authorities who could show IUCN that they are committed to the objectives of the Union and to nature conservation. This could be done either by the adoption of a resolution in their body or that at local level in coalition governments. In that regard, he found that the definition that was developed in the context of CBD quite useful.

DH reiterated that the CBD option would not work for the US structure and KB agreed.

MK suggested the WG ensured they have a definition of the government and not the agency.

The Chair confirmed that these concerns, as well as others that were raised by the Canadians for example, were the reason that they had reverted to the simpler original option that had been proposed.

The Legal Adviser warned about being too restrictive with the language. In the latest version received by the WG, it was not clear at what level the definition was aimed. Should it encompass both regional and local authorities, or only the regional? If it were only the regional, would this be acceptable at local levels? She proposed to send an alternative version to the group for review[1].

Voting

The Chair suggested that the 3:1:1 ratio be used in the motion proposal to avoid creating confusion between Members and to only use examples given by the Secretariat in the appendix if needed.

KB noted that the voting ratio would be contentious. Whilst including subnationals would mean that there would be recognition of them, there might be a feeling that this formula would not do justice to the local voice. ICLEI would not support the formula as it is and they would like to discuss it further with their constituents, whom they think will feel that their ability to influence is so limited that they will not be satisfied.

She proposed that further ideas should be considered and gave as one possible example the ides that in ~~where~~ cases where the vote on an issue has a direct impact on local and subnational governments, maybe a different voting structure could be used. But suggested it needs to be unpacked further.

DH supported this suggestion but stated that the US follows the proposal and understands that that this is a good first step in the right direction which allows the subnationals to have a voice.

The Chair agreed with DH and KB – it is a good start to get these entities on board. This issue has been debated at the last three Congresses and has failed on the fear of States being outvoted.

MK highlighted that a strong argument for bringing these governments into the IUCN membership is that their experience will be useful to the union as a whole, benefiting both programmes and nature conservation. On the other hand, if they come on board, these entities will also benefit from being able to impact policy and programme and they will have the possibility to submit motions as well as being able to showcase their work.

[1] During the meeting, the Legal Adviser proposed (by email) the following wording for the definition, based on the discussions that had taken place: "Subnational governments are all levels government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be provincial, regional, departmental, county or municipal governments." She suggested the WG could consider including a final sentence for clarity: ""These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments."

The WG agreed to maintain the ratio of 3:1:1 unless Secretariat comes up with a better solution/representation.

DUES

The Chair explained that WG was mostly in agreement with using the dues scales for NGOs. However, she noted that it would be wise to keep the State structure. She was concerned that agencies might migrate to other groups or houses in order to avoid the higher fees – and this would not be a desirable outcome for IUCN.

KB said that in her experience cities and other subnational governments are increasingly raising ~~her ICLEI colleagues had raised~~ concerns about asking constituents to join yet more networks or agencies ~~another agency~~ with fees attached to such memberships~~it~~. She warned that constituents would ask very critical questions about what the tangible benefits of them joining IUCN would be. She also noted that if you want to recognise them as governments then their dues fees should follow the government structure.

WG members agreed on using Government Agencies Group A dues proposed for 2021-2024

The Chair confirmed that she would update the document based on the discussions of the meeting and circulate it as soon as possible.

There being no further business, the meeting was closed.

From:	karkim
To:	Dr. Shaikha Salem Al Dhaheri
Cc:	+Working Group WCC2016-Res003; OVER Sarah
Subject:	Re: Subnational governments WG Res003
Date:	24 January 2020 11:53:52
Attachments:	image006.png image007.png image008.png image002.png Annex 1 - Proposed amendments - Subnational Governments 2020.01.21_mk.docx Draft Council motion for 2020 Congress - Subnational Governments 2020.01.21_mk.docx

---

Dear Dr. Shaikha, Thank you for sharing. I express my overall agreement to the Minutes and draft. But I do have minor corections and suggestions in the proposed changes suggested by the Group and Motion. Pls. find them attached.
Best, madhav

Madhav Karki, Ph.D.
Executive Director, CGED-Nepal
Deputy Chair, IUCN/Commission on Ecosystem Management (CEM)
Member, Multidisciplinary Expert Panel (MEP), IPBES
Expert Member, Environment Protection Council, Govt. of Nepal

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Shaikha

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Secretary General

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<Draft Council motion for 2020 Congress - Subnational Governments 2020.01.21.docx>

<Annex 1 - Proposed amendments - Subnational Governments 2020.01.21.docx>

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Draft for Council's consideration at C98, 8-11 February 2020
v.21 January 2020

IUCN WORLD CONSERVATION CONGRESS 2020 (WCC 2020)
11–19 June 2020, Marseille, France

Proposed amendments to the IUCN Statutes, Rules of Procedure of the IUCN World Conservation Congress and the IUCN Regulations:

Including subnational governments in IUCN's membership

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes, the Rules of Procedure of the World Conservation Congress and the Regulations with regard to the inclusion of subnational governments in the structure of the Union submitted by the Council under, respectively, Article 105 and Article 29 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress,

Adopts the following amendments to: (cf. Table attached hereafter as Annex 1)

[…]

EXPLANATORY MEMORANDUM

Background

1. In 2008, the World Conservation Congress Resolution 4.008 requested Council to seek legal and technical advice on how local and regional authorities might be included in the structure of the Union and to make recommendations to the IUCN World Conservation Congress 2012 for reform of the IUCN Statutes, as appropriate.

2. After a period of consultations (2009-2010) and given the diversity of views represented, Council undertook an additional round of consultation with the IUCN membership during the Regional Conservation Fora (May to October 2011) where all IUCN Members were invited to discuss three options for including local government membership. After this consultation and further deliberation, Council decided to submit two options for the consideration of the 2012 World Conservation Congress in Jeju. Both options failed to obtain the required 2/3 majority[1]. The World Conservation Congress rejected both the clarification of the status quo (option 2) and the proposed change (option 1). The IUCN Council 2012-16 subsequently considered it justified to continue to study this issue including possible recommendations to the next Congress.

[1] Voting result for option 1: 65.81% for versus 34.19% against in Cat. A and 68.29% for versus 31.71% against in Cat. B. Option 2: 65.66% for versus 34.34% in Cat. A and 74.16% versus 25.84% in Cat. B.

3. In 2015, Council, upon recommendation of its Governance and Constituency Committee (GCC), agreed to consult the IUCN membership online and during all the Regional Conservation Forums held in 2015 on the two options for including local and regional government authorities in the structure of IUCN which had failed to achieve the required 2/3 majority during the 2012 Congress. In 2016, a motion to amend the Statutes to include local and regional government authorities in the structure of the Union submitted by five Government Agency Members to the 2016 Congress led to the cessation of any further consideration of this topic by Council.

4. The motion in its original version, which proposed to amend the Statutes thereby creating a new sub-Category in Category A called "local or regional governmental authorities" exercising collectively one vote, was amended by the contact group to apply only to regional governments which, together with Government Agency Members of the State concerned, would constitute a sub-Category in Category A and would together exercise one vote. This motion was voted down by both Categories A and B and by a greater number of Members than at the previous Congress[1]. Instead, Congress approved WCC-2016-Res-003[2]:

WCC-2016-Res-003: Including regional governments in the structure of the Union
The World Conservation Congress, at its session in Hawai'i, United States of America, 1-10 September 2016: REQUESTS the IUCN Council to establish a Working Group composed of Councillors and Members on the role and membership of local and regional governments in IUCN, including the wider engagement among IUCN members and other Parties in order to analyze the need and effects, develop a clear definition of regional government, and formulate a comprehensive and well considered new recommendation for the next Congress.

5. In 2018, the IUCN Council established the Working Group requested by WCC-2016-Res-003 with the membership and Terms of Reference presented hereafter as Annex 2.

6. In March 2019, the Working Group proposed to create a new (third) sub-category for Subnational Governments within the "Government House" (Category A), in addition to the State Members and the Government Agency Members. By way of a definition, the Working Group considered Subnational Governments as "all levels of government with mandate and authority below the national level in any given country that is, or can be, a State Member of IUCN".

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7. In the proposal, State Members maintain 3 votes as per (current) Article 34 (a) of the IUCN Statutes. However, instead of maintaining a single collective vote for all Government Agency Members within a State, the Working Group proposed that each Government Agency Member also has one vote, whether or not they are from a State that is a State Member of IUCN. Further, the proposal grants each Subnational Government Member one vote.

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8. According to the Working Group's proposal, the total number of votes expressed in each of the three sub-categories of membership Category A (Government House) continue to be added together when counting the votes so that one voting result for Category A is shown. However, in order to prevent State Members being outvoted by either one of the other two sub-categories in the Government House (the Government Agency Members and the Subnational Government Members), a ratio of 3:1:1 will be maintained by using a mathematical formula. No matter how many votes are cast in each of the three sub-categories of membership Category A, the mathematical formula will be applied to ensure that the voting weight of each sub-category respects the ratio 3:1:1. The ratio is based on the understanding that "3" represents the weight

[1] Voting result: 34.56% for versus 65.44% against in Cat. A and 38.73% for versus 61.27% against in Cat. B.
[2] Voting result: 83.47% for versus 16.53% against in Cat. A and 84.53% for versus 15.47% against in Cat. B.

of the State Members, and "1" represents the weight of each of the two other sub-categories (Government Agency Members and Subnational Government Members).

9. The voting rights within membership Categories B and C remain unchanged.

10. At its 96th meeting in March 2019, the IUCN approved the Working Group's proposal[1] for the purpose of consulting IUCN Members online and during the Regional Conservation Forums held between May and November 2019. ~~The comments and suggestions made by IUCN Members resulting from these consultations are presented hereafter as Annex 3.~~

The IUCN Council's proposal to the 2020 Congress

11. At its 98th meeting in February 2020, the IUCN Council approved the proposed amendments presented hereafter in Annex 1 based on the Working Group's proposal as refined by the Working Group taking into account the comments resulting from the consultations with the IUCN membership.

12. The Working Group and Council have slightly adjusted the definition of "Subnational Governments" opting for definition that is simple in order to be widely acceptable, yet broad enough to include a wide variety of subnational governments:

> *Subnational governments are all levels of government below national or central or federal government, elected or designated by other mechanisms, with mandate, authority and legitimacy, b by ~~elow~~ the national government ~~level~~ in any given State. These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments.*

Commented [MK1]: Not very clear! All seems to include national government also

Commented [LDW2]: Definition distributed by Sandrine Friedli Cela, Legal Adviser during the WG meeting of 14 January 2020 as her understanding of the emerging consensus in the Working Group. Please confirm that this is indeed what the Working Group accepted.

13. It opens up IUCN membership of subnational governments as opposed to agencies or departments of these governments. The already existing Sub-category "Government Agencies" in membership Category A will continue to encompass *"organizations institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure"* (Article 5(b) of the IUCN Statutes).

14. The Working Group and Council maintain the proposed voting structure in which each State maintains three votes, and each Government Agency and each Subnational Government henceforth have one vote. The relative weight of each Sub-category of membership Category A will be 3:1:1. In other words, no matter what Members are called upon to vote, each time a mathematical formula will adjust the total number of votes of States in order to ensure that the States will always represent 60% of the voting power in membership Category A, the Government Agencies 20% and the Subnational Governments also 20%.

15. The Working Group and Council wish to highlight that this voting structure in Category A strikes a balance. On the one hand, it ensures that State Members as a group are not "outvoted" by the number of Subnational Governments whose votes might otherwise exceed the votes of States. On the other hand, it allows IUCN to include Subnational Governments whose experience will be useful to its programs and nature conservation, and Subnational Governments to influence IUCN's Programme and policy through the motions process and to showcase their work.

16. The IUCN Council wishes to emphasize that this proposal does not in any way change the overall balance of the separate voting structure of IUCN based on a Government House (Category A) and a Non-Governmental House (Categories B and C combined). Decisions in IUCN continue to be taken by a majority of votes cast in Category A and in Categories B and C

[1] See Council decision C96/15 Annex 8

combined. In other words, a majority in both “Houses” is required to adopt motions and other decisions. Both “Houses” vote independently of each other and one cannot influence the outcome of the other.

17. With regard to the membership dues, the Working Group and the IUCN Council propose that the dues for Subnational Governments the dues be those of the Government Agencies Group A (Government Agencies of a State where the State is a Member of IUCN) proposed for 2021-2024.

Date on which this proposal will come into effect, if adopted

18. If adopted during the 2020 Congress, the amendments to the Statutes, Rules and Regulations will become effective at the close of the 2020 Congress, i.e. after the Congress on 19 June 2020, unless the Congress decides otherwise.

Proposed amendments to the IUCN Statutes, the Rules of Procedure of the IUCN World Conservation Congress and the IUCN Regulations regarding the inclusion of subnational governments in IUCN's membership

(Follow-up to WCC-2016-Res-003)

Existing provisions of the IUCN Statutes	Amendments (with track changes)	New version of the IUCN Statutes as amended (all track changes 'accepted')
Part III – Members **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States and government agencies; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.	***Part III – Members*** **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States<u>,</u> ~~and~~ government agencies <u>and subnational governments</u>; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.	***Part III – Members*** **Article 4 of the IUCN Statutes** <u>Categories</u> The Members of IUCN shall be: Category A: (a) States, government agencies and subnational governments; (b) political and/or economic integration organisations; Category B: (c) national non-governmental organisations; (d) international non-governmental organisations; Category C: (e) indigenous peoples' organisations; and Category D: (f) affiliates.
Article 5 of the IUCN Statutes In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic	**Article 5 of the IUCN Statutes** In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic	**Article 5 of the IUCN Statutes** In these Statutes: (a) States shall be those which are Members of the United Nations or any of its Specialized Agencies, or of the International Atomic

Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; (d) national non-governmental organisations shall be institutions and associations incorporated within a State; (e) international non-governmental organisations shall be institutions and associations organized in two or more States; (f) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities; and (g) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.	Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) Subnational governments are all levels of government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be at the regional/sub-national or local level and include in particular provincial, regional, district, county or municipal governments; ~~(c)~~(d) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; ~~(d)~~(e) national non-governmental organisations shall be institutions and associations incorporated within a State; ~~(e)~~(f) international non-governmental organisations shall be institutions and associations organized in two or more States; ~~(f)~~(g) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement	Energy Agency, or parties to the Statute of the International Court of Justice; (b) government agencies shall be organisations, institutions and, when applicable, government departments, which form part of the machinery of government in a State, including those agencies of the components of federal States or of States having an analogous structure; (c) Subnational governments are all levels of government, elected or designated by other mechanisms, with mandate, authority and legitimacy, below the national level in any given State. These governments could be at the regional or local level and include in particular provincial, regional, departmental, county or municipal governments; (d) political and/or economic integration organisations shall be organisations constituted solely by States to which those States have conferred legal competence in respect of matters within the objectives of IUCN; (e) national non-governmental organisations shall be institutions and associations incorporated within a State; (f) international non-governmental organisations shall be institutions and associations organized in two or more States; (g) indigenous peoples' organisations shall be institutions and associations established by indigenous peoples for the advancement of

	of indigenous communities; and ~~(g)~~(h) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.	indigenous communities; and (h) Affiliate Members shall be government agencies, national and international non-governmental organisations, which are not in Categories A, B or C.
Article 7 of the IUCN Statutes Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;	**Article 7 of the IUCN Statutes** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;	**Article 7 of the IUCN Statutes** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that: (a) the applicant shares and supports the objectives of IUCN; (b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources; (c) the objectives and track record of the applicant embody to a substantial extent: (i) the conservation of the integrity and diversity of nature; and, either or both: (ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable; (iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;

(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.	(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.	(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and (e) the applicant meets the other qualifications for membership as prescribed in the Regulations.
Part V – The World Conservation Congress Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes, one of which shall be exercised collectively by the Government Agency Members, if any, of that State; (b) Government Agency Members of IUCN within a State which is not a State Member of IUCN shall collectively have one vote; (c) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.	***Part V – The World Conservation Congress*** Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes~~, one of which shall be exercised collectively by the Government Agency Members, if any, of that State~~; (b) Government Agency Member~~s of IUCN within a State which is not a State Member of IUCN~~ and Subnational Government Members shall each ~~collectively~~ have one vote regardless of whether they are from a State which is a State Member; (c) In order to maintain a ratio of 3:1:1 between the voting weight of, respectively, the State Members, the Government Agency Members and the Subnational Government Members, the votes of the State Members shall be adjusted by multiplying by three the quotient of the number of State Member votes cast divided by a constant factor being the total voting power of State Members divided by the total voting power of Government Agency	***Part V – The World Conservation Congress*** Voting **Article 34 of the IUCN Statutes** Governmental Members shall have voting rights as follows: (a) Each State Member shall have three votes; (b) Government Agency Members and Subnational Government Members shall each have one vote regardless of whether they are from a State which is a State Member; (c) In order to maintain a ratio of 3:1:1 between the voting weight of, respectively, the State Members, the Government Agency Members and the Subnational Government Members, the votes of the State Members shall be adjusted by multiplying by three the quotient of the number of State Member votes cast divided by a constant factor being the total voting power of State Members divided by the total voting power of Government Agency Members and Subnational Government Members combined;

	Members and Subnational Government Members combined; (d) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.	(d) Where one or more member States of a political and/or economic integration organisation, and that organisation itself are Members of IUCN, the organisation and its member States shall decide on the mode of exercising their voting rights which shall not in total exceed those of the State Members of IUCN belonging to that organisation.

Existing provisions of the Rules of Procedure of the IUCN World Conservation Congress	Amendments (with track changes)	New version of the Rules of Procedure as amended (all track changes 'accepted')
Part VIII – Methods of Voting Methods of Voting on Motions **Rule 66*bis*** A Government Agency Member holding the collective vote for the Government Agency Members in a country shall obtain the agreement of the other Government Agencies before giving proxy to another IUCN Member except that during Congress the agreement of only those other Government Agencies of the country concerned present at the Congress shall be obtained.	***Part VIII – Methods of Voting*** Methods of Voting on Motions ~~**Rule 66*bis***~~ ~~A Government Agency Member holding the collective vote for the Government Agency Members in a country shall obtain the agreement of the other Government Agencies before giving proxy to another IUCN Member except that during Congress the agreement of only those other Government Agencies of the country concerned present at the Congress shall be obtained.~~	***Part VIII – Methods of Voting*** Methods of Voting on Motions

Existing provisions of the IUCN Regulations	Amendments (with track changes)	New version of the Regulations as amended (all track changes 'accepted')
Part III - Members Admission **Regulation 4** - Government Agencies	***Part III - Members*** Admission	***Part III - Members*** Admission

A government agency seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency, setting forth its competence to adhere to the Statutes.	**Regulation 4 -** Government Agencies and Subnational Governments A government agency or subnational government seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency or subnational government, setting forth its competence to adhere to the Statutes.	**Regulation 4 -** Government Agencies and Subnational Governments A government agency or subnational government seeking membership of IUCN shall submit an application for admission to the Director General supported by a statement by the head of the agency or subnational government, setting forth its competence to adhere to the Statutes.
Admission Process **Regulation 7** Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	Admission Process **Regulation 7** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	Admission Process **Regulation 7** Government agencies, subnational governments, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The application shall be signed by the duly authorized head of the agency or organisation.
Part X – Electronic Ballot **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] (e) The Government Agency Member that cast the Government Agencies' collective vote at the previous IUCN Congress shall cast the vote for the electronic ballot, unless the Government Agency Members duly notify the	***Part X – Electronic Ballot*** **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] ~~(e) The Government Agency Member that cast the Government Agencies' collective vote at the previous IUCN Congress shall cast the vote for the electronic ballot, unless the Government Agency Members duly notify the~~	***Part X – Electronic Ballot*** **Regulation 94** Where a mail ballot is required under the Statutes, an electronic ballot shall be carried out in accordance with the following procedure: […] (e) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and

Secretariat in writing, at the latest one week before the date/time of the opening of the electronic ballot, of their agreement to designate a different Member to cast their collective vote. The Agency casting the collective vote during an electronic ballot will cast the collective vote at every subsequent electronic vote unless the Secretariat receives a notification of a different agreement among the Members concerned; (f) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and (g) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	~~Secretariat in writing, at the latest one week before the date/time of the opening of the electronic ballot, of their agreement to designate a different Member to cast their collective vote. The Agency casting the collective vote during an electronic ballot will cast the collective vote at every subsequent electronic vote unless the Secretariat receives a notification of a different agreement among the Members concerned;~~ (~~f~~e) The IUCN Legal Adviser shall monitor and ensure the accuracy of the electronic voting process; and (~~g~~f) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.	(f) Consistent with the requirement under Rule of Procedure 71bis, the complete voting record of each IUCN Member shall be made available to all IUCN Members within two weeks following the close of the electronic ballot. Consistent with the requirement under Rule of Procedure 72, this voting record shall also include the written statements of any Members explaining their vote, which the Secretariat shall have received by electronic communication before the closing date/time of the electronic ballot.

Election of Regional Councillors resident in dependent territories

The proposal approved by Council in March 2019 for the purpose of consulting the IUCN membership, has been adjusted as requested by the GCC in October 2019 in two ways:

1. The term “part of a region” has been clarified by referring to “parts of regions that are covered by a recognized Regional Committee”. In other words, the dependent territories must be part of the geographical scope of a Regional Committee recognized by the IUCN Council in order to benefit from the exception.

2. The restriction that only one Regional Councillor per State can be elected for another region than that of the State of which the candidate is a national, has been removed. In other words, there can be more than one candidate from the same State elected for other regions or part of a region if they come from different dependent territories of that State.

IUCN WORLD CONSERVATION CONGRESS 2020
11–19 June 2020, Marseille, France

Proposed amendments to the IUCN Statutes, Rules of Procedure of the World Conservation Congress and the IUCN Regulations:

Election of Regional Councillors resident in dependent territories

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes, Rules of Procedure of the World Conservation Congress and IUCN Regulations to clarify the rules regarding the election of Regional Councillors resident in dependent territories submitted by the IUCN Council under Article 105 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress 2020,

Adopts the following amendment to the Statutes of IUCN:

Article 40 of the IUCN Statutes:

(a) Only one Regional Councillor~~, and only two Chairs of Commissions,~~ shall be from the same State. This does not exclude that additional Regional Councillors from the same State resident in dependent territories of their State be elected as Regional Councillors for a Region other than that of their State, or if they are elected for the same Region as their State but nominated by Members of part of a Region covered by a recognized Regional Committee. There shall however be only one Regional Councillor from the same dependent territory for the same Region.

(b) Only two Chairs of Commissions shall be from the same State.

Adopts the following consequential amendments to the Rules of Procedure of the World Conservation Congress:

Rule 81 (c) of the Rules of Procedure

> where three or more persons are to be elected from among four or more candidates to serve as Regional Councillors for a Region, the vote shall be cast by placing an 'X' against the names of preferred candidates up to the maximum number of the candidates to be elected for that Region. Where more than one candidate is nominated from the same State, only the candidate receiving the greater number of votes may be elected. This does not apply to candidates from the same State resident in dependent territories as defined in Article 40 of the Statutes. Where more than one candidate has been nominated from the same State and the same

dependent territory, only the candidate receiving the greater number of votes may be elected.

Adopts the following consequential amendments to the Regulations:

Regulation 38:

> Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. Nominations for candidates resident in dependent territories as defined in Article 40 of the Statutes, shall be made by five Members eligible to vote or ten per cent of all such Members in the Region where the dependent territory is located, whichever is lower, drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.

Regulation 39:

> Candidates for election as Regional Councillors shall be nationals of a State in the Region concerned, and shall be resident in that Region. Candidates for election as Regional Councillors for a Region, or part of a Region covered by a recognized Regional Committee, other than that of their State, referred to in Article 40 of the Statutes, shall be resident in a dependent territory located in the Region concerned and be nationals of the State to which the dependent territory belongs.

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

EXPLANATORY MEMORANDUM

The issue

1. IUCN structures the distribution of Regional Councillor seats by regions defined in its Statutes in connection with States (in the sense of Article 5 of the IUCN Statutes) composing such regions (Article 16 and 17 of the IUCN Statutes), while it operates differently in certain regions, for example trough regional offices or regional committees covering States or territories related to regions or parts of regions (e.g. the Caribbean).

2. As a result, candidates resident in dependent territories outside of the States they are attached to may be elected for the Region where their State is located, but may be excluded from being elected for positions as Regional Councillors for a Region or part of the Region where they are geographically located. An example was the nomination of a candidate from Puerto Rico in 2016 by the IUCN Members from the Caribbean, a geographical area covered by a recognized Regional Committee, for election as one of the three Regional Councillors from the statutory region “North America and the Caribbean”. Despite the fact that there is no statutory rule with this regard, there is an established practice among the IUCN Members of this statutory region, that one of the three Regional Councillors seats would be for a candidate nominated by the IUCN Members of the Caribbean, a seat which the Members concerned commonly call the “Caribbean Councillor”. The nomination was valid, because

the candidate was from Puerto Rico and therefore a citizen from United States of America and resident in the statutory region concerned. However, the candidate was not certain of his election as “Caribbean Councillor” because of the restriction that there shall only be one Regional Councillor from the same State (Article 40 of the Statutes) and the fact that there was another candidate from the US nominated by IUCN Members from North America.

3. As this issue may have relevance for other dependent territories, in the Caribbean and elsewhere in the world, the IUCN Members from the Caribbean requested the IUCN Council to examine possible solutions to avoid that certain constituencies be excluded from IUCN’s governance. For instance, under the current Statutes, a candidate from Guadeloupe who is a French national could be elected a Regional Councillor for West Europe (because France is attached to the statutory Region of “West Europe”), but not as Regional Councillor for North America and the Caribbean (the “Caribbean Councillor”) because of the condition that the candidate shall be a national of a State in the Region concerned and shall be resident in that Region (Regulation 39). According to IUCN’s Statutes, a candidate from Guadeloupe would be considered as resident in France and not in a State of the statutory Region of “North America and the Caribbean”.

Council’s proposal

4. The Council proposes amendments to the Statutes in order to allow candidates resident in dependent territories to be elected as Regional Councillors in the region where the dependent territory is geographically located in addition to the possibility such candidates already have under the current Statutes of IUCN to be elected as Regional Councillor for the Region to which their State belongs.

5. The wording of the proposed amendments is such that the new rule also applies to dependent territories located in the same region as the State to which they belong but in a part of the region covered by a recognized Regional Committee other than that of their State.

Process

6. The IUCN Council presented the proposed solution to the global IUCN membership for comments and discussion during the Regional Conservation Forums (May through September 2019) and online.

7. In the absence of objections from IUCN Members, the IUCN Council refined the proposed amendments in light of comments received and decided to forward them to the 2020 Congress for discussion and adoption.

8. If the 2020 Congress adopts the amendments, they will apply to the nominations process leading to the elections at the 2024 Congress.

Establish an elected Indigenous Councillor position

The GCC's working group led by Ramiro Batzin presents the draft Council motion hereafter (rev2 with Annex 1 also revised). It replaces the "draft under development" posted on 24 January 2020 for the purpose of enabling Council members to familiarize themselves with the proposal.

For ease of reference, Council decision C94/20 referred to in paragraph 4 of the draft Council motion reads as follows:

> The IUCN Council,
> *On the recommendation of* its Governance and Constituency Committee,
> Requests the GCC to develop a proposal for Council to exercise its rights under Article 38(f) and make full use of the opportunity created by Article 38(f);
> Requests the Director General and the Commissions to ensure the GCC is engaged in matters related to constituency;
> Appoints Mr Francisco Ramiro Batzin Chojoj (Guatemala) as additional Councillor in conformity with Article 38 (f) of the Statutes.

The summary minutes of the 94th Council meeting (May 2018) approved by Council specify:

> *"The GCC noted that it would be appropriate in the future to have a defined process for implementing Article 38(f), including e.g. that candidate CVs could be collected in advance and evaluated by Council in light of the requirements set by Council in advance. The GCC expressly wished to state that this action is not to be seen as creating a precedent, and that a letter needs to be sent to IPOs informing them of this fact."*

Attached is also the message from Sandrine Friedli Cela, Legal Adviser, to the Working Group dated 30 January 2020, suggesting an alternative approach to the Working Group's proposal, which has not yet been discussed with the Working Group.

IUCN WORLD CONSERVATION CONGRESS 2020
11–19 June 2020, Marseille, France

Proposed amendments to the IUCN Statutes, Rules of Procedure of the World Conservation Congress and the IUCN Regulations:

Establishment of an elected Indigenous Councillor position

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes, Rules of Procedure of the World Conservation Congress and IUCN Regulations to establish an elected Indigenous Councillor position submitted by the Council under Article 105 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress,

Adopts the following amendments to the IUCN Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations: *(cf. Table attached hereafter as Annex 1)*

[…]

EXPLANATORY MEMORANDUM

Background

1. At the IUCN World Conservation Congress in 2016, the IUCN Members Assembly adopted a landmark decision for indigenous peoples and conservation. Members voted to create a new category of IUCN membership for Indigenous' Peoples' Organisations (IPO), strengthening the recognition of their rights, participation, voice and role in IUCN (WCC-2016-Res-004). The new category was the first time IUCN reformed its membership structure in its 70-year history and it did so specifically to recognize the specific situation and role of IPO's.

2. As a distinct and mobilized constituency within IUCN, IPO Members developed a self-determined strategy identifying joint priorities for advancing indigenous rights and issues in conservation and at IUCN.

3. The IPO member strategy includes the objective set by IPO members to increase indigenous participation in IUCN's governance and, in particular, ensuring indigenous representation on IUCN's Council, as key priorities. The IUCN Council is the principal governing body of IUCN in between sessions of the World Conservation Congress and is tasked with setting strategic direction and policy guidance for the work of the Union, subject to the authority, direction and policy of the World Conservation Congress. As such, IUCN IPO Members consider it essential for clear indigenous representation on Council from the new IPO Member Category.

4. The current Council appointed to Council an Indigenous representative, Mr Francisco Ramiro Batzin Chojoj, under Article 38(f) of the Statutes regarding the composition of Council (Council decision C94/20, May 2018):

> *"one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills."*

5. Past councils have had representation from Indigenous Peoples with the appointments of Mary Simon from 1994-1996 (Inuit, Canada), Henrietta Rasmussen from 1997-2000 (Inuit, Greenland, Denmark), and Aroha Mead from 2001-2008 (Maori, New Zealand) and Chair of the Commission on Environmental, Economic and Social Policy (CEESP) from 2009-2016. While Aroha Mead served on Council for 16 years, her first two terms were as an Indigenous appointed Councillor and her last two were as Chair of CEESP where, until September 2016, she also brought an Indigenous perspective to Council. Throughout this time, however, IUCN Statutes have never been amended to establish an elected Indigenous Councillor position.

6. Given the new Member Category, IPO members request the Members' Assembly to amend IUCN Statutes to allow for the creation of an elected Indigenous Councillor position. An elected Indigenous Councillor position would:

- ensure full and effective participation of indigenous peoples;
- support and advance IUCN's significant indigenous mandate;
- facilitate reporting on the implementation of the IPO Member strategy;
- improve regional and global coordination with current and potential IPO Members and partners;
- make visible and help to effectively apply the wealth of traditional and indigenous knowledge and systems for the use, management and conservation of natural resources, IUCN strategies and actions at the regional and global level.

7. The proposal to establish an elected Indigenous Councillor position was presented by members of Council to all Regional Conservation Forums (RCF) held in 2019, and posted online for comments until 15 September 2019.

8. The proposal has been prepared as proposed amendments to the IUCN Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations (Annex 1) by a small working group of the IUCN Council's Governance and Constituency Committee led by Councillor Ramiro Batzin, taking into account the comments received from IUCN Members.

Entry into effect

9. Unless decided otherwise by the 2020 Congress, the proposed amendments, if adopted, will come into effect at the end of the 2020 Congress.

Proposed amendments to the IUCN Statutes, the Rules of Procedure of the IUCN World Conservation Congress and the IUCN Regulations regarding the establishment of an elected Indigenous Councillor position

Existing provisions of the IUCN Statutes	Amendments (with track changes)	New version of the IUCN Statutes as amended (all track changes 'accepted')
Part III – Members Rights and Obligations of Members **Article 12 of the IUCN Statutes** (a) Members shall have the right *inter alia*: […] (b) Members in Categories A, B and C shall also have the right: (i) to propose to the Council candidates for President, Treasurer and Chairs of the Commissions to be elected by the World Congress; (ii) to nominate candidates directly to the World Congress for election as President; (iii) to nominate to the World Congress candidates for election as Regional Councillors; (iv) to submit motions to the World Congress; and (v) to vote in sessions of the World Congress or by mail ballot. (c) Members shall have the obligation inter alia: […]	***Part III – Members*** Rights and Obligations of Members **Article 12 of the IUCN Statutes** (a) Members shall have the right *inter alia*: […] (b) Members in Categories A, B and C shall also have the right: (i) to propose to the Council candidates for President, Treasurer and Chairs of the Commissions to be elected by the World Congress; (ii) to nominate candidates directly to the World Congress for election as President; (iii) to nominate to the World Congress candidates for election as Regional Councillors and the Indigenous Councillor; (iv) to submit motions to the World Congress; and (v) to vote in sessions of the World Congress or by mail ballot. (d) Members shall have the obligation inter alia: […]	***Part III – Members*** Rights and Obligations of Members **Article 12 of the IUCN Statutes** (c) Members shall have the right *inter alia*: […] (d) Members in Categories A, B and C shall also have the right: (vi) to propose to the Council candidates for President, Treasurer and Chairs of the Commissions to be elected by the World Congress; (vii) to nominate candidates directly to the World Congress for election as President; (viii) to nominate to the World Congress candidates for election as Regional Councillors and the Indigenous Councillor; (ix) to submit motions to the World Congress; and (x) to vote in sessions of the World Congress or by mail ballot. Members shall have the obligation inter alia: […]

Part V – The World Conservation Congress Functions **Article 20 of the IUCN Statutes** The functions of the World Congress shall be *inter alia*: […] (h) to elect the President, Treasurer, Regional Councillors and Chairs of Commissions; […]	***Part V – The World Conservation Congress*** Functions **Article 20 of the IUCN Statutes** The functions of the World Congress shall be *inter alia*: […] (h) to elect the President, Treasurer, Regional Councillors, Indigenous Councillor and Chairs of Commissions; […]	***Part V – The World Conservation Congress*** Functions **Article 20 of the IUCN Statutes** The functions of the World Congress shall be *inter alia*: […] (h) to elect the President, Treasurer, Regional Councillors, Indigenous Councillor and Chairs of Commissions; […]
Article 28 of the IUCN Statutes The Regional Councillors shall be elected by the World Congress in accordance with Article 39 and the Regulations.	**Article 28 of the IUCN Statutes** The Regional Councillors and the Indigenous Councillor shall be elected by the World Congress in accordance with Article 39 and the Regulations.	**Article 28 of the IUCN Statutes** The Regional Councillors and the Indigenous Councillor shall be elected by the World Congress in accordance with Article 39 and the Regulations.
Part VI – The Council Composition **Article 38 of the IUCN Statutes** The members of the Council are: (a) the President; (b) the Treasurer; (c) the Chairs of the Commissions; (d) the Regional Councillors;	***Part VI – The Council*** Composition **Article 38 of the IUCN Statutes** The members of the Council are: (a) the President; (b) the Treasurer; (c) the Chairs of the Commissions; (d) the Regional Councillors;	***Part VI – The Council*** Composition **Article 38 of the IUCN Statutes** The members of the Council are: (a) the President; (b) the Treasurer; (c) the Chairs of the Commissions; (d) the Regional Councillors;

(e) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Regional Councillor; and (f) one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills.	(e) the Indigenous Councillor; (f) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Regional Councillor; and (g) one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills.	(e) the Indigenous Councillor; (f) a Councillor from the State in which IUCN has its seat, appointed by the Council, provided that one from that State has not been elected Regional Councillor; and (g) one additional appointed Councillor, chosen by the Council on the basis of appropriate qualifications, interests and skills.
Article 41 of the IUCN Statutes The terms of office of the President, Treasurer, Regional Councillors and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillor shall serve for the remainder of the term for which the other Councillors are elected.	**Article 41 of the IUCN Statutes** The terms of office of the President, Treasurer, Regional Councillors, Indigenous Councillor and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillor shall serve for the remainder of the term for which the other Councillors are elected.	**Article 41 of the IUCN Statutes** The terms of office of the President, Treasurer, Regional Councillors, Indigenous Councillor and Chairs of Commissions shall extend from the close of the ordinary session of the World Congress at which they are elected, until the close of the next ordinary session of the World Congress. The appointed Councillor shall serve for the remainder of the term for which the other Councillors are elected.

Existing provisions of the Rules of Procedure of the IUCN World Conservation Congress	Amendments (with track changes)	New version of the Rules of Procedure as amended (all track changes 'accepted')
Part IX – Elections Nominations and Method of Voting in Elections **Rule 78** The elections of the President, the Treasurer and each of the Chairs of the Commissions shall be conducted separately and as follows:	***Part IX – Elections*** Nominations and Method of Voting in Elections **Rule 78** The elections of the President, the Treasurer, ~~and~~ each of the Chairs of the Commissions and the Indigenous Councillor shall be conducted separately and as follows:	***Part IX – Elections*** Nominations and Method of Voting in Elections **Rule 78** The elections of the President, the Treasurer, each of the Chairs of the Commissions and the Indigenous Councillor shall be conducted separately and as follows:

(a) the President and the Treasurer may be elected by acclamation; (b) where a vote is required and there is only one candidate for a post, if that candidate does not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the post shall be filled by the World Congress or, failing a decision by the closure of the session, by the new Council; and (c) where there is more than one candidate for any of these posts a vote shall be taken in accordance with Rule 81.	(a) the President and the Treasurer may be elected by acclamation; (b) where a vote is required and there is only one candidate for a post, if that candidate does not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the post shall be filled by the World Congress or, failing a decision by the closure of the session, by the new Council; and (c) where there is more than one candidate for any of these posts a vote shall be taken in accordance with Rule 81.	(a) the President and the Treasurer may be elected by acclamation; (b) where a vote is required and there is only one candidate for a post, if that candidate does not receive a simple majority of votes cast by Members eligible to vote in Category A and in Categories B and C combined, the post shall be filled by the World Congress or, failing a decision by the closure of the session, by the new Council; and (c) where there is more than one candidate for any of these posts a vote shall be taken in accordance with Rule 81.
Rule 79 Should a sole candidate for the post of the President, Treasurer or Chair of Commission withdraw or become ineligible, the Council shall meet in extraordinary session and, having considered the views of the Members of IUCN, shall propose a new candidate to the World Congress.	**Rule 79** Should a sole candidate for the post of the President, Treasurer, ~~or~~ Chair of Commission or Indigenous Councillor withdraw or become ineligible, the Council shall meet in extraordinary session and, having considered the views of the Members of IUCN, shall propose a new candidate to the World Congress.	**Rule 79** Should a sole candidate for the post of the President, Treasurer, Chair of Commission or Indigenous Councillor withdraw or become ineligible, the Council shall meet in extraordinary session and, having considered the views of the Members of IUCN, shall propose a new candidate to the World Congress.
Rule 81 Where there is more than one candidate for the post of the President, Treasurer, Regional Councillor or Commission Chair: (a) the ballot paper or the electronic election system shall list candidates in alphabetical order from a point in the alphabet chosen at random;	**Rule 81** Where there is more than one candidate for the post of the President, Treasurer, Regional Councillor, Indigenous Councillor or Commission Chair: (a) the ballot paper or the electronic election system shall list candidates in alphabetical order from a point in the alphabet chosen at random;	**Rule 81** Where there is more than one candidate for the post of the President, Treasurer, Regional Councillor, Indigenous Councillor or Commission Chair: (a) the ballot paper or the electronic election system shall list candidates in alphabetical order from a point in the alphabet chosen at random;

(b) where one person is to be elected from two or more candidates for the post of President, Treasurer or Chair of a Commission, the vote shall be cast by placing an 'X' against the name of the preferred candidate; […]	(b) where one person is to be elected from two or more candidates for the post of President, Treasurer, ~~or~~ Chair of a Commission or Indigenous Councillor, the vote shall be cast by placing an 'X' against the name of the preferred candidate; […]	(b) where one person is to be elected from two or more candidates for the post of President, Treasurer, Chair of a Commission or Indigenous Councillor, the vote shall be cast by placing an 'X' against the name of the preferred candidate; […]

Existing provisions of the IUCN Regulations	Amendments (with track changes)	New version of the Regulations as amended (all track changes 'accepted')
Part IV – The World Conservation Congress Elections: Regional Councillors and Indigenous Councillor **Regulation 37** At least nine months before each ordinary session of the World Congress the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Regional Councillors. Such invitation shall be accompanied by a list of the Regional Councillors in office, indicating those who are eligible for re-election.	***Part IV – The World Conservation Congress*** Elections: Regional Councillors and Indigenous Councillor **Regulation 37** At least nine months before each ordinary session of the World Congress the Members in Categories A, ~~and~~ B and C shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Regional Councillors and Indigenous Councillor. Such invitation shall be accompanied by a list of the Regional Councillors and Indigenous Councillor in office, indicating those who are eligible for re-election.	***Part IV – The World Conservation Congress*** Elections: Regional Councillors and Indigenous Councillor **Regulation 37** At least nine months before each ordinary session of the World Congress the Members in Categories A, B and C shall be invited by the Director General to submit to the Election Officer, the names of candidates for election as Regional Councillors and Indigenous Councillor. Such invitation shall be accompanied by a list of the Regional Councillors and Indigenous Councillor in office, indicating those who are eligible for re-election.
Regulation 38 Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose	**Regulation 38** Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose	**Regulation 38** Nominations for candidates from a Region for election as Regional Councillors shall be made by five Members eligible to vote or ten per cent of all such Members in that Region, whichever is lower, in both cases drawn from more than one State. For the purpose of nomination, an international non-governmental organisation whose

constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. All nominations shall be submitted together with an abbreviated curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.	constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. **Article 38*bis*** Nominations for candidates for the Indigenous Councillor position shall be made by five Members eligible to vote of which at least two are Members of Category C, drawn from more than one State. **Article 38*ter*** All nominations shall be submitted together with an abbreviated curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.	constituency covers more than one Region shall be regarded as being located in the Region where its principal office is located. **Article 38*bis*** Nominations for candidates for the Indigenous Councillor position shall be made by five Members eligible to vote of which at least two are Members of Category C, drawn from more than one State. **Article 38*ter*** All nominations shall be submitted together with an abbreviated curriculum vitae for each candidate, supplied by that candidate. Each candidate shall declare in writing a willingness to serve if elected. The deadline for nominations shall be determined on each occasion by the Council.
Regulation 40 Nominations received from Members within a Region for election as Regional Councillors from that Region shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the requirements shall be submitted by the Election Officer with appropriate background	**Regulation 40** Nominations received from Members within a Region for election as Regional Councillors from that Region as well as nominations received for election as Indigenous Councillor shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the	**Regulation 40** Nominations received from Members within a Region for election as Regional Councillors from that Region as well as nominations received for election as Indigenous Councillor shall be communicated via the IUCN intranet as and when they are declared by the Election Officer as meeting the requirements established in the Statutes and the present Regulations. Before taking a definitive decision to reject a nomination, the Election Officer shall allow the individuals whose nomination does not meet the requirements a period of three weeks following the deadline in case they wish to bring evidence that the nomination(s) received were valid at the time of the deadline. Nominations that meet the

information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.	requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.	requirements shall be submitted by the Election Officer with appropriate background information to each ordinary session of the World Congress. The Election Officer shall list the candidates in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate.

From:	FRIEDLI CELA Sandrine
To:	RAMOS CASTILLO Ameyali
Cc:	DIALLO Mamadou; GRUENBERGER Jenny (gmail); BATZIN Ramiro (private); LAHMANN Enrique; DE WEVER Luc; DUARTE Carla
Subject:	RE: Draft Council Motion and Annex for Elected Indigenous Councillor Position
Date:	30 January 2020 23:13:40

Dear Ame,

I regret that I was not able to revert back to you earlier about my idea of an alternative proposal with regard to the Elected Indigenous Councillor Position. Even if I started to work on it as announced, I unfortunately got diverted by numerous urgent matters in the meantime.

After further reflection and a discussion with Luc on Tuesday, I think that it would be more appropriate to keep my idea as an alternative to be considered by the GCC, rather than to elaborate a detailed second option now. However, for the sake of transparency, I would like to give you and the WG a heads' up:

As you may remember, initially the proposal submitted to the Members' online discussion and to the RCF regarding the idea to have an Indigenous people's representative in Council, was rather vague and there was no clear idea on how this proposal should be implemented. Two options were therefore mentioned in the documentation submitted to the RCF for discussion:

1. Create a new position of Indigenous Councillor to be elected in addition to the existing elected positions in Council;
2. Setting a requirement that at least one, if not two, indigenous persons be elected from among the existing Regional Councillor positions, taking into account the size of the current Council which already counts 38 seats.

With its proposal, the WG has focused on the first option submitted to the RCF. I understand that this is the wish of the WG, which seems to reflect the IPO members' strategy, and I do respect this approach.

Looking at it from a more global view, in my role as IUCN's Legal Adviser, I think that the second approach would be worth considering further as it would provide for a continuity of approach. Indeed, while I much appreciate the idea to establish an Indigenous Councillor's position nominated by IPO members or coming from an IPO organization, to adopt such an approach could mean to depart from certain concepts currently established in IUCN Statutes. Today there is no requirement that a Council member must have an affiliation with an IUCN Member in order to be elected. There is no requirement either to have all the categories of members "represented" in Council. This is the reason why the Council has decided, as part of the qualifications required for Regional Councillor and other elected positions for the 2020 election, to encourage IUCN Members to use the electoral system in order to contribute to promoting a balance in Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth, and (v) indigenous people representation. To the contrary, article 62 of the Statutes specifies that Council members shall not act as representative of their respective State or organization, but rather have the obligation to serve IUCN in their personal capacities. As explained by Luc, when approving the qualification and requirements for all elected Council position in Council for 2020, Council extended the exclusion of representation to "interest groups".

In this context, the idea of having an Indigenous Councillor may be questioned, as such Councillor may be perceived as representing a specific group of member.

For this reason it is very important that there is a clear understanding about the meaning of the term "Indigenous Councillor". The WG may reflect on what is the most important for the new IPO members' category. To have a member of Council from an indigenous origin or with an affiliation with an IPO member, or to have someone, who may or may not be from an indigenous origin or affiliated with an IPO member, but who would be knowledgeable about the needs and interests of the IPO community and would be able to convey those needs to Council so as to ensure that they are better taken into account in IUCN's general policies. If it is the later, then it would be worth exploring the second option as follow:

We could set a requirement that at least one elected Regional Councillor or one Commission Chair would need to be able to appropriately defend the interest of the IPO community in Council (as was the case with Aroha Mead when she was elected Regional Council). In order to ensure that this is always the case, we could foresee a new disposition in the Statutes as a kind of safeguard that would allow the appointment of an Indigenous Councillors, in the case where there would be no candidate for the position of Regional Councillor or Commission Chair able to adequately do so (in the same spirit as for the position of the Councillor for the Host country set forth in art. 38 (c) of the Statutes). This position would be different than that of the additional appointed Councillor today. Of course, the details of this additional option would need to be discussed and elaborated further, if this idea is supported by the GCC.

I hope that this is helpful to help you reflect on the best way forward from the WG's perspective and prepare for the upcoming GCC meeting.

Warm regards,
Sandrine

From: Ameyali Ramos <aramoscastillo@gmail.com>
Sent: 30 January 2020 17:16
To: DE WEVER Luc <Luc.DEWEVER@iucn.org>
Cc: DIALLO Mamadou <mamadjiby@hotmail.com>; GRUENBERGER Jenny (gmail) <jennygruenberger@gmail.com>; BATZIN Ramiro (private) <batzinr@gmail.com>; FRIEDLI CELA Sandrine <Sandrine.Friedli@iucn.org>; LAHMANN Enrique <enrique.lahmann@iucn.org>
Subject: Re: Draft Council Motion and Annex for Elected Indigenous Councillor Position

Dear Sandrine,

I know you are terribly busy, but wanted to check in with you about your alternative proposal prior to finalizing the draft motion for submission tomorrow.

Thank you and best regards,

Ameyali

On Wed, Jan 29, 2020 at 10:50 AM DE WEVER Luc <Luc.DEWEVER@iucn.org> wrote:

> Dear Jennifer,

I have added the text of the Council decision as well as an extract of the minutes of the 94th Council meeting in a cover note, and posted it in the Portal.

Best regards,

Luc

From: Jennifer Mohamed-Katerere <katerere@yahoo.com>
Sent: 28 January 2020 19:38
To: RAMOS CASTILLO Ameyali <aramoscastillo@gmail.com>
Cc: DIALLO Mamadou <mamadjiby@hotmail.com>; GRUENBERGER Jenny (gmail) <jennygruenberger@gmail.com>; BATZIN Ramiro (private) <batzinr@gmail.com>; DE WEVER Luc <Luc.DEWEVER@iucn.org>; FRIEDLI CELA Sandrine <Sandrine.Friedli@iucn.org>; LAHMANN Enrique <enrique.lahmann@iucn.org>
Subject: Re: Draft Council Motion and Annex for Elected Indigenous Councillor Position

Dear Ameyali and WG,

Thank you for the draft. In the interest of time, I accept that we post this on the portal. However by the GCC meeting at Council we will need a complete draft for decision. I trust that you have consulted with Sandrine in this draft for discussion.

I think that in the explanatory note, 5 is inaccurate and I would prefer it be amended. The GCC explained in its decision that appointing an IPO representative should not be interpreted as establishing a precedent and that the GCC would guard its right oi appoint an additional Councillor on the grounds as set out in the Statutes. The earlier appointments of IP representatives or IP in Council was not used as a motivation for the appointment. I am happy however for you to send it out as is and we can discuss in the GCC.

Enrique and Luc, could I kindly request that the GCC decision to appoint Ramiro as an additional Council be included in the papers for Council, for ease of reference.

All the best to you and the WG for 2020

kindly,
Jennifer

On Saturday, January 25, 2020, 3:39:38 AM GMT+2, Ameyali Ramos <aramoscastillo@gmail.com> wrote:

Dear Jennifer Mohamed-Katerere, Chair of the GCC,

Wishing you and your family a wonderful new year!

On behalf of Ramiro and the Working Group on the Proposed Elected Indigenous Councillor Position, I attach the draft version of the motion and annex on the Elected Indigenous Councillor position.

In order to allow GCC and Council members time to start reviewing the proposals for statutory reform, we would like to propose that this draft version of the motion and annex be posted in the Council Portal as soon as possible as a "draft under development." We understand this would then give the Working Group time to continue to refine the draft before formally submitting a version to GCC for consideration at the upcoming Council Meeting.

The Working Group would greatly appreciate your comments on the drafts as well as your advice on best ways forward.

Kind regards,

Ameyali
On behalf of Ramiro Batzin and the Working Group on the Proposed Elected Indigenous Councillor Position

--
Ameyali Ramos
Deputy Chair
IUCN Commission on Environmental, Economic and Social Policy
Email: aramoscastillo@gmail.com

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--
Ameyali Ramos
Deputy Chair
IUCN Commission on Environmental, Economic and Social Policy
Email: aramoscastillo@gmail.com

Improvements to the motions process

The recommendation of the GCC working group (hereafter the "WG") on amendment to IUCN Statues regarding the majority required to adopt motions is to withdraw the following proposal to amend Article 31*bis* of the Statutes: "The adoption of motion referred to in Article 48*bis* of the Rule of Procedure shall require a majority of two-thirds of the votes cast in category A and in Categories B and C combined".

As required by GCC in October 2019, the WG considered the information provided by the Secretariat regarding the impact of a 2/3 majority rule if it had been applied during the votes on motions in 2012 and 2016. Only three motions would not have been adopted in 2016, while all motions adopted in 2012 would also have been adopted if the majority required had been 2/3.

However, the WG reached consensus to recommend to GCC to withdraw the above-mentioned proposal based on the discussion on:

- the concerns raised in the letters by the Members of IUCN received by the Council in October 2019, where they point out the possible negative consequence of 2/3 majority rule, namely: preclusion of the minority of IUCN members to take an action, especially in the context of the serious threats that the biodiversity faces in our fast-changing world;
- the concerns raised by the Members during the online consultation on motions improvement process, namely the possibility that IUCN becomes less able to adopt innovative motions that change the status quo and advance needed changes.

The working group also took into consideration, that the proposal on 2/3 majority rule adoption came through the recommendations of the 2016 Congress Resolutions Committee and the article "IUCN's encounter with 007: safeguarding consensus for conservation" published in Oryx whose authors come from a broad cross-section of IUCN.

The WG also recommends GCC/Council to consider a second option for the third proposal concerning the proposed cap on the number of abstentions in order for a motion to be adopted. The 2nd option takes into account the concerns expressed by a number of IUCN Members online and during the RCF that, while noting the importance of reducing the number of abstentions, they encouraged Council to consider *"any other potential options that could be made available to voting members who wish to abstain, but may not necessarily want to prevent the motion from being adopted."*

IUCN WORLD CONSERVATION CONGRESS 2020
11–19 June 2020, Marseille, France

Proposed amendments to the IUCN Statutes: Improvements to the motions process

Action Requested: The World Conservation Congress is invited to CONSIDER the proposed amendments to the IUCN Statutes to improve the motions process submitted by the Council under Article 105 of the IUCN Statutes.

DRAFT MOTION

The IUCN World Conservation Congress,

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

[…]

EXPLANATORY MEMORANDUM

Background

1. Following the IUCN World Conservation Congress 2016, the IUCN Council considered a broad range of feedback and suggestions in view of considering improvements to the motions process:

- The 2016 IUCN Congress Participant Survey Report dated 18 January 2017
- Feedback by IUCN Members on the online Motions Process[1]
- The recommendations of the 2016 Congress Resolutions Committee[2]
- The article "IUCN's encounter with 007: safeguarding consensus for conservation" published in Oryx[3] whose authors come from a broad cross-section of IUCN.

2. Council's response to the feedback and suggestions approved at its 95th meeting in October 2018 (decision C/95/11) included proposed amendments to the IUCN Statutes, the Rules of Procedure of the World Conservation Congress and the Regulations. It was presented to IUCN Members for online discussion in November-December 2018[4].

[1] A summary is available as Annex 1 of Council document C/93/GCC/3.2 (p. 651)
[2] *"The IUCN Motions Process. Reflections from the 2016 WCC Resolutions Committee"* available as Annex 2 of Council document C/93/GCC/3.2 (p. 651)
[3] Stuart, S., Al Dhaheri, S., Bennett, E., Biggs, D., Bignell, A., Byers, O., . . . Von Weissenberg, M. (2017). IUCN's encounter with 007: Safeguarding consensus for conservation. *Oryx,* 1-7. doi:10.1017/S0030605317001557, referred to hereafter as Stuart, *et al.*, 2017.
[4] The table with the Council's detailed response to the feedback is available as Annex 20 to Council decision C/95/19 (p. 170).

3. As requested by Congress decision WCC-216-Dec-113[5], the proposed amendments to the Rules of Procedure were submitted to an electronic vote by IUCN Members in March 2019. All proposed amendments were approved.

4. The proposed amendments to the Regulations were adopted by Council at its 96th meeting in March 2019 (Council decision C/96/17).

5. The present proposal concerns the Council proposals to amend the Statutes. They were presented by members of Council to all Regional Conservation Forums (RCF) held in 2019, and posted online for comments until 15 September 2019.

6. Following consideration of the comments made by IUCN Members, the Council decided not to pursue one of its proposals which concerned the increase of the majority required for adopting motions from a simple majority to a two-thirds majority.

A. Proposed amendment to the Statutes to protect the scientific independence of the work carried out by the Commissions and Secretariat of IUCN

7. Council recommends to protect the scientific independence of the work carried out by the Commissions and Secretariat under IUCN's technical role, thus protecting such work from partisan interference from any source. Most organizations have no such guarantees of independence. As a science-based Union that prides itself on evidence-based dialogue, convergence and consensus building, it is imperative that IUCN retains its hard-earned and critical technical and convening roles for long-term conservation outcomes and impacts.

8. The term "undue influence" in the proposed amendment to Article 3 of the Statutes means the influence by which the Commissions or the Secretariat, in their scientific work, are induced to act otherwise than by upholding the highest standards.

9. No objections were received from IUCN Members during the RCF or the online consultation.

10. Council therefore decided to propose this amendment to Congress.

B. Proposed amendment to the Statutes to put a cap on the number of abstentions in order for a motion to be adopted

11. Feedback from the 2016 Congress suggested that IUCN Members considered the number of abstentions too high.

12. This was in part due to the rule that IUCN Members who chose not to cast a vote, either during Congress or during an electronic vote between sessions of Congress, were considered to have abstained (and counted together with those who had voted "abstention"). This rule has been removed from the Rules of Procedure and the Regulations as a result of the electronic vote of IUCN Members on reforms of the motions process in March 2019.

13. However, some IUCN Members suggested that even without this rule, the number of IUCN Members deliberately voting "abstention" on one or more motions could still be very high. They suggested to put a cap on the number of abstentions and amend Article 32 of the Statutes in order to provide that if the number of abstentions was 1/3 or more of all votes (including abstentions) in each Category A and in Category B/C combined, the motion would not be adopted.

[5] Proceedings of the 2016 Members' Assembly (p. 20)

14. The impact of such an amendment could be high. A simulation exercise, applying such a rule to the voting results of the electronic vote on motions prior to the 2016 Congress and of the vote on motions during the 2016 Congress shows that as much as one-third of the motions voted on electronically prior to Congress would not have been approved. However, during the 2016 Congress, such a rule would have affected only 2 motions.

15. As such an amendment would increase the legitimacy and support for Resolutions and Recommendations, the Council decided to consult the IUCN Members during the RCF and online. Some Members expressed concerns and raised questions in relation to putting a cap on the number of abstentions for a motion to pass arguing that Members should continue to be able to abstain without necessarily blocking the motion from being adopted.

16. The Council decided to…

OPTION 1: … table the proposed amendment for discussion and adoption at the 2020 Congress.

or

OPTION 2: …modify its initial proposal and suggest that the Statutes be amended as proposed but that, if due to the high number of abstentions, the motion put to the vote is not adopted, there be held a second vote in which the motion shall be adopted by a simple majority without regard to the number of abstentions. The Chair of the Members' Assembly could decide that the second vote be held at a later moment during the Members' Assembly, possibly after referring the motion to a contact group. Motions not approved during the electronic vote on motions held prior to the Congress because of the high number of abstentions will be referred to the Members' Assembly for a second vote. The latter will require an amendment to Rule 62*quinto*.

C. Entry into effect

17. Unless decided otherwise by the 2020 Congress, the proposed amendments, if adopted, will come into effect at the end of the 2020 Congress.

Proposed amendments to the IUCN Statutes and Rules of Procedure to improve the motions process

Amend-ment #	Existing provisions of the IUCN Statutes and Rules of Procedure	Proposed amendments (with track changes)	Revised version of the IUCN Statutes and Rules of Procedure (all track changes 'accepted')
1.	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks and information systems to support its Members and components; […]	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks ~~and information systems~~ to support its Members and components; (f) *bis* provides scientific information, assessments, analyses, publications and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios; […]	Article 3 of the Statutes To attain these objectives, IUCN: […] (f) develops expert networks to support its Members and components; (f) *bis* provides scientific information, assessments, analyses, publications and advice on the status and trends of nature and natural resources, including on threats, conservation measures and future scenarios; […]
2.	[none]	[New] Article 3*bis* of the Statutes In working towards the objectives outlined in Article 3 (f) *bis* of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.	[New] Article 3*bis* of the Statutes In working towards the objectives outlined in Article 3 (f) *bis* of the Statutes, the IUCN Secretariat and the IUCN Commissions are required to uphold the highest standard of scientific work and will be free from undue influence in this regard.
3.	Article 32 of the Statutes Abstentions shall not be counted as votes cast.	Article 32 of the Statutes Abstentions shall not be counted as votes cast. However, if the number of abstentions is one third or more of all votes in either Category A or Category B	Article 32 of the Statutes Abstentions shall not be counted as votes cast. However, if the number of abstentions is one third or more of all votes in either Category A or Category B

		and C combined, the motion is not adopted. In this case, a second vote shall be held in which the motion is adopted by a simple majority of votes cast in Category A and in Categories B and C combined without regard to the number of abstentions.	and C combined, the motion is not adopted. In this case, a second vote shall be held in which the motion is adopted by a simple majority of votes cast in Category A and in Categories B and C combined without regard to the number of abstentions.
4.	Rule 62*quinto* of the Rules of Procedure 62*quinto.* Following the close of the online discussion the Motions Working Group will (a) submit each motion, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members eligible to vote with the exception of 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. The electronic vote shall be opened and closed on dates prior to the opening of Congress to be determined by Council. Paragraphs c. to g. of Regulation 94 shall apply *mutatis mutandis* to the electronic vote on motions; or (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and	Rule 62*quinto* of the Rules of Procedure 62*quinto.* Following the close of the online discussion the Motions Working Group will (a) submit each motion, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members eligible to vote with the exception of 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. The electronic vote shall be opened and closed on dates prior to the opening of Congress to be determined by Council. Paragraphs c. to g. of Regulation 94 shall apply *mutatis mutandis* to the electronic vote on motions; ~~or~~ (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and	Rule 62*quinto* of the Rules of Procedure 62*quinto.* Following the close of the online discussion the Motions Working Group will (a) submit each motion, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members eligible to vote with the exception of 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. The electronic vote shall be opened and closed on dates prior to the opening of Congress to be determined by Council. Paragraphs c. to g. of Regulation 94 shall apply *mutatis mutandis* to the electronic vote on motions; (b) refer to the Members' Assembly for continued debate and vote on the floor, motions which have been the subject of such discussion and

	divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress.	divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; or	divergent proposed amendments or that are so controversial that it is, in the opinion of the Motions Working Group, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress; or
		(c) refer to the Members' Assembly for a second vote the motions referred to in Article 32 of the Statutes which have not been adopted due to the high number of abstentions.	(c) refer to the Members' Assembly for a second vote the motions referred to in Article 32 of the Statutes which have not been adopted due to the high number of abstentions.

Operational Guide for IUCN National and Regional Committees

Text approved by the 76th meeting of the IUCN Council, May 2011

Part I. Background and Principles

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
3. The establishment and functioning of IUCN National and Regional Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
4. In addition to these statutory provisions and to IUCN Regulation 66*bis* dealing specifically with the conduct of National and Regional Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Operational Guide which provides ethical standards and criteria to which all IUCN National and Regional Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, National and Regional Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting this Operational Guide, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
5. National and Regional Committees shall monitor the application of this Operational Guide and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
6. This Guide provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN National and Regional Committees and their members when acting as representatives of a National or Regional Committee.

Part II. Adhering to and exemplifying IUCN's principles and values

7. In all their operations and dealings, IUCN National and Regional Committees shall maintain the highest levels of:
    a. ***Integrity and ethical behaviour***, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. National and Regional Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations;

b. ***Responsibility and accountability,*** to support and strengthen the ability of the Union to achieve its Mission, goals and objectives.

National and Regional Committees:

i. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;

ii. shall align their external messages, issued strictly in the name of the particular National or Regional Committee and not of IUCN, with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;

iii. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and

iv. shall be kept informed of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.

c. ***Coordination in their fundraising*** **activities** with the Secretariat in a spirit of openness and transparency. The Secretariat will support and facilitate National and Regional Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.

i. National and Regional Committees have a duty to exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.

d. ***Fairness, inclusivity and transparency*** **in decision-making:**

i. National and Regional Committees are required to carry out their responsibilities in a spirit of openness and transparency.

ii. The minutes of National and Regional Committees meetings shall be available, in the language in which the meeting was conducted to the members of the Committee. In addition, a summary report on the main issues discussed and decisions shall be communicated to them and be posted on the IUCN Members' Portal.

iii. National and Regional Committees shall send a report on their activities to the Director General and the Council once a year in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages using a standard template prepared by the IUCN Secretariat.

e. **Equality, inclusiveness and respect for the diversity of people and cultures.**

National and Regional Committees:

i. have a duty to treat their Councillors, members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;

ii. shall promote a culture of appropriate behaviour for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;

iii. shall demonstrate a strong commitment to environmental responsibility;

iv. shall assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and

v. shall remain faithful to the Mission and Vision of IUCN.

Part III. Maintaining the diversity and representativeness of IUCN Committees, and investing in the future

8. To reach their maximum potential, National and Regional Committees need to be representative of the membership on whose behalf they act. All IUCN National and Regional Committees shall therefore take all appropriate steps to ensure:

   a. that, to 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;

   b. that the National or Regional Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and that the National and Regional Committees – and IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge;

   c. that as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN´s structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore, the Chair of a National or Regional Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and

   d. that the National and Regional Committees involve Regional Councillors and other members of the Council resident in a State or Region where such Committees or Regional Fora have been established to participate in their meetings and activities as provided for in article 72 of IUCN's Statutes;

   ~~d.~~e. that the National and Regional Committees ~~involve Regional Councillors and~~ invite representatives of the Commissions to participate in their meetings. To~~, and to~~ that end, ~~all~~ each Commission~~s~~ make available to National and Regional Committees contact information for Commission members living in the area of the Committees and nominate the member(s) as the Commission's official representative(s) to Committee meetings~~.~~

Part IV. Coordinating with IUCN Commissions

In order to give effect to Part II 7 a and part III 8 d and to strengthen the One Programme Approach among ~~constituents~~ IUCN component, the Commissions might be involved in the governance structure and in the

activities of the National and Regional.~~,~~ National and Regional Committees may invite the regional or national representative of each commission to participate in the meetings of their governing bodies, in accordance with the following guidelines:

1. National and Regional Committee should ensure collaborative and cohesive engagement with the representative of each Commission;
2. All members of the Commissions resident in the State or Region of the Committee may be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora (art. 72 of the Statutes).
3. If ~~one or more~~a member~~s~~ of ~~the~~a Commission~~s~~ have been nominated as their official representative~~(s)~~, he/she~~they~~ shall be the one~~(s)~~ invited to participate in, and speak at the meetings of the governing bodies of the National and Regional Committees in the name of their Commission, without a right to vote; For this purpose, the Commission's official representative(s) shall ensure that they align their messages with that of their respective Commission and inform their respective Commissions about any matter relevant for the Commission discussed and decided at the meetings of the Committees. For these purposes, the regional commission representative is accountable to the national representatives of each Commissions and the national commission representative to the national members ~~representatives~~ of each Commission.
4. Each Regional or National Committee that decides to include Commissions in its governance structures, in coordination with the Commissions, and based on their specific realities, shall define the manner in which this collaboration will be implemented under the One Program Approach.

Part IV. Working outside national or regional boundaries

9. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN National and Regional Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.

10. When proposing to work outside its own State or Region, a National or Regional Committee shall undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as “focal” country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.
11. Such prior consultation shall be the norm for any subject matter and/or activity that falls outside a Committee’s national territory or regional area of operation, as relevant, including but not limited to aspects of:
    a. direct project implementation;
    b. capacity building;
    c. governance issues;
    d. policy processes;
    e. fundraising activities; and/or
    f. Congress preparations, including the Motions process.
12. In cases where no National Committee exists in a particular focal country, prior consultation shall be undertaken with IUCN Members in that country.
13. The relevant IUCN regional or country office shall be kept informed of such consultations in a timely and meaningful way, so as to facilitate on-going communication and coordination between all relevant IUCN components.
14. National and Regional Committees shall strive to engage with IUCN Members in the relevant focal country or region.
15. National and Regional Committees shall give due consideration to the need for inter-country or interregional coordination with Commissions, as appropriate.

Part V. Effective date, amendment

16. This Operational Guide
    - shall become effective upon Council’s decision approving it, and
    - may be amended at any time by decision of Council, after consultation with National and Regional Committees. Suggestions for improvements to these guidelines by Committees are welcomed and should be addressed to the Constituency Committee of Council

Part VI. Implementation of the Operational Guide

17. Persistent and deliberate action in violation of this Operational Guide by National and Regional Committees may lead the Director General to seek a written response from the Committee. Thereafter, the Director General may make a recommendation to Council on the withdrawal of recognition of that particular Committee, as provided for in IUCN Regulation 64.

Part VII. Scope of Application

18. The provisions of this Operational Guide shall apply to all IUCN National and Regional Committees and to their members.

Role of Commissions in National and Regional Committees

The proposal to recognise the role of Commission in National and Regional Committees, with no voting rights, was broadly supported by Members when it was presented to them during the Regional Conservation Fora in 2019.

During the Governance and Constituency Committee (GCC) meeting in October 2019, the issue of whether Commissions should be aligned with the IUCN Regional programme was discussed, as such alignment would promote working together. The GCC Chair noted that Commissions bring a wealth of knowledge to discussions, even without extensive regulatory frameworks and requested that the objective of including the Commissions in National and Regional Committees be clarified to ensure this continued.

GCC decided that the most effective way forward would be to amend the Operational Guide for Committees to allow for Commission participation in National Committees.

The Chair of the Working Group offered to develop a proposal for the modifications to the Operational Guide, including the clarification that there be one elected representative/selected from each of the Commissions. The Legal Adviser would also be asked to confirm that no amendments to the Statutes would be needed with this approach.

During her consideration of the proposal, the Legal Adviser proposed a second option, which is currently being considered by the Working Group.

Action requested: The Governance and Constituency Committee is requested to APPROVE the proposal to amend the Operational Guide of National and Regional Committees aiming to clarify the participation of Commissions in in National and Regional Committees.

The Governance and Constituency Committee is requested to RECOMMEND to Council that the amendments to the Operational Guide for National and Regional Committees be adopted.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

Adopts the proposed amendments to Operational Guide of National and Regional Committees aiming to clarify the participation of Commissions in National and Regional Committees

Proposed text for Part IV of the Operational Guide for National and Regional Committees

Part IV. Coordinating with IUCN Commissions

The work of the Commissions is well recognized and appreciated in the world of conservation and sustainable development for their contributions to knowledge and the development of valuable tools. In addition, within IUCN, their contributions to the achievement of the programmatic objectives are fundamental. Article 72 provides that "Members of the Commissions resident in such State or Region, **may** be invited to participate in meetings and activities of the National and Regional Committees and Regional Fora," however no provision is made for specific representation and inclusion of Commission representatives in the formal governance of these committees. To strengthen the integration of these contributions into the IUCN One Program Approach at the regional and national level, the established National, Regional and Interregional committees may invite the regional or national representative of each commission to participate in its meetings and activities, in accordance with the following guidelines:

1. In addition to the provision of Article 72, and as provided for in Part III of this guide, It is recommended that one representative member from each Commission be included in the formal governance structures of National or Regional Committees to strengthen the One Program Approach. Such representative will participate in the National and Regional Committees but not have voting rights.

2. At the regional level, the Regional Committee should ensure collaborative and cohesive engagement with the representative of each Commission, who for these purposes the regional commission representative, is accountable to the national representatives of each Commissions.

3. At the national level, the National Committee should work collaboratively with the representative of each Commission, who for these purposes the national commission representative is accountable to the national members of each commissions and with.

4. The Commission representatives will participate in the formal business of the National/Regional Committees with speaking rights but no voting rights.

5. Each Regional or National Committee that decides to include Commissions in its governance structures, in coordination with the Commissions, and based on their specific realities, shall define the manner in which this collaboration will be implemented under the One Program Approach.
In the cases of Interregional, Regional or National Committees that already have proved and successful coordination experiences, the collaborative mechanisms agreed upon at the regional or national level will continue, taking into account the mandates of the Statute, Regulations and other IUCN standards. Such Committees may be asked to share their experiences with Committees that require support in this area.

Operational Guide for IUCN National and Regional Committees

Text approved by the 76th meeting of the IUCN Council, May 2011

Part I. Background and Principles

1. The ability of IUCN to fulfil its Mission depends directly on the capacity of all its constituencies – the Members, the Commissions, the National/Regional Committees, the Secretariat, the Council as well its external partners and stakeholders such as donor agencies, project collaborators and the public – to work together with confidence, respect and mutual support. Achievement of the Union's Mission, goals and objectives also needs effective coordination and the alignment of their conservation efforts. This requires a Union-wide commitment to the highest levels of integrity, cooperation and ethics.
2. Formal obligations and responsibilities of the components of the Union are specified in the IUCN Statutes, supplemented by the IUCN Regulations. To strengthen these, Codes of Conduct and professional ethics have also been adopted for the IUCN Council and the Secretariat.
3. The establishment and functioning of IUCN National and Regional Committees, which represent the views and interests of their respective membership, are governed by Part VII of the IUCN Statutes and Part VI of the IUCN Regulations.
4. In addition to these statutory provisions and to IUCN Regulation 66*bis* dealing specifically with the conduct of National and Regional Committees operating outside their own State or Region, and recognizing that there are other issues not explicitly covered by the Statutes and Regulations, Council has adopted this Operational Guide which provides ethical standards and criteria to which all IUCN National and Regional Committees are required to adhere at all times. This is all the more relevant in light of the fact that, in accordance with the IUCN Statutes, National and Regional Committees, as components of the Union, exercise their functions with a high degree of autonomy and financial responsibility. By adopting this Operational Guide, the IUCN Council seeks to ensure that IUCN's Mission can be achieved and its reputation and credibility upheld to the highest possible degree.
5. National and Regional Committees shall monitor the application of this Operational Guide and include corresponding feedback in their annual reports to Council. In turn, these annual reports, where appropriate, will contribute to the content of the IUCN Annual Report.
6. This Guide provides broad guidance subject to the ultimate authority of IUCN's Statutes, Regulations and Resolutions. Its provisions shall apply to all IUCN National and Regional Committees and their members when acting as representatives of a National or Regional Committee.

Part II. Adhering to and exemplifying IUCN's principles and values

7. In all their operations and dealings, IUCN National and Regional Committees shall maintain the highest levels of:

a. ***Integrity and ethical behaviour***, especially (but not limited to) the avoidance of conflicts of interest where a National or Regional Committee might allow its own interests, or those of its individual members, to interfere with or to prevail over IUCN's Mission, goals and objectives or the broader interest of conservation. National and Regional Committees have a duty to disclose to the IUCN Director General any present or potential conflict of interest that may arise. The Director General shall treat such information in confidence and in accordance with applicable provisions in the Statutes and Regulations;

b. ***Responsibility and accountability,*** to support and strengthen the ability of the Union to achieve its Mission, goals and objectives.

   National and Regional Committees:

   i. will work in a coherent mode and in partnership with each other, the IUCN Council, the Commissions and the Secretariat, which will support them as required in Regulation 68, to align with and participate in the delivery of IUCN's Programme according to their respective capacities and statutory functions, and will work in accordance with the accountability measures provided for in the Statutes and Regulations or Resolutions and measures established thereunder by Council and the Director General;

   ii. shall align their external messages, issued strictly in the name of the particular National or Regional Committee and not of IUCN, with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy;

   iii. shall only use the official version of the logo as required by the Union for all communications and must follow the existing logo specifications and rules in the "Logo Rules"; and

   iv. shall be kept informed of activities undertaken within their Region and/or country, including, with full and sufficient notice, Secretariat visits and work within the area of the Committee.

c. ***Coordination in their fundraising*** **activities** with the Secretariat in a spirit of openness and transparency. The Secretariat will support and facilitate National and Regional Committees in conducting fundraising efforts. The National or Regional Committee shall ensure that those fundraising activities remain fully consistent with the guidelines and procedures developed and applied by the Secretariat for purposes of implementation of policy as established by Congress and Council.

   i. National and Regional Committees have a duty to exercise due diligence in the use of any resources, financial or other, provided to them by IUCN or by any third party to carry out their duties and activities. Committees that generate or receive financial income must ensure transparency and accountability to their members.

d. ***Fairness, inclusivity and transparency*** **in decision-making:**

i. National and Regional Committees are required to carry out their responsibilities in a spirit of openness and transparency.

ii. The minutes of National and Regional Committees meetings shall be available, in the language in which the meeting was conducted to the members of the Committee. In addition, a summary report on the main issues discussed and decisions shall be communicated to them and be posted on the IUCN Members' Portal.

iii. National and Regional Committees shall send a report on their activities to the Director General and the Council once a year in accordance with Paragraph 66 (d). It is recommended that this report is sent in one of the official languages using a standard template prepared by the IUCN Secretariat.

e. **Equality, inclusiveness and respect for the diversity of people and cultures.**

National and Regional Committees:

i. have a duty to treat their Councillors, members, their colleagues in other IUCN statutory components and all external stakeholders with courtesy, respect and consistency;

ii. shall promote a culture of appropriate behaviour for personal interaction, including the need for courteous communications and respect for others' culture, specific functions and mandates;

iii. shall demonstrate a strong commitment to environmental responsibility;

iv. shall assess and consider the consequences of their decisions, policies and actions on ecosystems and those who depend on them; and

v. shall remain faithful to the Mission and Vision of IUCN.

Part III. Maintaining the diversity and representativeness of IUCN Committees, and investing in the future

8. To reach their maximum potential, National and Regional Committees need to be representative of the membership on whose behalf they act. All IUCN National and Regional Committees shall therefore take all appropriate steps to ensure:

   a. that, to 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;

   b. that the National or Regional Committee Chairs and other elected officers shall not hold office for more than two consecutive terms, as defined in each Committee bylaws, to enable a diversity of IUCN Members to hold office and provide leadership, and that the National and Regional Committees – and

IUCN in general – benefit from fresh perspectives, insights, expertise and knowledge;

c. that as many Members and individuals as possible have the opportunity to participate in IUCN's governance bodies and processes, and to ensure that Members have a diversity of individuals operating within the IUCN´s structures, both leading them in the pursuit of IUCN business as well as representing their interests. Therefore, the Chair of a National or Regional Committee should preferably not, subject to availability of an alternate Committee representative to fill the position of Chair, simultaneously hold the position of IUCN Council member and Committee Chair; and

d. that the National and Regional Committees involve Regional Councillors and other members of the Council resident in a State or Region where such Committee or Regional For a have been established to participate in their meetings and activities as provided for in article 72 of IUCN's Statutes;

e. that the National and Regional Committees invite representatives of the Commissions to participate in their meetings. To that end, each Commission make available to National and Regional Committees contact information for Commission members living in the area of the Committees and nominate the member(s) as the Commission's official representative(s) to Committee meetings. If one or more members of the Commissions have been nominated as their official representative(s), they shall be the one(s) invited to participate in, and speak at the meetings of the governing bodies of the National and Regional Committees in the name of their Commission. For this purpose, the Commission's official representative(s) shall ensure that they align their messages with that of their respective Commission and inform their respective Commissions about any matter relevant for the Commission discussed and decided at the meetings of the Committees.

Part IV. Working outside national or regional boundaries

9. The World Conservation Congress (Barcelona, 2008) adopted amendments to the IUCN Statutes and Regulations so as to permit IUCN National and Regional Committees to work outside their own State or Region. Council has recognized that this brings a need for greater consultation and coordination between Committees and regional and country offices in different countries and/or Regions.

Establishment/operating rules/oversight of National, Regional and interregional Committees

This issue relates to areas of improvement of IUCN's governance B2 and B7.

B2. Clarify, modify or develop the requirements for establishing National, Regional and Interregional Committees, acknowledging that the establishment of IRC may have political as well as ecological motives.

Due to the inconsistency with the establishment/constitution process of all Committees and their daily functioning and maintenance, discussions have been taking place within GCC on how to synchronise the establishment/constitution process for all Committees, to ensure a proper democratic process and legitimacy. In order to define the common standards applicable to all types of Committees, and how the Statutes and Regulations may be amended, Secretariat developed a set of questions/considerations for discussion.

Whilst some of the questions listed were answered, the GCC felt that there was more discussion needed, particularly around the issues of composition, scope and governance. Secretariat has produced a paper evaluating the different iterations of the three types of Committee, setting out the implications, opportunities and problems pertaining to each type of committee.

B7. Guidance to IUCN's National, Regional and Interregional Committees to ensure their transparency, independence and integrity, including the respect of IUCN brand use guidelines and non-competition

Discussions have raised concerns about Council oversight of IUCN National and Regional Committees and the related risks to the Union. A number of options to strengthen this have been proposed.

Secretariat proposes that Council takes the opportunity of the 2020 Congress to raise awareness of the lack of oversight and risks involved, by either including a section in the Council report to Congress or in the Congress document presenting Council's proposals to amend the Statutes with regard to the Interregional Committees. The issue should be tabled for discussion in Congress after which the Congress Governance Committee may bring a summary or proposals for decision to the plenary.

Action required: GCC will discuss the different aspects related to the establishment, scope and governance of National, Regional and Interregional Committees in order to decide the proposals for statutory and regulatory change.

Should the GCC/Council not complete the work on this matter ahead of the Congress in 2020, the paper will serve as detailed handover notes for the 2020-2024 Council.

Discussion paper on the establishment & operating rules of National/Regional and Interregional Committees

1. Introduction

This paper highlights the issues related to two areas for improvement of IUCN governance, as referred to in the table, Areas for improvement of IUCN's governance**,** acknowledged by Council during its 94th meeting in April 2018 (C/94/5):

B2: Clarify, modify or develop the **requirements for establishing National, Regional (NCRCs) and Interregional Committees (IRCs) acknowledging that the establishment of IRC may have political as well as ecological motives.**

B7: Guidance to IUCN's **National, Regional (NCRCs) and Interregional Committees (IRCs)** to ensure their transparency, independence and integrity, including brand coherence and consistency when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight.

The draft paper was discussed during the 21st meeting of the GCC on 23 September 2019. A summary of the discussion and the requested changes were made to the document (highlighted in blue). Refer to the minutes of the call for more information. This paper was further discussed at the GCC meeting in October 2019.

2. Background on area B2

Area for improvement	**Required outcome**	**Timeline**	**Source**	**Action required**
B.2 Clarify, modify or develop the **requirements for establishing National, Regional (NCRCs) and Interregional Committees (IRC) acknowledging that the establishment of IRC may have political as well as ecological motives.**	Clarity regarding the conditions for establishing NRCs and IRCs	By 2019: Council clarifies or modifies Council decision C/69/54 (Mar 2008) or amends the Regulations	Document C/93/2.7.1.1	Secretariat prepares by 1 May 2019 discussion paper for GCC conside ration and Bureau ap-proval for the purpose of presenting it to RCF. ***(UDG/ Fleurange)*** GCC recommendation to C97 (October 2019)

The discussion regarding Interregional Committees started in November 2017 when the Governance and Constituency Committee (GCC) discussed Council document C/93/GCC/2.7.1.1 addressing the establishment of Interregional Committees. The discussion was initiated at the request of Councillors from West Europe, Jan Olov Westerberg and Hilde Eggermont, in the context of efforts to establish an Interregional Committee for the statutory regions of West Europe and East Europe, North and Central Asia. They requested the GCC/Council for an interpretation or modification of Council Decision C/69/54 from March 2008, which provided that a proposal to establish an IRC shall be supported by 50% of the membership in each of the regions concerned, before it can be submitted to Council, at the GCC meeting held in November 2017. At that time, there was a discussion on whether clearer criteria for establishment of such Committees should be added to the Statutes and Regulations.

DECISION
C/69/54

Council, on the recommendation of the Governance Task Force AGREED that, in order to give effect to Article 67 (b) of the Statute, any proposal to establish an Interregional Committee will need to demonstrate that:
1. The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs;
2. The establishment of an Interregional Committee with this purpose is supported by more than 50% of the Membership in each of the regions concerned;
3. The proposed Statutes or By-laws or Rules of Procedure or other Constitutional documents are compatible with the requirements of IUCN's Statutes and Regulations.

And that if Council was minded to permit the establishment of such a Committee, it required that:
4. The Committee provides a written report every 2 years to the Director General and to Council on its work and achievements; and
5. Council reserves the right to modify or withdraw the mandate to the Committee if Council believes its continued existence does not serve the best interests of IUCN.

The table of "Areas for improvement of IUCN governance" presented on behalf of the Bureau WG to the GCC in November 2017 (C/96/GCC20/1.1) includes "*B.2 Proposal to modify the requirements for establishing Interregional Committees (IRC)*".

The Secretariat prepared a paper on the establishment of Interregional Committees for the 94th Council in April 2018 (Council document C/94/GCC13 2.4.4). It concluded that, "*In view of the above and of the elements stated in the IUCN Statutes and Regulations, not only for Interregional Committees but also for National and Regional Committees, the Secretariat suggests that the establishment process for all types of Committees be reviewed and standardized globally*". This view was consistent with the approach taken by the Bureau WG at its meeting of 10 April 2018.

The issue was brought to Bureau in April 2018, which "after discussion of the pros and cons of including the conditions for recognition of Interregional Committees (IRC), agreed to propose that the GCC **prepares a coherent set of criteria for the establishment of National, Regional and Interregional Committees.** Noting that the concept of statutory regions is political and not programmatic, the potential ecological dimensions of Interregional Committees should be taken into account (enabling a biome oriented IRC as nature is indifferent to borders)" - *Extract from minutes of the 74th Bureau meeting (page 3).*

3. Issues and recommendations on area B2

This governance reform requests the GCC to **clarify, modify or develop the requirements for establishing National, Regional (NCRCs) and Interregional Committees (IRCs) – (the Committees), acknowledging that the establishment of IRC may have political as well as ecological objectives.**

a) Current process for the establishment and running of National, Regional (NCRCs) and Interregional Committees (IRCs)

The current process for the establishment and running of NCRCs and IRCs is described in Articles 66-72 of IUCN Statutes and in Regulations 61-68. Articles 66-67 of the IUCN Statutes and Regulations 61-62 describe the establishment process itself (emphasis added):

> Article 66. Members of IUCN within a State, a Region or part of a Region may organize committees restricted to Members of IUCN or their representatives to facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN. A proposal to create such National or Regional Committees shall be made in accordance with the Regulations (61-63).
>
> Article 67: The Council:
> (a) shall recognize only one National Committee for a State, and one Regional Committee for a particular Region or a part of the Region; and
> (b) **may recognize Interregional Committees for defined purposes and on such terms as it considers appropriate**.
>
> Regulation 61 of the Regulations. To be eligible for recognition by the Council, National Committees shall:
> (a) open their membership to all IUCN Members in their State; and

(b) comprise the majority of Members in their State.

Regulation 62 of the Regulations. To be eligible for recognition a Regional Committee shall be constituted through a process in which all IUCN Members in the Region or part of the Region are entitled to participate on equal terms.

Currently there is inconsistency between the rules that apply to the establishment process of Committees and those that apply to their daily functioning and maintenance. The 21st meeting of the Governance and Constituency Committee on 23 September 2019, proposed that there was the need for better synchronization in the areas of establishment of Committees, their composition and scope. It is advisable to have a similar establishment/constitution process for all Committees that ensures a proper democratic process and legitimacy. The following was proposed:

Establishment to be supported by 50%+ or the membership in the State, Region/s concerned.
All Members can participate in the establishment on equal terms and subject to the one Member one vote rule (States and NGOs to have the same rights in terms of participation of the Committees).

During the call on 23 September, the issue of oversight of IUCN Committees was also discussed. A number of concerns have been raised about Committees acting as NGOs with legal personalities but no accountability/oversight by Council. This has important implications for IUCN, its Programme, finance and governance. GCC has discussed options to strengthen Council's oversight of Committees, which include:

i. Effectively implement the obligation to submit an annual report to Council.
ii. Provide for the obligation of the Council to review the report.
iii. Have under the responsibility of the Council, through PPC and FAC, the oversight of the Committees as it already exists for the Commissions.
iv. Have a standardized website for each Committee.
v. Review the Operational Guide for National and Regional Committees, the license agreement and the logo rules for National and Regional Committees (according to the IUCN Brand Book) and ask each Committee to sign a revised copy.
vi. Consider amending Articles 65-66bis of the Statutes and/or Regulations 66(f) and 67(a).

During the 97th Council meeting GCC spent considerable time discussing the issues of establishment, composition and governance. Whilst there was recognition of the need to synchronise processes, as the discussion and analysis deepened, it became apparent that a slightly different approach would be needed. It was decided to look at each Committee separately and clarifying the implications, opportunities and problems with each type of Committee before looking at synchronising processes across all of them. The tables below set out processes relating to the establishment and running of Committees, comments and questions for consideration as well as opportunties and potential problems for each.

b) **National Committees (NCs)**

	National Committees (NCs)	**Comments and questions**	**Implications: Opportunities**	**Problems**
Establishment process	No process described / no mention of participation on equal terms (as opposed to Reg. 62 – which only refers to RCs)	1. There shall be a minimum of three Members required to *decide on the establishment* of a NC. There should be a minimum of three Members. 2. The principle of "one member one vote" shall be adopted (participation on equal terms) in the establishment process of NCs 3. Does the establishment process need to be further clarified (application process, survey, e-vote)?	3. Having a clear establishment process will remove doubt from the process. Survey is simplest but the e-vote system provided by Secretariat can also be used.	1. What about States that have only 2 Members. How can they coordinate and collaborate? Regional Committee? Country office, Regional office? Are they likely to want to establish a Committee if there are only 2 of them. 3. It will need to be decided who is responsible for the process as the adequate resources will have to be put in place (eg Secretariat to set up the survey/e-vote but then monitoring is time consuming. Also, who will the survey/e-vote link be sent to within each organization. Does Secretariat have those details?)
Composition	• Restricted to IUCN Members or their representatives (Art.66) • Open to all IUCN Members in their States (Reg.61)	4. Shall there be a minimum number or percentage of Members required to constitute and/or maintain the existence of the Committee? (especially for States with only few Members, e.g. 3) if Members leave does it mean that committee is dissolved?	4. If three Members are required to establish, then it makes sense that if the number falls below three, then the committee is dissolved/put on hold.	4.Needs to be included in by-laws. How will that affect existing Committees.

	• Comprise a majority of Members in their States (Reg.61)	5. Council is proposing amendments to the Operational Guide for IUCN National and Regional Committees to allow for the participation in Committee meetings of Commission representatives. (see also comments below on the updating of the Operational guide)	5. One Programme approach is adhered to and encourages collaboration between constituents of IUCN.	5. Who will ensure their inclusion (Chair). What if no representatives?
Scope	• Council recognition of only one Committee for a State (Art.67(a) • facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN (Art.66)	6. Inclusion of Commissions should encourage further cooperation between the IUCN components.		6. Not all States have established and recognized Committees. What to do in such situations? Could they collaborate with neighbouring States/Regional Committee?
Governance	Some Regulations stipulate governance procedures but they are not clear.	7. What shall be the decision-making process of the NCs, once established, and shall it be defined in the IUCN Regulations?	7. Oversight/alignment easier to monitor and evaluate if processes are clear. (for example Reg 63 refers to rules of procedure conforming with IUCN regulations. If these are clearly stated then conformity will be easier to establish.) If not in regulations – operational guide? By-laws?	7. Too restrictive? Discourage establishment. Who will monitor? What will the consequences of non-compliance be?

		8. The principle of "one Member one vote" be adopted (i.e., participation on equal terms)? 9. What does "election" refer to in Art 70 of the Statutes? (Board, governance) 10. Do we need to clarify the processes for set out in the Regulations (eg Reg 65 (logo use), 66(a) election, 67(c) establishment of sub committees, (f) own by-laws)?	9. Clarifying the meaning will ensure everyone is on the same page.	10. Restrictiveness/who to monitor/consequences of non-compliance (eg (f) – adopting/having their own by-laws but they should conform with the IUCN template? If they change them, Council should approve?)
Other Considerations	Operational Guide	11. Should Regulation 64 of the Regulations be amended to include a procedure for NCs which no longer comply with the composition or other criteria? (e.g. not enough Members, governance) ? (currently Regulation 64 only applies to NCRCs which act inconsistently with the objectives of IUCN) 12. Updating the operational guide will give IUCN the opportunity to align Committees. Should it be made obligatory? Sign when established/recognized?	11. Oversight will be improved because all Committees will function under the same rules/requirements and processes.	12. How to make the guide binding? Nobody has signed this to date so the process needs to be amended to allow for this.

c) Regional Committees (RCs)

Implications of having a Regional Committee – achievement of IUCN's Mission, goals and objectives require coordination at all levels. National Committees provide this at the national level. However, there is also benefit to be derived from collaboration at a regional level. Geopolitical influences may change at this level and in order for Members to be effective, coordination at this level is desirable. Regional Committees also give Members an opportunity to network with other organisations from States within their region, thereby enhancing engagement and cooperation across borders and nationally/regionally

	Regional Committees (RCs)	**Comments and questions**	**Implications - Opportunities**	**Problems**
Establishment process	All Members in the Region or part of the Region are entitled to participate on equal terms in the constitution process (Reg. 62)	1. There should be a majority of Members in the Region in favour of establishing a RC. (should this be by number or States too? Representation of at least half of the Members in the Region of countries that have Members. Eg 8 countries, at least 4 countries (half of the countries where there are Members) 2. Does the establishment process need to be further clarified (application process, survey, e-vote)? 3. Regulation 62 and 67 (c), establish and operate through sub-national or sub-regional Committees.	1. Majority ensures engagement of Members. 2. Having a clear establishment process will remove doubt from the process. Survey is simplest but the e-vote system provided by Secretariat can also be used 3. Once recognized can operate in a way they think fit.	1. What if a State has an NC and the Members are not interested in joining the RC? 2. It will need to be decided who is responsible for the process as the adequate resources will have to be put in place (eg Secretariat to set up the survey/e-vote but then monitoring is time consuming. Also, who will the survey/e-vote link be sent to within each organization. Does Secretariat have those details?) 3. Hierarchy? What purpose? Do they have to adhere to the same rules. What if they don't – what are the implications for the Regional committee?

Composition	Restricted to IUCN Members or their representatives (Art.66) *No further information in Statutes and Regulations*	4. Is membership open to all IUCN Members in the Region or part of the Region? 5. Shall there be a minimum number or percentage of Members required to constitute and/or maintain the existence of the Committee (both for a Region or part of the Region (or sub-region 67 (c))? 6. Should there be a maximum number of RCs that may be established for part of one Region? SUR and Meso have RCs. Both are from the same Statutory region but Members felt it necessary to form separate Committees to address commonalities. If they eventually decide to form one Regional Committee, that will entail the disbanding of the existing committees to maintain the balance in the representation, including at Congress. **Relationship with other Committees** 7. If there are several RCs in the same Region (e.g. one RC for the Statutory region of Africa, and the ones for the parts of the region for West and Central Africa and East and South Africa), does the RC for Africa sit above the RCs established for part of the Region? 8. Inclusion of Commissions should encourage further cooperation between the IUCN components.	4. 5. If need a minimum to establish, then there should be a minimum to maintain. 6. Good idea if there are geo-political splits in a region (SUR/Meso and Africa) but voting will need to be clarified. 7. Would this help with the implementation of the Programme, for example – having a Regional overview that can be filtered down nationally and locally? Collaboration between Committees could lead to capacity building, streamlining of processes and improved engagement.	4. 5. 6. Does the number of Committees have an effect on the importance/weight of their work/decisions etc. What if there is conflict on thinking? Voting powers at Congress – will these 7. Does this have an influence over the participation by Members, and their voting rights in each RC (see Art. 70 of the Statutes)?
Scope	Council recognition of only one Regional Committee per	9. Does "part of the Region" need to be clarified? (Articles 66-67a of the Statutes and Regulation 62 of the		

	region or part of the Region (Art.67(a) facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN (Art.66)	Regulations). Define "sub-regional Committee (Reg 67 (c)) 10. Shall there be an extra scope and purpose to establish a RC for "part of a Region", in addition to "cooperation with Members and participation of Members in the Programme and governance of IUCN (Art.66 of the Statutes)"? 11. If so, what could this extra scope be? Should it be based on geographical, political and/or ecological motives? 12 Who should define such scope and purpose – all IUCN Members through the Statutes, Council or the Members composing the RC?		
Governance		13 What shall be the decision-making process of the RCs, once established, and shall it be defined in the IUCN Regulations? 14. Shall the principle of "one member one vote" be adopted (i.e. participation on equal terms), as for the establishment process? 15. What does "election" refer to in Reg. 70? (board, governance)		
Other considerations		16. Should Regulation 64 of the Regulations be amended to include a procedure for RCs which no longer comply with the composition or other criteria? (e.g. not enough Members, governance) ? (Regulation 64 only applies for NCRCs which act inconsistently with the objectives of IUCN).		

		17 Reporting structure. Should there be a standardized template for reporting.		17. What will be done with these reports. How does Council follow up on any non-compliance. What are the consequences to be?

d) Recommendations and questions on Interregional Committees

At the 21st meeting of the Governance and Constituency Committee on 23 September, it was proposed that the intention behind the establishment, the scope and purpose of Interregional Committees (IRCs) must be clarified. Due to the specific issues linked to IRCs, the meeting recommended a full meeting of the GCC should consider issues of establishment, scope and composition, separately from NCRC, while trying to retain as many similar requirements as possible as for NCRCs. Proposals for statutory changes may be made or if needed, the matter can be discussed at Congress. Refer to the minutes of the call for more information.

	Interregional Committees	**Comments and questions**	**Implications - Opportunities**	**Problems**
Establishment process	*No information in Statutes and Regulations* • Decision C/69/54 states that the establishment has to be supported by more than 50% of the Membership in each of the regions concerned	1. Shall the requirements on the establishment process defined in decision C/69/54 be maintained or amended, including the minimum number or percentage of Members required to decide on the establishment of an IRC? 2. Does the establishment process need to be further clarified (application process, survey, e-vote)?	Operational guide will need to be amended to include reference to IRCs	
Composition	*No information in Statutes and Regulations*	3. Shall the number of regions to constitute an IRC be limited to two, or be unlimited? 4. Shall there be a minimum number or percentage of Members required in each Region to constitute	3. Could allow for a wide range of purposes. 4. Following the logic of requiring a minimum number to establish, there	3. With many regions, what are the implications of representation and voting?

	1. *No information in decision C/69/54*	and/or maintain the existence of the Committee? **Relationship with other types of Committees** 5. Shall the establishment of an IRC exclude the possibility of having a Regional Committee for the same Region? In other words, shall an IRC be allowed only if there is not already a Regional Committee for the same Region/s? 6. If both an IRC and an RC can co-exist for the same Regions, should an IRC sit above a Regional Committee? 7. Can there be two IRCs covering the same Region (in other words can a Region be part of two IRCs)? 8. Should IRCs be de-linked from other types of Committees?, (i.e. Could Members participate and have voting rights in more than one type of Committee? For example, what would happen if and IRC for Meso and South America were created and Spain wisht to joint them? They cooperate in many ways. However, they don't have to be members of th Committee to cooperate. Iberia group not eligble for IRC – platform for coordination.	should be a minimum number of Members to maintain the existence.	
Scope	3. Council recognition for defined purposes and on such terms as it considers	9. Should IRCs only be allowed/recognized for a defined purpose (Article 67 (b) of the Statutes) in addition to cooperation among Members?	Defining the purposes would avoid confusion	How to deal with issues that may arise in the future? Allow for a mechanism for Council to recognize if necessary?

	appropriate (Art. 67(b) 4. Decision C/69/54: The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs	10. If so, what could this extra scope be? Should it be based on geographical, political and/or ecological motives? Commonalities? (As for Regional Committees above) 11. Who should define such scope and purpose – all IUCN Members through the Statutes, Council or the Members composing the IRC? 12. Shall the idea that the purpose and scope of the proposed IRC, should not clash with any other IUCN organs (decision C/69/54), be maintained? 13. Shall the IRC be limited in time?		
Governance		14. What shall be the decision-making process of the IRC and shall it be defined in the IUCN Regulations? 15. Shall the balance between the Regions composing the IRC be guaranteed through a double majority requirement (majority required in each region in order to adopt a decision)? 16. Shall the principle of "one member one vote" be adopted?		
Other considerations		17. Should the rights related to motions be extended to IRCs (Regulation 66 ter of the Regulations)? 18. Should IRCs be allowed to work outside their regions (Regulation 66 bis of the Regulations)? 19. Should the IRC be authorised to establish itself as a separate legal entity (Article 71 (a) of the Statutes)? 20. Should reporting from IRCs be done on an annual basis as for NCRCs? (Article 66(d) of the Regulations indicates once a year; decision C/69/54, every 2 years) 21. Should withdrawal of IRCs be covered by Regulation 64 of the	18. Allows for collaboration 20. Reports can be used to showcase the work undertaken by Committees	18. Oversight issues? 19. this might cause oversight issues. 20. Secretariat currently makes no use of the reports that are submitted. How can these be used to to address concerns of

		Regulations, as for NCRCs or is a different process required? (refer to decision C/69/54)		Member and implement the membership Strategy.
General	From minutes of call on 23 September 2019	An IRC should be formed based on geographical consideration rather than ecological consideration. There are other mechanisms that exist to deal with such situations. There are several Governance issues of Members being on more than one Committee. Questions for further consideration include: Would an IRC require representation from 2 or more regions – but if there are no regional committees existing, what then? If we envisage that an IRC can be established when there are no RCs existing, then we should ensure that the majority of the Members are part of each of those Committees. (during the call, GCC decided that IRCs should be composed of the majority of Member form each of the regions. Under Regulation 67 (b), Council may recognise IRCs for purposed they consider appropriate. A decision is needed on what the purpose of an IRC might be and whether this is envisaged to be wider than other Committees are. The Legal Adviser's suggested that the wording of the Statutes implies that IRCs should have a specific objective and scope to be created, whereas NRCs are more geographically bound. As a result, the Chair of GCC felt that more time was needed to decide whether there could be some other objective for IRCs.		

Proposal - Adjustments to IUCN Statutes and Regulations

The Secretariat has worked on an initial proposal of statutory amendments for discussion by the GCC, as set out below. The proposed amendments describe the establishment process for NC and RCs through Regulation 61 of the Regulations and the process for Interregional Committees through Regulation 62 of the Regulations. Other amendments are proposed to Sections VI of the Regulations and VII of the Statutes for consistency and integration of the process for Interregional Committees.

i. Part VI of the Regulations to be renamed:
The National, Regional Committees, Interregional Committees and Regional Fora

The following Articles to be amended as per wording set out in blue:

61.
to be eligible for recognition by the Council, National and Regional Committees shall:
a) open their membership to all IUCN Members in their State / Region; and
b) Comprise the majority of Members in their State / Region
c) be constituted through a process in which all IUCN Members in the State / Region or part of the Region are entitled to participate on equal terms.

62. to be eligible for recognition by the Council, Interregional Committees shall:
a) open their membership to all IUCN Members in the concerned Regions; and
b) comprise the majority of Members in each of the concerned Region;
c) be constituted through a process in which all IUCN Members in the concerned Regions are entitled to participate on equal terms and which confirms that the establishment of the Committee is supported by more than 50% of the membership in each of the concerned Regions;
d) have a clear purpose and scope and do not clash with any other IUCN organs;
e) have Statutes, By-laws or Rules of Procedure or other constitutional documents which conform with IUCN's Statutes and Regulations.

64. Should a Committee act inconsistently with the objectives of IUCN or guidelines that may be established or approved by Council, or if Council believes its continued existence does not serve the best interests of IUCN, and should all reasonable efforts fail to resolve such problems, the Director General may recommend that the Council withdraw recognition from that Committee. Before taking a decision, the Council shall give the Committee due notice and an opportunity to respond to the allegations made.

64*bis.* If the IUCN Members of a National, Regional or Interregional Committee dissolve the Committee, the IUCN Members in that State, Region or concerned Regions, shall inform the Council, through the Director General.

65. Each Committee recognized by the Council may use the IUCN name and logo in conjunction with the respective name of its State, Region(s) or part of the Region as prescribed by Council.

66*bis.* When preparing to operate outside of its own State or Region(s), a National, ~~or~~ Regional or Interregional Committee shall follow the Operational Guide for National, Regional and Interregional Committees working outside their State or Region(s) and must first consult with the relevant IUCN regional and/or country office and any relevant National or Regional Committees and ensure that any proposed activities are consistent with the IUCN Programme, including any agreed regional, interregional or national programmes or work plans.

66*ter.*In the context of the development of motions referred to in Rules 48 to 62, the National Committees, Regional Committees, Interregional Committees and Regional Fora, when convened, are encouraged to provide a platform for discussion and negotiation of motions emanating from their country or region(s), in particular those that warrant discussion at a local,

national, ~~or~~ regional or interregional level, for the purpose of identifying solutions that might address the underlying issues.

67. Committees recognized by the Council may:
… (h) participate in the formulation of the IUCN Programme for their respective State or Regions(s); and

68. The Director General shall nominate a Secretariat official responsible for liaison with each Committee and shall:
(b) consult the Committee on applications for IUCN membership, on mechanisms for participation in the IUCN Programme and on the implementation of the decisions of the World Congress relevant to that State or Region(s);...
(d) consult with the Committee about the development of IUCN initiatives in its State or Region(s);
(e) inform the Committee when IUCN has been consulted on issues of importance to the State or Region(s).

All other Regulations in this section are compatible with all types of Committees and therefore don't need to be amended.

ii. Part VII of the Statutes to be renamed:
The National, Regional Committees, Interregional Committees and Regional Fora

The following Articles to be amended as per wording set out in blue:

66. Members of IUCN within a State, a Region ~~or~~ a part of a Region or several Regions may organize committees restricted to Members of IUCN or their representatives to facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN. A proposal to create such National, ~~or~~ Regional or Interregional Committees shall be made in accordance with the Regulations.

67. The Council:
(b) may recognize Interregional Committees for defined purposes and on such terms as it considers appropriate. [13]: See Regulation 62 of the Regulations and decision C/69/54 adopted by the IUCN Council at its 69th Meeting (March 2008)

68. Between sessions of the World Congress, a Regional Forum of Members may be held for each Region, ~~or~~ part of a Region, or inter-regionally, *inter alia*, to enable Members to participate in the preparation and evaluation of the programme and strategies of IUCN and to prepare for the next session of the World Congress. Either the Members, or the Council, may convene a Forum. All Members of IUCN in the Region(s) have the right to be invited to and participate in a Forum. A Forum may determine its own organisation. The Rules of Procedure of the World Congress shall apply *mutatis mutandis* to such Regional Fora.

69. A National, ~~or~~ Regional or Interregional Committee shall not undertake substantial financial obligations until it has established its own legal personality or procedures in a form acceptable by the Council.

70. Every IUCN Member has the right to join the respective National/Regional or Interregional Committee of its State/Region(s) and participate in the election of only one Regional or Interregional Committee. If an IUCN Member belongs to a State with territory located in more than one IUCN Region, it may participate in the Regional Committee in the IUCN Region to which the State belongs or to the Region, or part of the Region, in which the Member is geographically located.

71. National, ~~and~~ Regional and Interregional Committees: …

72. Regional Councillors and other members of the Council resident in a State or Region where such Committees and Regional Fora have been established, shall be invited to participate in the meetings and activities of the corresponding National, ~~and~~ Regional, Interregional Committees and Regional Fora. Members of the Commissions resident in such State or Region, may be invited to participate in meetings and activities of the National, ~~and~~ Regional, Interregional and Regional Committees and Regional Fora.

All other articles of the Statutes in this section are compatible with all types of Committees and therefore do not need to be amended.

If these amendments to the Statutes and Regulations are agreed to by the GCC/Council, ALL documents relating to the operations of the NCRCs and IRCs shall be adapted to reflect the changes.

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4. Background on area B7

Area for improvement	Required outcome	Timeline	Source	Action required
B7. Guidance to IUCN's **National, Regional (NCRCs) and Interregional Committees (IRCs)** to ensure their transparency, independence and integrity, incl. respect of IUCN brand use guidelines and non-competition with the Secretariat when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight	Modification of Operational Guidance for National/ Regional Committees approved by Council or amendment of Regulation 66*bis* or other actions, as appropriate	Council decision by end 2019, following consultation of NCRCs regarding modifications to the Operational Guidance	Minutes C92 p. 5 Minutes B73 p. 4 Minutes B74 p. 3	Secretariat prepares by 1 May 2019 discussion paper for GCC conside ration and Bureau ap-proval for the purpose of presenting it to RCF. ***(UDG/ Fleurange)*** GCC recommendation to C97 (October 2019)

Background
During the 92nd Council meeting (February 2017), the DG stated the following:

> the DG and IUCN staff in the Regions were increasingly concerned about certain components of IUCN acting as NGOs with legal personality beyond the IUCN Council's oversight, using IUCN's brand, leaving IUCN without ability to mobilize resources for the core mandate of the Union since bilateral donors would be funding what they would understand and perceive to be "national IUCN NGOs", or about such components using the IUCN brand but without any Council oversight. (Extract from the Summary Minutes, p.5)

At the 73rd meeting of the Bureau (November 2017):

> The DG suggested to add the issue of National Committees (NCs) that have legal personality and operate outside their nation state. Such activities do not fall under any real IUCN governance or brand oversight, some of these may undermine IUCN's credibility as activities are conducted in the name of IUCN and not infrequently assumed to be carried out by IUCN Secretariat. Numerous instances of this issue have arisen over the years, especially impacting IUCN programmes in Asia and Africa. Bureau members strongly seconded this, suggesting that it is a strategic issue which, if left unresolved, potentially affects the entire IUCN, especially if other Committees follow the examples of e.g. the NC of The Netherlands and operate as a parallel IUCN. (Extract from the Summary Minutes B73 page 4)

The 74th meeting of the Bureau (April 2018),:

> … recognized that this is a strategic risk for IUCN potentially affecting IUCN's Programme, finance and governance. During the discussion, options were mentioned such as removing Regulation 66*bis* while "grandfathering" the existing National Committees as long as they respect the rules regarding, and Council has effective oversight of the use of the IUCN brand / logo; or to restrict the application of Regulation 66*bis* to exceptional circumstances demanded by ecological reasons. Before undertaking any action on this issue, the Chair of GCC requested to seek clarification from the DG and discuss possible action in the Bureau Working Group, before bringing it back to the Bureau". (Minutes B74 p. 3)

5. Options and proposal on area B7

a) Options

Among possible ways to strengthen Council's oversight of the NCRCs/IRCs, the following actions could be considered:

vii. Effectively implement the obligation to submit an annual report to Council. The IUCN's public website has a page called "Reports from Recognised National and Regional Committees", yet there are only 8 reports published, of these only 2 are from 2018.

viii. Provide for the obligation of the Council to review the report and ask questions to the Committee with this regard. Eventually have under the responsability of the Council, through PPC and FAC, the oversight of the Committees as it already exists for the Commissions (i.e. assessment of their work, programme, finances, risks and compliance with IUCN statutory requirements and operational guide).

ix. Have a standardized website for each Committee. At the moment Committees have their own format (branding, content, Committee names may also be inconsistent); some are not relevant anymore (see the examples below). There is no consistency or quality control or verification of how IUCN's branding is being used. If each Committee has a website/page, we could get information pulled out for automated annual reports (or even monthly).

https://www.iucn.nl/en ; https://www.ym.fi/en-US/International_cooperation/The_International_Union_for_Conservation_of_Nature_IUCN ; http://conabio.gob.mx/uicn/uicn.html

x. Review the Operational Guide for National and Regional Committees, the license agreement and the logo rules for National and Regional Committees (according to the IUCN Brand Book) and ask each Committee to sign a revised copy. This will garantee awareness and mutual understanding of the operating and branding rules. Council recognition of the NCRCs/IRCs will be withdrawn from those Committees failing to implement the rules, as per Regulation 64.

xi. Consider amending Articles 65-66bis of the Statutes and/or Regulations 66(f) and 67(a) of the Regulations.

Proposal

The Secretariat proposes that Council takes the opportunity of the 2020 Congress to raise awareness of the lack of oversight and risks involved, by either including a section in the Council report to Congress or in the Congress document presenting Council's proposals to amend the Statutes with regard to the Interregional Committees.

The GCC and Council may consider tabling this issue for discussion in Congress after which the Congress Governance Committee could bring a summary or proposals for decision to the plenary. This could include e.g. a paragraph in the Congress Resolution amending the Statutes, requesting the next Council to take appropriate actions within its authority in order to address the risk and the gap in governance oversight, and to propose any actions beyond its authority, including proposals to amend the Statutes, for approval by electronic vote of the IUCN membership prior to the 2024 Congress.

Annex 1 Proposed amendment to IUCN's Statutes and Regulation
- Conditions of readmission of State Members (C3.c.)

Approach B: without option relating readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all track changes 'accepted')
Article 14 of the Statutes **Readmission** Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 of the Statutes **Readmission** (a) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues. (b) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 of the Statutes **Readmission**
Membership dues Article 26 of the Regulations If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 26 of the Regulations If ~~a former Member~~ a Government agency, a national and international non-governmental organisation, an indigenous peoples' organisation or an affiliate, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 14 of the Regulations

Approach A: with options relating to the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all track changes 'accepted')
Article 14 of the Statutes **Readmission** Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 of the Statutes **Readmission** (c) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues. Option 1: (d) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates, ~~former Member of IUCN meeting the qualifications for membership~~ may be readmitted as Member of IUCN ~~by~~ following the same process as for admission[1], when the Council has determined that ~~, in accordance with the Regulations.~~the applicant meets the qualification for membership[2]. In addition, such readmission is subject to the payment of all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal in case of application within three years from withdrawal.	[New] Article 14 of the Statutes **Readmission**
	Option 2a: (b) Any Government agency, national and international non-	

Commented [SFC1]: Note: this means that the notification to Members and the objection process should take place. It also means that Reg. 10 regarding the deposit of one year of dues is also applicable.

Commented [SFC2]: Note that the wording of the current Reg. 26, which was approved by WCC as part of a entire reform of the Statutes and Regulations in 1996, was chosen to ensure that all outstanding dues were paid and not only partial payments made.

[1] See articles 8 of the Statutes and Regulations 4 to 20
[2] See article 7 of IUCN Statutes and Regulations 4 to 6

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all track changes 'accepted')
	governmental organisation, indigenous peoples' organisation and affiliates, may be readmitted as Member of IUCN within three years from withdrawal, when the Director General has determined through a summary review process approved by Council that it still meets the qualification for membership[3] and has paid all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal. In such a case, the Director General shall inform the Council about the readmission. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. Option 2b: (c) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates, may be readmitted as Member of IUCN within three years from withdrawal, when the Concil has determined through a summary review process that it still meets the qualification for membership[4] and has paid all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	
	Option 3a: (d) Any Government agency, national and international non-	

[3] See article 7 of IUCN Statutes and Regulations 4 to 6
[4] See article 7 of IUCN Statutes and Regulations 4 to 6

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all track changes 'accepted')
	governmental organisation, indigenous peoples' organisation and affiliates meeting the qualifications for membership may be readmitted ~~by the Council~~, in accordance with the Regulations. Option 3b: ~~(b)~~(e) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	

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Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all
Membership dues Article 26 of the Regulations If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 26 of the Regulations Option 1: ~~If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.~~ Note that the article has been suppressed Option 2 [New] Article 26 of the Regulations Note that the article has been suppressed.	Members~~hip dues~~ [New] Article 14 of the Regulations Note that the article has been suppressed.

Commented [SFC3]: Will be added once agreed on column 2

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Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all
Admission process	Option 3a Admission and readmission process New article 13 of Regulations a) If a Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliate seeks readmission to membership within three years of its withdrawal, all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal shall be paid before the Member is readmitted. ~~Such readmission~~The Director General shall take a decision on such readmission in accordance with a summary review process approved by Council. In such a case, the Director General shall inform the Council about the readmission. If the applicant does not meet the qualification criteria for readmission, the matter shall be transmitted to Council for decision. ~~a)~~b) Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. Option 3b New article 13 of Regulations c) If a Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliate seeks readmission to membership within three years of its withdrawal, all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal shall be paid before the Member is readmitted. If the applicant does not meet the	

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Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version of the IUCN Statutes (all
	qualification criteria for readmission, the matter shall be transmitted to Council for decision. d) Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. [New] Article 26 of the Regulations Note that the article has been suppressed.	

Commented [SFC3]: Will be added once agreed on column 2

Discussion paper on governance area for improvement C3.c – Conditions of readmission of State Members

Proposed amendment to IUCN's Statutes and Regulation
(follow up from the GCC call from 20 November 2019 / GCC23.2_C3)

C3.c Article 14 of the Statutes and Regulation 26 – Conditions of readmission of State members

A. Background

In a legal opinion from 30 August 2019 (Annex I to the GCC paper GCC23.2_C3) , the Legal Adviser concluded that the specific conditions of readmission set forth in Article 14 of the Statutes and Regulation 26 were applicable to all categories of Members with outstanding membership dues seeking readmission to IUCN membership, including States.

Following this legal opinion, the GCC, at its meeting held via Conference call on 20 November 2019, considered whether Article 14 of the Statutes and Regulation 26 should be amended. The GCC decided that it would be appropriate to allow States to be readmitted without the obligation to pay any outstanding dues from past membership in IUCN (i.e. "with a clean slate"), independently of the moment when the seek readmission[1]. In other words, States should be readmitted as IUCN Members at the same conditions and in accordance with the same process as if it was a new admission.

At the GCC's request, the Legal Adviser has worked on a proposal of amendment to IUCN's Statutes and Regulation for the GCC's consideration. However, such an amendment is also a good opportunity to look at the current practice in case of readmission of Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates in order to decide whether a few changes would be required in view of recent discussions relating to "Conditions for changes of membership" (C3.d.).

This paper therefore reiterates, for convenience, the legal framework in relation to this topic (chapter B), explains the current practice relating to the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates (chapter C) and proposes two global approaches for the GCC's consideration, with proposed revisions to the Statutes and Regulations for each approach (chapter D).

B. Legal framework

Relevant IUCN statutory and regulatory provisions regarding admission, readmission and dues:

Admission

Article 6 of the 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."

Article 7 of the Statutes

[1] Extract from the minutes from 20 November 2019: "It was decided that States should be given a clean slate but upon readmission, they would have to pay the first year's dues required by Article 6."

"Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that:
(a) the applicant shares and supports the objectives of IUCN;

(b) the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources;

(c) the objectives and track record of the applicant embody to a substantial extent:

(i) the conservation of the integrity and diversity of nature; and, either or both:

(ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;

(iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN;

(d) the applicant does not pursue objectives or carry out activities that conflict with the objectives or activities of IUCN; and

(e) the applicant meets the other qualifications for membership as prescribed in the Regulations."

Readmission

Article 14 of the Statutes
"Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council, in accordance with Regulation 26."

Regulation 26
"If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership."

C. Current practice in relation with the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

The current practice in case of readmission of Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates is as follow:

i. <u>For applications for readmissions three years or more after withdrawal:</u>

Such applications are treated in the same way as new applications for membership (Reg. 26). This means that the readmission is subject to full review and assessment by Council, in accordance with the admission process described in Article 7 to 9 of the Statutes and Regulations 4-18. This includes:

- full reassessment whether the applicant meets the qualification criteria set forth in Articles 7 and 8 (b) of the Statutes and Regulations 4 to 6
- notification and objection process involving IUCN Members defined in Article 8 (a) of the Statutes;

ii. <u>For applications for readmissions to membership within three years of withdrawal:</u>

Currently, there is no formal decision of Council in such a case. It is assumed that the former Member applying for readmission within three years of withdrawal still meets the qualification requirements set forth in article 7 of the Statutes so that IUCN's Secretariat only summarily checks whether the formal requirements are met. If this is the case and the applicant has paid all

membership dues outstanding (Reg. 26), the former Member is considered as being readmitted and becomes an IUCN Member with all rights and obligations related to its membership.

While the practice of a simplified process is understandable for practicable reasons and in view of Reg. 26, such practice does not take into account the wording of article 14 of the Statutes, which states that *"Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council "*. Such wording indicates that it would be necessary to have a formal readmission at the level of the Council, with a reassessment whether the applicant meets the qualification criteria also in the case of readmission within three years of withdrawal (article 7 of the Statutes and Reg. 7 to 12). In absence of an express requirement to this end in Article 14 of the Statutes, there is however, no requirement to follow the notification and objection process set forth in Article 8 (a) of the Statutes and Reg. 14 to 18.

D. Possible approaches for the GCC in relation with the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

Approach A

In view of the current practice and recent discussion at the GCC regarding possible change of membership when a member does not meet the criteria for admission anymore (governance reform C3.d), the GCC may take the opportunity to clarify : the process of readmission for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates. The following questions relating to application for readmission within three years of withdrawal are meant to guide GCC's discussion

a) Shall there be a full reassessment or a summary reassessment of the qualification requirements (Articles 7 and 8 (b) of the Statutes and Regulations 4 to 6) or no reassessment of such qualification requirements?
b) If the GCC considers that no reassessment or only a summary assessment is required, shall Council's approval still be required or would it not be sufficient to have just an information by the Secretariat about the fact that the former member has paid all outstanding membership dues and has been readmitted?
c) If the GCC considers that a full reassessment is required, shall there also be a new objection process providing IUCN Members with the opportunity to express their view on the re-admission (article 8 (a) of the Statutes and Reg. 14 to 18)?
d) Shall the admission process as per article 8 (b) of the Statutes and Reg. 7 to 10 apply, including the payment of the one year advance payment of membership dues as per Reg. 10 ?
e) Shall the obligation to pay outstanding dues be a condition for readmission also in case of voluntary withdrawal?
f) Shall the outstanding dues to be paid be up to the moment of withdrawal (i.e. one year after the decision of rescission, as is the case today) or up to the decision of rescission by the WCC?

If the GCC considers that only a summary reassessment is required, it would be advisable to review the request form for readmission and, if necessary adapt it to readmission, specifying which information is required to proceed with this summary assessment.

Approach B

If the GCC considers that it is not the time to address all those questions, it may also pursue the proposed changes regarding State's readmission, without amending the text of the Statutes and Regulations regarding the other categories of members, except to the minimum required to implement this change. In this case, the GCC may consider to draw the matter to the attention of the next Council for further reflexion.

E. Proposed amendment to IUCN's Statutes and Regulation

At the GCC's request, the Legal Adviser is proposing the following options for amendments to IUCN's Statutes and Regulation for the GCC's consideration.

Approach B: without option relating readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

States are readmitted, independently of the moment when they seek readmission and the reasons of the withdrawal, at the same conditions and in accordance with the same process as if it was a new admission, i.e. without the obligation to pay any outstanding dues from past membership in IUCN (i.e. "with a clean slate").

Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates may be readmitted by Council at the same conditions as for new admission if they apply within 3 years since withdrawal. If they apply within three years of withdrawal, they may be readmitted by Council if they meet the qualification criteria for admission and pay all membership dues outstanding.

Approach A: with options relating to the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

States are readmitted, independently of the moment when they seek readmission and the reasons of the withdrawal, at the same conditions and in accordance with the same process as if it was a new admission, i.e. without the obligation to pay any outstanding dues from past membership in IUCN (i.e. "with a clean slate").

Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates may be readmitted by Council at the same conditions as for new admission if they apply three years or more after withdrawal. If they apply within three years of withdrawal, they may be readmitted at certain conditions subject to the GCC 's appreciation as per the following options:

Option A1 provides for a full reassessment of the qualification requirements (Articles 7 and 8 (b) of the Statutes and Regulations 4 to 6) and the same process as for admission (i.e. an objection process involving IUCN Members (Art. 8 (a) of the Statutes) and the formal requirements set forth in Reg. 7 to 10, incl. the obligation to pay in advance a one year of dues as deposit), both in case of application within three years of withdrawal and in case of three years or more after withdrawal. The only difference would be relating to the obligation to pay outstanding dues prior to readmission in case of application within three years of withdrawal.

Option A2: provides for a full reassessment of the qualification requirements (Articles 7 and 8 (b) of the Statutes and Regulations 4 to 6) and the same process as for admission (i.e. an objection process involving IUCN Members (Art. 8 (a) of the Statutes) and the formal requirements set forth in Reg. 7 to 10, incl. the obligation to pay in advance a one year of dues as deposit), **only** in case of application three years or more after withdrawal. In case of application within three years from

withdrawal, there would be a summary reassessment of the qualification criteria either a) by the Director General in accordance with an application form approved by Council and an information to Council about the readmission or b) by the Council upon recommendation of the Director General., if the criteria are met and all outstanding dues owed up to the decision of rescission have been paid

Option A3: the same as option 2 but with the details about the readmission process in the regulations.

The Legal Adviser recommends a simplified process for the case of readmission within three years from withdrawal to allow more flexibility and favour a quick readmission in those cases.

F. Next steps

In consideration of the fact that this subject matter has not been presented to IUCN Members during the RCF and the online discussions on motions, the Legal Adviser recommends two possible way forward:

1. Recommends the next Council to continue the discussion on the subject and present a proposal of amendment of the Statutes and Regulations for the 2024 Congress;

2. Table the matter for discussion at the 2020 Congress, in order to get a sense on how the membership would perceive such a change and potentially obtain the mandate for the Council to finalize a proposal and submit the amendment for a vote from IUCN members, in between session of the Congress.

This would enable the GCC to concentrate on the finalization of governance motions already tabled.

Legal advice and possible options
Members with outstanding membership dues because of particular circumstances

Addressed to: Council's Membership Dues Task Force; Governance and Constituency Committee
Origin: Sandrine Friedli Cela, Legal Adviser

Date: 7 January 2020

A. Background

Over the past years, there have been questions regarding Members in a situation with outstanding membership dues because of particular circumstances affecting their country or regions such as an embargo, collapse of the economy or other political instability. All Members are required in terms of Article 12 (c) iii of the IUCN's Statutes to pay their dues in order to retain their rights and ultimately their membership. Because the failure to pay can adversely affect the member and IUCN, the Council's Membership Dues Task Force is currently considering different options in order to address this issue.

In this context, the IUCN Legal Adviser has been requested by the Council's Membership Dues Task Force to "*reflect about appropriate changes to the Statutes in relation to this issue around payment of dues and other problematic aspects".*

Considering that the question submitted to the Legal Adviser is rather vague, and that the option to "look for appropriate changes to the Statutes" is not well defined yet, the Legal Adviser proposes in this paper to first (i) recall the legal framework in which IUCN currently operate and provide a legal interpretation of the statutory provisions and secondly (ii) look into possible solutions in order to help the Council's Membership Dues Task Force in its reflexions about possible way forward.

B. Legal framework

Relevant IUCN statutory and regulatory provisions regarding obligation to pay membership dues and the consequences of non-payment of such dues:

Admission

Statutes 6
"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."

Statutes 7
"Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that:
(…)
(e) the applicant meets the other qualifications for membership as prescribed in the Regulations."

Admission Process

Regulation 10

"Applications shall be accompanied by a deposit equal to the first year's dues. This sum is returnable in the case of non-admission."

Rights and Obligations of Members

Statutes 12

" (…)
(c) Members shall have the obligation inter alia:
(…)
(iii) to pay membership dues as prescribed in the Regulations;
(…)"

Statutes 91

"The liability of a Member of IUCN shall be limited to the payment of its dues."

Regulation 25

"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."

Suspension, Rescission, Expulsion and Withdrawal

Statutes 13
"(a) 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 which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine."
(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.
(…)
(g) Any Member may withdraw at any time from membership of IUCN by giving notice in writing to the Director General to that effect. The Member withdrawing shall not be entitled to any refund of membership dues paid."

C. <u>Legal framework in which IUCN operates</u>

- **<u>Obligation for all IUCN Members to pay membership dues</u>**

There is an express obligation to pay membership dues (Stat. 12 (c) (iii) and Reg. 24) for all IUCN Members and the Statutes do not foresee any exception to this rule that would apply in special circumstances. Such an obligation exists from the Members' admission up to the moment of the effective termination of IUCN's membership. The liability of a Member of IUCN is limited to the payment of its dues (Statutes 91), and remains for outstanding dues, even after IUCN's membership has ceased[1]. In this context, it is important to remember that membership dues greatly contribute to the income of IUCN (Statutes 85) and that, without such income, IUCN may not be able to attain its objectives and support all the activities planned and foreseen in the IUCN programme adopted by the WCC every four years as well as provide expected support to Members.

[1] See on this topic the Legal Opinion from the Legal Adviser dated 30 August 2019 on the following question: "Can a State Member withdraw from membership of IUCN and re-join IUCN without having to pay any outstanding dues from the time before its withdrawal as an IUCN Member?"

In consideration of his/her overall responsibility over the finance of IUCN, the Director General may take decisions relating to the payment of membership dues within the framework provided by the Statutes and Regulations. For example, the Director General may accept payment of dues in instalments (payment plan), in the form of provision of facilities, goods and services in lieu of the payment of dues (Reg. 25) or by another Member of IUCN or a third party for the member concerned.

In light of the clear indications in Statutes 13 (a) and (b) that the non-payment of outstanding dues may trigger consequences with regard to membership rights (including withdrawal of IUCN's membership), it would be very delicate to admit that the payment of membership dues could be reduced or waived by the Director General or the Council until e.g. the embargo or the political situation is over. Indeed, the Statutes does not grant much power of appreciation to the Director General or the Council as follow:

- **<u>Consequences of non-payment of membership dues as per Statutes 13 (a) and (b)</u>**

According to IUCN's Statutes, the failure to a Member's duty in connection with the payment of membership dues has the following consequences:

i) **When the dues of a Member are one year in arrears: "**The rights of that Member in connection with elections, voting and motions shall *ipso facto* be suspended" (Statutes 13 (a) first sentence);

ii) **If the dues of a Member are two years in arrears: "**The matter shall be referred to the World Congress which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine." (Statutes 13 (a) second part of the paragraph);

iii) "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 is considered to have withdrawn from IUCN" (Statutes 13 (b))**;**

In the case of a Member who is one year in arrear, it is clear that there is no margin of appreciation with regard to the suspension of the rights of that Member in connection with elections, voting and motions, since the term "*ipso facto*" (*i.e.* "by the fact itself") is used. This means that the suspension is automatic and that neither the Council nor the WCC have to take a decision on the matter. It seems reasonable to admit that the rule applies only if a Member has a full year of arrears, so that, in case a payment plan was agreed and the concerned Member partially paid its dues as per the plan, the suspension would not take place.

With regard to the situation of a Member who is two years in arrears, there is an obligation to submit the matter to the WCC for decision. Following the Council decision C/93/13, such decisions are made on a biennial basis, either through an electronic vote or at the WCC . Also in this case, it seems reasonable to admit that the rule applies only if a Member has two full year of arrears or more, at the time of the rescission process. This means that in case where a payment plan was agreed and the concerned Member has only partially paid its dues but the total amount of outstanding dues is below the total amount of two years of dues at the time of the rescission process, the matter would not be submitted to the WCC for decision.

If the WCC decides to rescind all remaining membership rights of a Member whose dues are in arrears, its decision will have the same effect as a decision of expulsion from IUCN's membership, however, with a grace period of one year. If the Member concerned pays all outstanding dues, owed up to the moment of the rescission within one year since the decision of rescission, such Member will be automatically reinstated with full rights and obligations. Conversely, if such Member fails to pay the

total amount due[2] within one year, that Member will be considered as having, *de facto,* renounced its membership, and will no longer be an IUCN Member. The latter happens automatically following the ascertainment of non-payment of outstanding membership dues and a decision neither of the Council nor of the WCC is required[3]. This means that, in principle, neither the Secretariat nor the Council may decide to extend the one-year deadline or waive in any other way the application of article 13 (b) of the Statutes.

To the Legal Adviser's knowledge, the WCC has never taken a decision against the rescission of the Members with two or more years of arrears submitted to the vote.

D. Possible options

- **Decision of the World Conservation Congress in a specific case**

As explained in the previous section, the Statutes do not provide to the Director General or the Council the possibility waive the application of rules set forth in the Statutes (i) regarding the suspension of the rights of a Member in connection with elections, voting and motions (Statutes 13 (a)) or (ii) regarding the automatic withdrawal following a WCC decision on rescission (Statutes 13 (b)). This is different for the World Conservation Congress, as the highest organ in IUCN.

The wording of the article 13 (a) of the Statutes (second part of the paragraph) indicates that the World Congress is not compelled to rescind a Member's remaining rights but "may" decide otherwise[4]. In practice, individual cases are not the object of discussions prior to the vote on rescissions (neither online in between sessions of the WCC nor at the WCC). Instead, a rescission list of all Members with two or more years in arrears at the time of decision, is put to the vote "en bloc". This means that, with the current practice, the WCC is not enabled to consider special situations individually, and to decide against the rescission of a Member in a specific case. Rather, Members vote "en bloc" in favour or against the rescission of all the Members referred to in the rescission list. However, the wording of article 13 (a) of the Statutes allows the WCC to assess the situation of each Member concerned by the potential rescission and to vote on each case separately. It gives also the possibility to the World Congress to define the conditions applicable to any rescission on ("*on such terms as the World Congress may determine*").

In this context, it would be worth exploring the possibility for the WCC to take the following decisions in a concrete case:

a) **Decision not to rescind the remaining rights of a specific Member in specific circumstances**. This would mean granting an exception to the rule by refusing the rescission in a concrete case. The WCC may decide otherwise at the time of the next round of rescission decisions, if that Member does not pay all its arrears in the meantime.

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[2] In~~After~~ consideringation of some historical documents (in particular files related to the major amendment of Statutes, Rules of Procedure and Regulations of 1996), it appears that IUCN Members, when adopting relevant provisions of the Statutes, intended to ensure ~~with the new wording~~ that all the arrears owed up until the rescission decision be paid to avoid the consequences set forth in Statutes 13 (b). In other words, partial payment would not be sufficient to avoid exclusion form IUCN membership.

[3] See on this topic the Legal Opinion from the Legal Adviser dated 30 August 2019 on the following question: "Can a State Member withdraw from membership of IUCN and re-join IUCN without having to pay any outstanding dues from the time before its withdrawal as an IUCN Member?"

[4] See also the wording in French *« Lorsque la cotisation est arriérée de deux ans, la question est soumise au Congrès mondial qui peut décider de rescinder tous les droits restants du Membre en cause. »*

b) **Decision to rescind all the remaining rights of a specific Member, subject to special terms.** The Legal Adviser is not aware that WCC has ever used such disposition since its adoption in 1996. It could be interpreted as giving the opportunity to the WCC to grant an exception to the application of the rule set forth in Statutes, but such exception should be granted with caution. Indeed, in principle, the Statutes, as adopted by the WCC, are binding even to the WCC. However, since the WCC is the highest organ of IUCN, it seems reasonable to admit that it may decide to waive the applicability of a statutory disposition in a concrete case where the special circumstances of the case justify an exception. In making such exceptional decisions, it would be advisable that the WCC does so with the same majority requirement as that provided for an amendment to the Statutes, namely a 2/3 majority.

The WCC may envisage the following special terms:

- acceptance that the payment of part of the arrears (instead of the full amount owed up until the date of the rescission) would trigger the *full* reinstatement of that Member's rights so that the concerned Member would not be deemed to have withdrawn. For example, the WCC may decide that the payment of 2/3 of the amount due within one year would be sufficient to be fully reinstated.
- acceptance that the payment of part of the arrears (instead of the full amount owed up until the date of the rescission) would trigger the *partial* reinstatement of that Member's rights so that the concerned Member would not be deemed to have withdrawn.. For example, the WCC may decide that if the concerned Members pays within one year an amount enabling that Member to be considered as being only one year in arrear, the consequence of Stat. 13 (b) would not apply. That Member would instead be considered as being in the same situation as any other Member with one year of outstanding dues, and would only be suspended as per Statutes 13 (a) first sentence. This means that such Member would be subject to a new decision of rescission by the WCC only in case it were again in a situation with two years or more of arrears at the time of the next round of decision on rescission.
- acceptance that the Member who is subject of exceptional circumstances and cannot pay its dues could remain an IUCN Member (with or without remaining rights as per Statutes 13 (a)), for longer than a year after the decision of rescission so that Statutes 13 (b) would not apply or wouldbe suspended for a limited period of time (e.g. until the next round of decision on rescissions).

Under the Statutes, the WCC could take into account special circumstances and grant justified exceptions to the rules set forth in the Statutes by defining the terms applicable to a specific decision of rescission. In order to do so, the WCC would need to (i) be made aware of the specific circumstances justifying an exception and (ii) be able to vote on such specific case separately. This may prove very difficult in practice as numerous Members may claim to have special circumstances justifying the non-payment of their membership dues.
If WCC considered rescissions on a case-by-case basis, it would be important that each case be assessed in a neutral way, without undue influence by the Member(s) concerned, i,e, influence beyond the fair right to be heard, if required. In this sense, it would be advisable that Council assesses the concrete situation of any Member concerned, based on the information prepared by the Secretariat, and makes a recommendation to the WCC regarding such Member ahead of WCC's voting. This could be done by a way of an additional note to the rescission list. Such a type of recommendation is foreseen under Statutes 46 (d), which assigns to Council the responsibility *"to report and make recommendations to the Members of IUCN and the World Congress on any matter relating to the activities of IUCN"*, or through an amendment of the Statutes expressly allowing Council to make recommendation on rescissions as follow:

Statutes 13 (a) second part of the paragraph:

"If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress which, upon recommendation of the Council, may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine." (With proposed changed underlined).

To enable the WCC to grant exceptions, it would be advisable to establish specific criteria to ensure that such exceptions are based on objective grounds and Members are treated equitably. It would also

be extremely important that the WCC is made aware of the financial implications of any given exception in order to ensure that the decision be taken in full knowledge and full consent about the consequences for the Union. In the spirit of Statutes 13 (a)'s last sentence, which is meant to apply in a concrete case, it would therefore be advisable that Council elaborates generic exception criteria which would be approved by a decision of the WCC and applied in an uniform way to all similar circumstances and

Since a decision of rescission has a huge impact on the concerned Members' rights as well as on the finance of the Union, the Council may also consider proposing an amendment to the Statutes in order to include the possible exception directly in the Statutes.

- **Delegation of the power to grant exceptions to the Council**

As explained above, a decision regarding the rescission all remaining membership rights of a Member whose dues are in arrears has the same effect as a decision of expulsion from IUCN's membership, so that it has to be taken at the level of the WCC. Any exception to this rule should therefore normally also be at the level of the WCC.

However, it would be possible that the WCC delegates this possibility to the Council at certain conditions. This would require an express delegation in the Statutes. Before making any concrete proposal, it would be advisable that the Membership Dues Task Force reflect on the following questions (as example) regarding Members experiencing difficulties for the payment of their membership dues and provide guidance:

- Shall it be possible to exclude the suspension of their rights or their rescission?
- Shall they be able to remain IUCN members even if they don't pay their dues for more than two years?
- In which circumstances should such exceptions be granted?
- Shall those circumstances be expressly foreseen in the Statutes or by at the discretion of the DG or the Council
- Shall the other IUCN Members be able to contest such a decision? If yes, what would be the appeal process?

E. Conclusion

All IUCN Members have an obligation to pay pay membership dues. IUCN's Statutes do not expressly foresee waiving such an obligation, even in particular circumstances. To the contrary, the non-respect of such obligation triggers the same consequences for all Members.

If a Member has one full year or more of membership dues outstanding, the suspension of the rights of that Member in connection with elections, voting and motions, is automatic ((Statutes 13 (a) first sentence), so that neither the Director General nor the Council may extend this deadline.

If a Member has two full years or more of membership dues outstanding, there is an obligation to submit the matter to the WCC for decision on rescission of all the remaining rights of the Member. Neither the Director General nor the Council may waive a possible decision of rescission by the WCC.

The Council's Membership dues task force may envisage a few options to enable either the WCC or the Council to take into consideration exceptional circumstances explaining the non-payment of membership dues by a specific member. The options proposed in this paper are suggestions that would need to be elaborated further, depending on which scope the Membership Dues Task Force want to pursue.

Annex 1 Proposed amendment to IUCN's Statutes and Regulation
- Conditions of readmission of State Members (C3.c.)

Approach B: without option relating readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version (all track ch
Article 14 of the Statutes **Readmission** Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 of the Statutes **Readmission** (a) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues. (b) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 o **Readmission**
Membership dues Article 26 of the Regulations If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 26 of the Regulations If a Government agency, a national and international non-governmental organisation, an indigenous peoples' organisation or an affiliate, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 14 o

Approach A: with options relating to the readmission process for Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version (all track ch
Article 14 of the Statutes **Readmission** Any former Member of IUCN meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	[New] Article 14 of the Statutes **Readmission** (c) States or political and/or economic integration organisations shall re-join IUCN by notifying the Director General of their adhesion to these Statutes, effective upon payment of the first year's membership dues. Option 1: (d) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates, may be readmitted as Member of IUCN following the same process as for admission[1], when the Council has determined that the applicant meets the qualification for membership[2]. In addition, such readmission is subject to the payment of all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal in case of application within three years from withdrawal.	[New] Article 14 o **Readmission**
	Option 2a: (b) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates, may be readmitted	

[1] See articles 8 of the Statutes and Regulations 4 to 20

[2] See article 7 of IUCN Statutes and Regulations 4 to 6

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version (all track ch
	as Member of IUCN within three years from withdrawal, when the Director General has determined through a summary review process approved by Council that it still meets the qualification for membership[3] and has paid all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal. In such a case, the Director General shall inform the Council about the readmission. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. Option 2b: (c) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates, may be readmitted as Member of IUCN within three years from withdrawal, when the Concil has determined through a summary review process that it still meets the qualification for membership[4] and has paid all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	
	Option 3a: (d) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates meeting the	

[3] See article 7 of IUCN Statutes and Regulations 4 to 6

[4] See article 7 of IUCN Statutes and Regulations 4 to 6

Existing provisions of the IUCN Statutes	Proposed amendments (with track changes)	Revised version (all track ch
	qualifications for membership may be readmitted ~~by the Council~~, in accordance with the Regulations. Option 3b: (e) Any Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliates meeting the qualifications for membership may be readmitted by the Council, in accordance with the Regulations.	

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version (all track ch
Membership dues Article 26 of the Regulations If a former Member, which is deemed to have withdrawn from IUCN, seeks readmission to membership within three years of its withdrawal, all membership dues outstanding shall be paid before the Member is readmitted. Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership.	Membership dues [New] Article 26 of the Regulations Option 1: Note that the article has been suppressed	Membership dues [New] Article 14 o Note that the artic suppressed.
	Option 2 [New] Article 26 of the Regulations Note that the article has been suppressed.	
Admission process	Option 3a Admission and readmission process	

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version (all track ch
	New article 13 of Regulations a) If a Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliate seeks readmission to membership within three years of its withdrawal, all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal shall be paid before the Member is readmitted. The Director General shall take a decision on such readmission in accordance with a summary review process approved by Council. In such a case, the Director General shall inform the Council about the readmission. If the applicant does not meet the qualification criteria for readmission, the matter shall be transmitted to Council for decision. b) Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. <u>Option 3b</u> New article 13 of Regulations c) If a Government agency, national and international non-governmental organisation, indigenous peoples' organisation and affiliate seeks readmission to membership within three years of its withdrawal, all membership dues outstanding owed up to the decision of rescission or to the voluntary withdrawal shall be paid before the Member is readmitted. If the applicant does not meet the qualification criteria for readmission, the matter shall be transmitted to Council for decision.	

Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	Revised version (all track ch
	d) Applications for admission three years or more after withdrawal shall be treated in the same way as new applications for membership. [New] Article 26 of the Regulations Note that the article has been suppressed.	

Areas for improvement of IUCN's governance – GCC follow-up to Council decision C/94/5

Areas for improvement	Required outcome	Timeline	Source	Action required
A - Strategic issues – requiring a proactive approach by designing solutions for mid-to-long-term change in the way IUCN achieves its mission[1] and vision[2]				
A.1 Study whether/how **local and regional authorities** can be included in IUCN (implementation of WCC-2016-Res-003)	WCC 2020 decision, possibly including amendments to the Statutes	C96 (Mar 2019): decision based on proposals Working Group WCC-2016-Res-003 May-Aug 2019: consultation during RCF C98 (Feb 2020): decision whether to submit to WCC 2020 for adoption	WCC-2016-Res-003 GCC report C92 p.2 GCC report C93 p.8 Decision B/IX (20Sep2018)	1. GCC considers proposal by the WG in view of approving it a as a Council motion to 2020 Congress 2. GCC defines the role of the WG until 2020 Congress
A.2 (previously B.4) Enable Council to appoint **Council global focal persons** as and when required, whether it be in a leadership or (thematic) Programme related role, depending on their ToR	Council amends Regulation 45*bis*	To be approved by Council at 2 consecutive meetings (C94 and C95)	Minutes C92 p.7 Document C/95/GCC16/1.3 Decision C/94/6	COMPLETED Decision C/95/14
A.3 Developing a **comprehensive gender approach** at IUCN	Gender equity is incorporated in a comprehensive manner in the organization, governance and policy of the Union	By C98, Feb 2020	Draft Minutes B75 p.5: "GCC recommends ToR for a Council Working Group"	1. TF develops draft plan for consideration / approval by GCC at C97 (Feb 2020) 2. GCC/Council determine whether / how to present the Plan presented to 2020 Congress

[1] The IUCN Programme 2017-20 states the mission of IUCN by reference to Article 2 of the IUCN Statutes: "The objectives of IUCN shall be to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable."
[2] The IUCN Programme defines the vision of IUCN as "a just world that values and conserves nature".

Areas for improvement	Required outcome	Timeline	Source	Action required
A.4 Proposal to establish an **elected Indigenous Council position**	Amendment to the Statutes	Presentation to C98, Feb 2020 WCC 2020	Decision C/95/12.9 Draft Minutes C95 p. 11 Council decision C96/16 enabled GCC to establish a TF to prepare a proposal by C97 (Oct 2019).	1. GCC considers proposal by the working group in view of recommending to C98 to approve it as a Council motion to 2020 Congress
B - Enhanced practices and reforms of IUCN's governance – short solutions to practical organizational challenges based on experience and the desire to increase effectiveness and efficiency				
Structural issues				
B.1 **Modify the terminology of the Statutes** to make it clear – and avoid any possible confusion - that 1) **"Regional Councillors"** have, in the first place, global responsibilities; 2) the **Chairs of the Commissions** are full members of the Council and 3) Article 62 of the Statutes applies to all Council members.	IUCN membership decision to amend the Statutes	C96 (Mar 2019): Council proposal for membership consultation C98 (Feb 2020): decision whether to submit to WCC 2020 for adoption	Proposal tabled at Council C92 Retreat Document C/95/GGC16/1.2rev2 Decision C/95/12.1	1. GCC agreed to present a Council motion with statutory amendments to Council for approval at C98 2. GCC also agreed that the next Council be requested to modify the Handbook to include a comprehensive description of the roles of the various positions on Council based on the ToR approved by Council in July 2019
B.2 Clarify, modify or develop the **requirements for establishing National, Regional and Interregional Committees (IRC) acknowledging that the establishment of IRC may have political as well as ecological motives.**	Clarity regarding the conditions for establishing National, Regional and Interregional Committees	By 2019: Council clarifies or modifies Council decision C/69/54 (Mar 2008) or amends the Regulations	Document C/93/2.7.1.1	GCC makes recommendation to C98 on the proposals presented in document C98/GCC25/1.1.2.2

Areas for improvement	Required outcome	Timeline	Source	Action required
B.3 Revise and make more efficient the **Commissions' membership renewal process** at the beginning of each quadrennium	Possible amendments to the Statutes or Regulations to clarify that Commission membership is renewed every 4 years without the need to "abolish" the Commissions	Council approval of proposal by Oct 2018	Commission Chairs Document C/95/GGC16/1.2rev2 Decision C/95/12.3 Council decision C/96/17 approves in 2nd reading the amendments to the Regulations	**COMPLETED** Council decision C/96/17
B.6 (previously C.2) Clarify issues that have been raised regarding **National and Regional Committees**: e.g. a. The status of International NGO in National/Regional Committees other than the State in which they have their seat	a and b: Legal interpretation; possibly adapt Statutes / Regulations according to interpretation; or modify the law	Council decision by March 2019 on appropriate amendment to Statutes /Regulations	a. Decision C/93/15 Document C/93/GCC/2.3	Secretariat sends note to National / Regional Committees to draw their attention to C/93/15 endorsing the interpretation
b. The status of Commissions in National and Regional Committees	Idem	b. Any amendments to the Statutes should be approved by Council for the purpose of consulting IUCN Members online and during the RCF in view of deciding at C98 (Feb 2020) whether to submit the proposal(s) to the 2020 Congress for adoption.	b. Decision C/93/18 par 3 and GCC report to C93 p.5 Legal Adviser's opinion in Document C/95/GGC16/1.2rev2 Decision C/95/12.5 Proposal GCC group approved by GCC on 22 July 2019	GCC at C98 considers the proposal of its working group to recommend C98 to approve the proposed amendments the Operational Guide for National and Regional Committees
Effective functioning				
B.5 Further **improve the motions process** based on experience / feedback from the 2016 motions process	Amendments to Rules 48 to 73 and relevant other instruments/systems	Council proposal to IUCN Members by Oct 2018 for approval by e-vote in early 2019 in time to apply to the	WCC-2016-Dec-113 and GCC report to C93 p.8-9	GCC considers proposal by the working group in view of proposing it to C98 for approval as a

Areas for improvement	Required outcome	Timeline	Source	Action required
		motions process 2019-20	Document C/95/GCC16/1.1rev Decision C/95/11	Council motion to 2020 Congress
B.9 Secretariat to maintain and make accessible to Council members an **updated calendar with major events** (co)organized/sponsored by IUCN (HQ and the regions) or to which IUCN contributes (e.g. with speakers), enabling Council members to be informed and consider meaningful participation.	Effective engagement of Council members in the regions	By C95 (October 2018)	Bureau WG Minutes B74 p.2	COMPLETED Cf. DG's message to Council 20 Jul 2018 with link to Portal
REMOVED B.12 Implications of harmonisation of operational and Statutory Regions to be considered in 2019		By October 2019	Decision C/95/12.8 Draft Minutes C95 p. 11: "GCC Working Group to prepare recommendation for Council"	**REMOVED** GCC report to C96 p.4
Transparency, independence and integrity				
B.7 Guidance to IUCN's **National, Regional and Interregional Committees** to ensure their transparency, independence and integrity, incl. brand coherence and consistency when they operate outside their territory; effective implementation of the Operational Guidance for National/Regional Committees; and effective Council oversight TENTATIVE WORDING - PENDING CLARIFICATION BY DG AND CHAIR GCC	Modification of Operational Guidance for National/ Regional Committees approved by Council or amendment of Regulation 66*bis* or other actions, as appropriate	Council decision by end 2019, following consultation of National/Regional Committees regarding modifications to the Operational Guidance	Minutes C92 p. 5 Minutes B73 p. 4 Minutes B74 p. 3	GCC considers proposals presented in C98/GCC25/1.1.2.2
B.8 **Improving the scientific and professional independence, transparency and integrity** of the work carried out by the Commissions, the Secretariat and Council members and avoid potential conflicts of interest	Certain aspects could be addressed by amending relevant Codes of Conduct, other aspects by amending the Statutes	Any amendment to the Statutes: Council proposal to IUCN Congress 2020, by early 2020 or by April 2019 if information / consultation is required during RCF	Regarding indepen-dence of "IUCN's technical role" in the context of the moti-ons process: cf. minutes C91 and C93 (p.4), and document	Is part of the proposals prepared for line item B.5 above

Areas for improvement	Required outcome	Timeline	Source	Action required
			C/93/GCC/3.2.1. See amendment to Statutes included by C95 in the set of proposals for e-discussion of Members Decision C/95/11	
Oversight				
B.10 Clarify Council role in the **appointment by DG of senior positions in the Secretariat** (compliance with the principles established in the Staff Rules).	Update the Staff Rules as required	Council approval of revised Staff Rules by C95 (October 2018)	Input from Council members 2012-16 Report of FAC to C95 p. 12	**COMPLETED** Staff Rules approved by Decision C/95/10
B.11 Council to access and receive the information required enabling it to effectively exercise its oversight and strategic direction roles, in all areas including finance, HR and One Programme approach.	The Strategic Planning and Reporting Framework (Annex 2 to the Council Handbook) is adjusted as required	Bureau decision by end 2018 following the discussion in C95 of the interim results of the external review of IUCN's governance	Minutes B73 p. 6 Minutes B74 p. 3	**COMPLETED** Covered by the Management Response to the External Review of IUCN's Governance approved by Council 8 January 2020
C - Corrections, clarifications, guidelines or procedures required to implement specific provisions of the Statutes, Rules and Regulations				
C.1 Issues related to **election procedures**: e.g. a. Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30*bis*	Council approval of procedures	Procedures, to be effective before the Call for nominations (mid-2019)	Minutes B/69 p.1 Document C/95/GGC16/1.2rev2 Decision C/95/12.2	**COMPLETED** Approved by C96
b. Examine possible solutions to **avoid that some constituencies are excluded** because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through national structures	Legal interpretation; possibly adapt Statutes / Regulations accordingly or modify the law	C98 (Feb 2020): GCC recommendation whether to make proposal to WCC 2020 incl. possible amendments to Statutes	Correspondence between the Election Officer, the DG, the Chair of the Caribbean Regional Committee and election candidates (prior to 2016 WCC)	GCC has accepted the proposal by the working group in order to propose it to C98 for approval as a Council motion to 2020 Congress

Areas for improvement	Required outcome	Timeline	Source	Action required
			Document C/95/GGC16/1.2rev2 Decision C/95/12.6	
C.2 Clarify Regulation 94 regarding the **procedures for electronic votes** of the IUCN Members based on experience: e.g. a. Specify whether quorum of Article 36 Statutes is achieved when IUCN Members receive the URL; b. Specify whether not responding to a voting question will be regarded as having abstained in the same way as clicking the "abstention" button. c. Clarify whether abstentions are counted as part of the vote	Clarify voting procedures and guidelines;	Council decision by October 2018 (prior to the e-vote on amendments to the Rules regarding the motions process in early 2019)	Rulings by the Legal Adviser on issues raised in the "Guidance note on electronic voting" for votes held in 2015-16 Document C/95/GGC16/1.2rev2	**COMPLETED** a. Decision C/95/12.7 b. Taken up by Council proposals on the motions process (B.5 above) c. Idem
C.3 Clarify the provisions regarding **membership admission and rights**, such as: a. Inconsistency between Article 12 (a) (iii) (all Members) and Regulation 14 (Members eligible to vote) b. Add a provision in the Statutes to explain the meaning of "Member eligible to vote" c. Should Regulation 26 also apply to State Members? d. Clarify conditions for change of membership category or situations in which legal status of Members change (incl. whether Members becoming (semi) for-profit can remain IUCN Member)	a, b, c and d: Legal interpretation; possibly adapt Statutes / Regulations accordingly or modify the law	Council decision by 2019	a, b, c and d: experience UDG	a. The amendments are submitted for approval in 2nd reading by C98 b, c and d are to be considered by GCC at C98 on the basis of document C98/GCC25/1.1.2.3
C.5 (previously B.6) Provide a harmonized **process for filling a vacancy for IUCN Treasurer, Commission Chairs and Regional Councillors** (taking into account decision C/95/13 and B/73/1 – procedure for filling a vacancy for Regional Councillor)	Procedure and / or amendments to the Regulations (incl. notice period for giving resignation)	To be approved by Council by end 2019 (in the case of amendments to the Regulations: approval by Council at 2 consecutive sessions)	Bureau Minutes B/73 p. 2	**COMPLETED** Approved by C97 (October 2019)

From: IUCN Members
To: DE WEVER Luc
Subject: IUCN - Council 97 decisions online and proposed amendments to IUCN Regulations
Date: 08 November 2019 16:30:39

To: IUCN Members:

CC: National and Regional Committees, IUCN Leadership Team, IUCN Councillors, Director General ai.i., IUCN Leadership Team, Membership Focal Points, Union Development Group

97th Council decisions available online

and

Proposed amendments to the IUCN Regulations aiming to clarify the admission process for IUCN Members

Deadline for comments or objections: 8 February 2020

Dear IUCN Members,

During its 97th meeting of 19-22 October 2019, the IUCN Council approved, in first reading, two amendments to IUCN Regulations 14 and 15 and will include their definitive approval, in second reading, in the draft agenda of the next (98th) Council meeting to be held from 8 to 11 February 2020 subject to modifications, as the case may be, in light of any comments or objections received.

IUCN Members are therefore invited to submit comments or objections, if any, by **8 February 2020** in accordance with Article 102 of the IUCN Statutes.

As part of its on-going work to review the effectiveness and efficiency of IUCN's governance and its processes, the IUCN Council's Governance and Constituency Committee, with the support of IUCN's Legal Adviser, recommended to Council, which accepted, to correct a contradiction between the Statutes and the Regulations.

Article 12 (a) (iii) of the Statutes accords all Members of IUCN the right *"to express an opinion on application for admission as new Members"* while Regulations 14 and 15 explicitly state that only *"Members of IUCN eligible to vote"* shall be informed of membership applications and exercise their right to object to an application.

The term *"Member eligible to vote"* refers to a Member who, in addition to being a Member in Category A, B or C, has also paid its membership dues up to and including the year

preceding the exercise of a membership right.

Currently, the practice of the Secretariat is to send notices of membership applications to all IUCN Members but when objections are received, the Secretariat ensures that only those objections coming from IUCN Members eligible to vote are considered by Council in accordance with Regulation 15.

The correction proposed by Council is to strike out the words *"eligible to vote"* in Regulations 14 and 15.

The result of this change would be that all Members, whether or not eligible to vote, would be entitled to give an opinion and make an objection to new applications unless these rights (to express an opinion and make an objection) have been rescinded together with all other rights of the Member concerned in accordance with Article 13 of the Statutes.

When proposing this amendment, Council considered it useful to take into account any objection regarding a membership application, even if such objection comes from an IUCN Member not eligible to vote. Council also noted that while it considers all the information at its disposal in making its decisions regarding admissions, it is not bound by any objections received from IUCN Members.

The proposed amendments can be found in Table 1 below.

Please send your comments or objections, if any, to membership@iucn.org by **8 February 2020**.

Please also note that the Decisions of the 97th Council meeting are now available online.

With kind regards,

Members' Coordination Unit

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

Proposed amendments to the Regulations

aiming to clarify the admission process for IUCN Members

Amend-ment #	Existing provisions of the IUCN Regulations	Proposed amendments (with track changes)	New text of the IUCN Regulations as amended (all track changes 'accepted')
1.	Regulation 14 The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN eligible to vote.	Regulation 14 The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN ~~eligible to vote~~.	Regulation 14 The Director General shall mail notice of the applications together with the appropriate information on the applicants, to the Members of IUCN.
2.	Regulation 15 When a Member eligible to vote exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.	Regulation 15 When a Member ~~eligible to vote~~ exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.	Regulation 15 When a Member exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14.

98th Meeting of the IUCN Council, Gland, 8-11 February 2020

25th Meeting of the Governance and Constituency Committee

Agenda Item GCC25/2.2

Consideration of 36 membership applications

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council on the 36 following membership applications:

1. 32 new membership applications, which have been filed by 30 September 2019, have received no objections from IUCN Members and fulfil the requirements of the IUCN Statutes and Regulations;

2. One (1) membership application from Fondazione UNA, Italy, which was filed by 30 September 2019 and received one objection from an IUCN Member.

3. One (1) membership application from Wildlife Direct, Kenya, which had been filed by 31 March 2019, received objections from IUCN Members, and for which the decision was deferred to the 98th Council (October 2019).

4. Two (2) membership applications from 1.Centre for Supporting Green Development (GreenHub), Vietnam, 2. Flemish Institute for Technology Research, Belgium, which had been filed by 31 March 2019, received no objections from IUCN Members, and for which the decision was deferred by GCC by e-mail correspondence and during its 22nd, 23rd and 24th meetings in October, November and December 2019.

Background

The application and admission process for any organisation/institution interested in becoming an IUCN Member is regulated by the IUCN Statutes and Regulations (Articles 6 to 11 of the Statutes and Regulations 7 to 20).

Consideration of the membership applications

The Governance and Constituency Committee is invited to consider the 36 membership applications and to make a recommendation to the 98th meeting of Council. As per the admissions process, all applications where shared with IUCN Members (Regulation 14).

1. Thirty-six (32) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations

The Governance and Constituency Committee is requested to make a recommendation to Council on the 32 new membership applications which have received no objections from IUCN Members. See **Annex I** for the list of applications. *In the table of Annex I, click on the link in the right hand column to open the application form with the information provided by each applicant and the assessment form completed by the Secretariat when reviewing membership applications.*

These 32 applications were submitted by the deadline of 30 September 2019 and circulated to IUCN Members on 13 December 2019. Members with voting rights had until 10 January 2020 to submit an objection (Regulation 15).

Following Council decision C/94/13, Councillors and National/Regional Committees were requested to answer a set of questions on each new submitted application. The feedback received for some of the applications is available through the links provided for each application in **Annex I**. Additional questions to applicants, also endorsed by Council in May 2018, were answered directly by the applicants through the application form, also available through the links in **Annex I.**

2. One (1) membership application from 29. Fondazione UNA, Italy which was filed by 30 September 2019 and which received one objection from an IUCN Member.

The application from Fondazione UNA was submitted by the deadline of 30 September 2019 and circulated to IUCN Members on 13 December 2019. Members with voting rights had until 10 January 2020 to submit an objection (Regulation 15). **One (1) objection was received from an IUCN Member, Legambiente Onlus, Italy.** In line with Regulation 17, the applicant was given 3 weeks (until 4 February 2020) to provide a reply to the objections raised. A reply has not been received to-date. The Italy National Committee of IUCN Members was asked for feedback but no information has been received so far.

The **full background documentation** (application form, endorsement letters, statutory documents, objections received from IUCN Members) is available below or through **Annex I**.

(In the summary table below, click on the link in the right hand column to open the application form and all the background documents).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Endorsement by	Objections by	Docu-ments
West Europe	29	Fondazione UNA (UNA Foundation)	UNA	Italy	NG	1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diano and Alburni, Italy	1. NG/1390 Legambiente Only, Italy	UNA

NG: National non-governmental Organisations

3. One (1) membership application from 34. Wildlife Direct, Kenya, which had been filed by 31 March 2019 and which received objections from IUCN Members.

The application from Wildlife Direct, Kenya was submitted by the deadline of 31 March 2019 and circulated to IUCN Members on 13 June 2019. Members with voting rights had until 11 July 2019 to submit an objection (Regulation 15). **Two (2) objections were received from IUCN Members.** In line with Regulation 17, the applicant was given 3 weeks (until 15 August) to provide a reply to the objections raised. A reply was sent. The necessary due diligence checks have been processed.

During its call in December 2019, GCC requested for feedback from the Chair of the Southern and Eastern Africa Regional Committee. This information was received and is available on page 24 of Annex II indicated below.

The **full background documentation** (application form, endorsement letters, statutory documents, objections received from IUCN Members, reply from the applicant to the objections and feedback from due diligence process) is available through Annex II.

(In the summary table below, click on the link in the right hand column to open the application form and all the background documents).

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Endorsement by	Objections by	Docu-ments
North America and the Caribbean	45	Wildlife Direct	WLD	Kenya	NG	1. IN/274 African Wildlife Foundation, Kenya 2. NG/24695 Nature Kenya	1. NG/25616 Safari Club International Foundation, USA 2. NG/25500 Dallas Safari Club, USA	Wildlife Direct

NG: National non-governmental Organisations

4. Two (2) membership applications from 35. Centre for Supporting Green Development (GreenHub), Vietnam, 36. Flemish Institute for Technology Research, Belgium, which had been filed by 31 March 2019, which received no objections from IUCN Members, and for which the decision was deferred by GCC by e-mail correspondence and during its 22nd, 23rd and 24th meetings in October, November and December 2019.

The applications from **35. Centre for Supporting Green Development (GreenHub), Vietnam, 36. Flemish Institute for Technology Research, Belgium,** were submitted by the deadline of 31 March 2019 and circulated to IUCN Members on 13 June 2019. Members with voting rights had until 11 July 2019 to submit an objection (Regulation 15). **No objections were received but concerns were raised by members of the GCC** when considering these applications by e-mail correspondence in August-September 2019. Due to lack of time during the 97th meeting, these applications were not discussed and automatically deferred for decision to the next meeting. During its calls in November and December 2019, GCC requested additional information from the applicants, namely:

35. Centre for Supporting Green Development (GreenHub), Vietnam
GCC understands that this is not a consultancy company but that they are engaged in conservation. GCC requested a clear summary on the conservation track record over the last 3 years.
The additional information was provided and is available here (page 9) - or through Annex I.

36. Flemish Institute for Technology Research, Belgium
GCC recommended that VITO applies in the membership category of government agency (GA) instead of Affiliate. The applicant was informed but declined the proposal on the grounds that they do not consider themselves as a government agency. Being labelled as a "government agency" in the IUCN context will set a precedent for their engagement in other initiatives.

The additional information was provided and is available here (page 13) - or through Annex I.

The decision on these two applications was deferred to the 25th GCC/98th Council.

Annex I

Membership applications to be considered by GCC/Council in February 2020

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Organisation pour la Nature, l'Environnement et le Développement du Cameroun (Organization for the Nature, Environment and Development of Cameroon)	ONED	Cameroon		NG		Oned
	2	Associacão para a Defesa do Ambiente e Desenvolvimento (Association for Environmental Protection and Development)	ADAD	Cape Verde	#REF!	NG	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal 2) NG/25207 Association Naforé pour la Protection de l`Environnement, Mauritania	ADAD
	3	Namibian Chamber of Environment	NCE	Namibia	www.n-c-e.org	NG	1) NG/1080 Namibia Nature Foundation 2) NG/25510 Namibrand Nature Reserve, Namibia	NCE
	4	Réseau Régional d'Aires Marines Protégées en l'Afrique de l'Ouest (Marine Protected Areas Network of West Africa)	RAMPAO	Senegal	www.rampao.org	NG	1) NG/1506 Association Sénégalaise des Amis de la Nature, Senegal 2) NG/24682 Centre de Suivi Ecologique, Senegal	Rampao
Meso and South America	5	Asociación Conservacionista Misión Tiburón (Misión Tiburón Conservationist Association)	MT	Costa Rica	www.misiontiburon.org	NG	1) NG/25426 Asociación Costa Rica por Siempre, Costa Rica 2) NG/25454 Rainforest Trust, USA	MT
	6	Centro Rescate de Especies Marinas Amenazadas (Endangered Marine Species Rescue Center)	CREMA	Costa Rica	www.cremacr.org	NG	1) IN/25238 Asociación Mesoamericana para la Biología y la Conservación, Costa Rica 2) NG/24905 Fundación MarViva, Costa Rica	CREMA

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	7	Fondo para el Sistema Arrecifal Mesoamericano (Mesoamerican Reef Fund Inc.)	MAR Fund	Guatemala	www.marfund.org	NG	1) NG/1199 FUNDAECO-Fundación para el Ecodesarrollo y la Conservación, Guatemala 2) NG/25401 Fondo Mexicano para la Conservación de la Naturaleza A.C., Mexico	MAF Fund
	8	Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental (Ramsar Regional Center for Training and Research for the Western Hemisphere)	CREHO	Panama	https://creho.org	NG	1) NG/1249 Fundación para la Protección del Mar, Panama 2) NG/22351 Asociación Centro de Estudios y Acción Social Panameño, Panama 3) NG/25034 Parque Natural Metropolitano, Panama	CREHO
	9	Asociación Interétnica de Desarrollo de la Selva Peruana (Interethnic Association for the Development of the Peruvian Rainforest)	AIDESEP	Peru	http://www.aidesep.org.pe/	IP	1) IP/25726 Federación Nativa del Río Madre De Dios y Afluentes, Peru 2) NG/992 Sociedad Peruana de Derecho Ambiental, Peru	Aidesep
North America & the Caribbean	10	Ocean Wise Conservation Association	OW	Canada	www.ocean.org	AF	1) GA/565 Canadian Museum of Nature, Canada 2) NG/595 Canadian Wildlife Federation, Canada 3) Canada National Committee of IUCN Members	OW
	11	Bureau of Ocean Energy Management, U.S. Department of the Interior	BOEM	USA	www.boem.gov	GA	n/a	BOEM

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
North America & the Caribbean	12	Center for Biodiversity Outcomes, Arizona State University	CBO	USA	https://sustainability.asu.edu/biodiversityoutcomes/	NG	1) NG/25554 Cornell Botanic Gardens, USA 2) NG/25021 Cordio East Africa, Kenya	CBO
	13	Center for Conservation Strategy, The New York Botanical Garden	CCS, NYBG	USA	https://www.nybg.org/plan-research-and-conservation/center-for-conservation-strategy/	NG	1) NG/25554 Cornell Botanical Gardens, USA 2) NG/24650 American Museum of Natural History, USA	CCS NYBG
	14	Rasmussen Family Foundation		USA		NG	1) NG/25568 Madagasikara Voakajy, Madagascar 2) NG/25026 Fundacion ProAves, Colombia	Rasmussen
South and East Asia	15	China Green Foundation	CGF	China	http://www.cgf.org.cn	NG	1) NG/752 China Wildlife Conservation Association, China 2) NG/25184 Chinese Society of Forestry, China	CGF
	16	Guangxi Biodiversity Research and Conservation Association	BRC	China	www.gxbrc.org.cn	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25615 Shenzhen Mangrove Wetlands Conservation Foundation, China 3) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	BRC
	17	Guangzhou Haizhu Wetland Center for Research and Education	HWCRE	China	http://www.haizhu.gov.cn/	NG	1) NG/25373 Society of Entrepreneurs & Ecology, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	HWCRE

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
South and East Asia	18	Land Consolidation & Rehabilitation Center, Ministry of Natural Resources	LCRC	China	www.lcrc.org.cn	AF	n/a	LCRC
	19	National Marine Data and Information Service	NMDIS	China	www.nmdis.org.cn	AF	n/a	NMDIS
	20	Shanghai Daorong Conservation and Sustainable Development Center	DCSD	China	www.daorong.org.cn	NG	1) NG/25487 China Mangrove Conservation Network, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	DCSD
	21	Shenzhen Hua Ecological Environmental Protection Foundation	OCT-HF	China	www.oct-huafoundation.org.cn	NG	1) NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	OCT-HF
	22	Eco Roots Foundation		India	www.ecorootsfoundation.org	NG	1) NG/25518 COORG Wildlife Society, India 2) NG/25313 OMCAR Foundation, India	Eco Roots
	23	Isha Outreach	IO	India	https://ishaoutreach.org	NG	1) NG/481 World Wide Fund for Nature, India 2) NG/25518 COORG Wildlife Society, India	IO
	24	Network for Certification and Conservation of Forests	NCCF	India	www.nccf.in	NG	1) NG/25323 The Corbett Foundation, India 2) NG/25180 Aaranyak, India 3) NG/25287 Wildlife Trust of India	NCCF

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	25	Direction Générale des Services, Ville de Marseille (General Services Department – City of Marseille)		France	http://marseille.fr	AF	1) AF/1313 Conservatoire du littoral, France 2) IN/1580 Tour du Valat, France 3) France National Committee of IUCN Members	Gen Service Marseille
	26	Direction Sites et Espaces Naturels de la Métropole Aix-Marseille-Provence (Directorate of Sites and Natural Areas of the Aix-Marseille-Provence Metropolis)	MAMP	France	www.ampmetropole.fr	AF	1) France National Committee of IUCN Members 2) AF/1313 Conservatoire du Littoral, France	MAMP
	27	Institut National de la Recherche Agronomique (French National Institute of Agronomic Research)	INRA	France	www.inra.fr	AF	1) AF/25758 Agence française pour la biodiversité, France 2) NG/350 France Nature Environnement, France 3) France National Committee of IUCN Members	Inra
	28	SHARKPROJECT International e.V. (SHARKPROJECT)		Germany	https://www.sharkproject.org	IN	1) NG/24905 Marviva Foundation, Costa Rica2) NG/25149 Wi	Sharkproject
	29	Fondazione UNA (UNA Foundation)	UNA	Italy	www.fondazioneuna.org	NG	1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diano and Alburni, Italy	Una
	30	Ajtte - svenskt fjäll- och samemuseum (Ajtte, the Swedish museum for Saami culture and the mountain region)	AJTTE	Sweden	www.ajtte.com	IP	1) ST/767 Ministry of the Environment and Energy, Sweden 2) NG/151 Swedish Society for Nature Conservation, Sweden 3) Sweden National Committee of IUCN Members	AJTTE

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	31	Stichting Amazon Conservation Team Europe	ACT Europe	The Netherlands	www.amazonteam.org	NG	1) NG/409 WWF-The Netherlands 2) NG/7524 Tropenbos International, The Netherlands	ACT-Europe
	32	International National Trusts Organisation	INTO	United Kingdom	www.intoorg.org	NG	1) NG/406 National Trust of Fiji Islands 2) NG/1597 Saint Lucia National Trust 3) United Kingdom National Committee of IUCN Members	INTO
	33	Population Matters		United Kingdom	https://populationmatters.org/	NG	1) IN/222 Fauna and Flora International, UK 2) NG/792 Nigerian Conservation Foundation, Nigeria	Population

Applications deferred from previous GCC meetings

Africa	34	Wildlife Direct Kenya	WLD	Kenya	www.wildlifedirect.org	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	WildlifeDirect
South and East Asia	35	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	www.greenhub.org.vn	NG	NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and	GreenHub
West Europe	36	Flemish Institute for Technology Research	VITO	Belgium	www.vito.be	AF	n/a	VITO

Applicant's Mission, Objectives and Activities

(for all categories)

Quick links to documents (click on text below):
Endorsement letters
Reply from applicant to objections
Statutory documents
Objections from Members
Feedback from Due diligence process

As per the Statutes, "the applicant has as one of its central purposes the achievement of IUCN's objectives and a substantial record of activity in the conservation of nature and natural resources.
The objectives and track record of the applicant[26] embody to a substantial extent :

(i) the conservation of the integrity and diversity of nature; and, either or both:
(ii) the aim to ensure that any use of natural resources is equitable and ecologically sustainable;
(iii) dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN"

[Statutes, Article 7 (b) and (c)]

IMPORTANT: This section will be used to notify IUCN Members of your application and in the documentation submitted to IUCN Council without editing. Please stick to the maximum number of words indicated for each field otherwise part of your text will be cut.

Name of organisation WildlifeDirect

Country: Kenya

Description of your organisation/institution:
Maximum 100 words

WildlifeDirect was founded in 2004 by the prominent Kenyan conservationist and paleoanthropologist, Dr. Richard Leakey, and former World Bank Representative to Kenya, Harold Wackman. It was initially conceived as an online platform to provide a voice to African conservationists to protect wildlife as an important global heritage.
The organization holds a unique and special role in the conservation of Kenya's wildlife through our legal and advocacy, community, outreach and education programs and wildlife TV series

Mission/Vision of your organisation/institution:
Maximum 100 words

WildlifeDirect vision is "Changing hearts, minds and laws to ensure Africa's critical species endure forever.

Our mission is "Connecting people to their wildlife and nature and inspiring them to value and act to conserve it."

[26] These can take many forms, including field action, community involvement, research in the natural and social sciences, policy development, advocacy, legal activities, education and public awareness, and fundraising where these are for purposes in line with the mission of IUCN. While determining the relative importance of an activity is necessarily to some extent subjective, it is here considered that "substantial" can be assessed in terms of the applicant's programme and projects, resource allocations, organisational structures and outputs.

Summary of your organisation's/institution's objectives as they appear in your Statutes / Bylaws / Articles of Association / other statutory document:

Maximum 300 words

Some of the objectives of the organisation are:-

a) to prevent of cruelty to animals including (i) the preservation and protection of their natural habitat and (ii) the support and conduct of research and the gathering, publication and communication of information concerning animals who are or may be subject cruelty and to support conservation of wildlife in eastern Africa generally with particular emphasis in Kenya;

b) to solicit and to accept gifts of money, securities, and real and personal property and interests therein, to invest and reinvest the funds of the company without being limited as to the kind or amount of any investment, and to lend money at such rates of interests as the corporation may deem advisable;

c) to retain or distribute any assets (whether real or personal property or interests therein) received or acquired by the corporation and to administer such assets, together with any income therefrom, with full power of disposition and control, unless otherwise limited by the terms and conditions applicable to specific gifts, devices, or bequests made to and accepted by the company;

d) to purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, employ, sell, lend, lease, exchange, transfer, or otherwise deal in and with, bonds and other obligations, shares, or other securities or interests issues by others, whether engaged in similar of different pursuits or in governmental or other activities;

e) to perform and do, either directly or indirectly and either alone or in conjunction or co-operation with other persons and organizations of every kind and nature, all other acts and things incidental to or in furtherance of the accomplishment of the purposes of the company;

f) to carry out the purposes of the company alone or in conjunction with other exclusively charitable, scientific, literary, or educational organizations;

Achievements: Describe your organisation's/institution's main achievements over the last three years and indicate any IUCN projects, involving IUCN Members or not, in which your organisation has been involved (i.e. projects which have already been implemented, etc).

Maximum 500 words

WildlifeDirect launched its flagship campaign, Hands Off Our Elephants, under the patronage of the First Lady of Kenya, Her Excellency Margaret Kenyatta. For the first time in history, a First Lady of Africa adopted a conservation campaign. Over the past few years, the campaign has been widely recognized for its singular successes in advocacy and generating unprecedented local support for wildlife conservation never before witnessed in Kenya.

In 2016 we were able to launch NTV Wild which is a pioneering initiative spearheaded by WildlifeDirect in collaboration with the Kenyan broadcaster NTV and Kenyan Wildlife Service (KWS). Following negotiations and lobbying by WildlifeDirect CEO Paula Kahumbu, National Geographic and other leading distributors of wildlife documentaries, generously agreed to allow them to be shown free of charge on Kenyan TV to more than 5 million viewers. NTV Wild broadcasted top quality full-length wildlife documentaries once a week on prime-time TV. while its sister program NTV Wild Talk, featured in-depth discussion and film reports on current issues relating to wildlife conservation and the environment in Kenya and across Africa in 58 episodes.

Through our legal program, we engage with all relevant wildlife law enforcement authorities in Kenya to strengthen their response to wildlife crime. It engages with these authorities through several targeted activities. In 2017, we trained 60 prosecutors and investigation officers on wildlife crime. In response to wildlife crime cases in Kenya, we have launched three court monitoring reports which highlights the key areas kenya needs to work on to ensure justice for wildlife.

WildlifeDirect in 2017 was the host for the Global March for Elephants Rhinos and Lions in Nairobi Kenya. The march is a global movement that calls upon governements, the civil society, grass root communities and all stakeholders to be proactive and collaborative in order to ensure the survival of crirtical species. The march attracted 3000 participants from across the country.

Additional questions:

Provide concrete examples of how your organisation contributes to conserving the integrity and diversity of nature:

Through the Hands Off Our Elephants Campaign we create awarness on the plight of endangered speices in Africa. Our legal program ensures that we are bale to identify and document the outcomes of wildlife crime cases in Kenya and also measure the performance of investigatory, prosecutorial and judicial processes in responding to wildlife crime in Kenya. We are nuturung a generation of Wildlife Warriors who love and value nature and wildlife. Through our television series, we have been able to bring nature to the homes of millions of Kenyans who can now value nature.

IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. Does your organisation have a position about sustainable use? If so, please give details. If available in your organization, please provide concrete examples of how your organisation advances the sustainable and equitable use of resources.

WildlifeDirect does not support consumptive use of wildlife owing to the history of past failures, endemic corruption and lack of structural and legal capacity. We support other forms of benefits generation from wildlife including photography, film, education and eco-tourism.

Does your organisation carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources? If so, please specify.

NO

Is your organisation committed to engage in a respectful and collegial way with other Members of IUCN?

YES

Map the activities of your organisation against the *IUCN Programme 2017-2020*[27], results that IUCN Programme Areas aim to have a positive impact on:

☒ **1: Valuing and conserving nature**
The activities of your organisation ensure that the conservation status of biodiversity is enhanced.

☒ **2: Promoting and supporting effective and equitable governance of natural resources**
The activities of your organisation ensure that IUCN's work on people-nature relations, rights and responsibilities and the political economy of nature is consolidated.

☒ **3: Deploying nature-based solutions to address societal challenges**
The activities of your organisation address the global challenges (climate change, food, development) through the use of nature-based solutions

[27] The *IUCN Programme 2017-2020* identifies three Programme Areas (Valuing and Conserving Nature, Promoting and supporting effective and equitable governance of nature´s use, Deploying nature-based solutions to address societal challenges in climate, food, development) and a related set of thematic results. These Areas target critical issues that need to be addressed to tackle the conservation challenges of today and tomorrow, and to reflect the lessons we have learned in the implementation of previous programmes of work. To read more about the IUCN Programme, please consult our website: https://www.iucn.org/secretariat/about/programme-work-and-reporting/programme

Reason for joining IUCN

- [x] **To share knowledge**
- [x] **To network/establish partnerships**
- [x] **To influence the environmental policy**
- [ ] **Other:**

Maximum 50 words

Assessment form for membership applications

GA: Government agency | *NG: National non-governmental organisation* | *NC: National/Regional Committee*
IN: International non-governmental organisation | *IP: Indigenous peoples' organisations* | *AF: Affiliates* | *CL: Councillor* | *RO: Regional office*

Applicant category and ID number:	**NG/25848**
Organisation name (original):	**WildlifeDirect Kenya**
Organisation name (in English[1]):	**WildlifeDirect Kenya**
Country/territory/State and Statutory Region:	**Kenya/Africa**
To be presented for admission on/in: (by MU)	**August 2019**

	What needs to be checked by category							Due diligence checks[2]				Does it meet IUCN require-ments?	Clarification on why it does not meet IUCN requirements?
Ref	**Requirement / admission criteria**	**GA**	**IN**	**NG**	**Univ.[3]**	**IP**	**AF[4]**	**NC**	**CL**	**RO**	**Web**	**Yes –no - n/a**	
Art. 5b	Forms part of the State Machinery	x					x (for GA only)						
Art. 5d/e	Incorporated within a State *[document of incorporation (not compulsory to send) OR applicant's statutes]*		x	x	x		x (for IN/ NG/Univ. only)					Yes	Please note the change of names as indicated in the certificate of incorporation. The organisation has evolved and is now called Wildlife Direct.
Art. 5f	Shall be institutions and associations established by indigenous peoples for the advancement of indigenous communities *[applicant's statutes/incorporation doc.]*					x	x (for IP only)						
Art. 7a	Shares and supports IUCN objectives *[applicant's statutes]*	x	x	x	x	x	x					Yes	
Art. 7b	Has one of its central purposes to achieve IUCN's objectives around nature conservation (described in Art. 2) *[applicant's statutes]*	x	x	x	x	x	x					Yes	
Art. 7b	Has substantial record in conservation of nature *[Application Form > Achievements]*	x	x	x	x	x	x					Yes	
Art. 7c	Objectives and track record embody: *i) conservation of the integrity and diversity of nature; and, either or both[5]:* ii) *aim to ensure that any use of natural resources is equitable and ecologically sustainable* iii) *dedication to influencing, encouraging and assisting societies to meet the objectives of IUCN*	x	x	x	x	x	x					Yes	

[1] This should be the official existing translation or an agreed translation as provided by a reliable translator. MFPs should check that the translation is accurate. UDG can assist with the translation of the name if necessary.
[2] Relevant National Committees or Regional Committees, if any, Regional Offices and regional Councillors will be requested to answer a set of questions to confirm that the applicant meets with IUCN requirements.
[3] Universities are part of the NG category, but have to fulfil slightly different criteria.
[4] GA/IN/NG/IP wishing to apply as AF are still required to fulfil the basic requirements of GA/IN/NG/IP respectively. Indications are provided in the AF column accordingly. For example for a GA applying as AF, it is essential that this GA complies with Article 5(b) of the Statutes, being one of the criteria for admission of a GA. Whereas, an NG/IN would have to comply with Article 5 (d/e) of the Statutes but not 5 (b).
[5] Has to meet criterion (i) and at least one of the criteria (ii) or (iii).

	What needs to be checked by category							Due diligence checks[2]				Does it meet IUCN require-ments?	Clarification on why it does not meet IUCN requirements?
Ref	**Requirement / admission criteria**	**GA**	**IN**	**NG**	**Univ.[3]**	**IP**	**AF[4]**	**NC**	**CL**	**RO**	**Web**		
Art. 7d	Does not pursue activities that conflict with IUCN's objectives/activities *[applicant's statutes]*	x	x	yes	x	x	x	x			x	Yes	
Additional questions set by GCC	1) Contributes to conserving the integrity and diversity of nature.		x	x	x	x	x	x			x	Yes	
	2) Confirms that the IUCN's Sustainable Use Policy is central to the achievement of its objectives. This policy requires that all use of natural resources be sustainable, but does not suggest that every species or ecosystems should be used. The applicant confirms its position on sustainable use and concrete examples are provided.		x	x	x	x	x	x			x	Yes	Doesn't support consumptive use
	3) Has a substantial record of activity in the conservation of nature *[Achievements section of application form]*		x	x	x	x	x	x			x	Yes	
	4) Does not carry out any activities that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources.		x	x	x	x	x	x			X	Yes	
	5) Confirms that it is committed to engage in a respectful and collegial way with other Members of IUCN?		x	x	x	x	x	x			x	Yes	
Reg. 5a(i) Reg. 5b(i) Reg. 5bis(i) Reg. 6a	Is Not-for-profit *[applicant's statutes]*		x	x	x	x	x (for IN/ NG/Univ. only)				x	Yes	
Reg. 5a(ii) Reg. 5b(ii) Reg. 5bis(ii) Reg. 6b	Has been in existence for at least 3 years *[document of incorporation (not compulsory to send) OR applicant's statutes]*		x	x	x	x	x (for IN/ NG/Univ. only)				X	Yes	
Reg. 5a(iii) Reg. 6f	Has a board that is autonomous and independent[6] *[applicant's statutes]*		x	x			x (for IN/NG only)				x	Yes	

[6] Is deemed to mean a board whose decision-making processes adhere to the provisions contained in the statutes/articles, regulations/bylaws and other constitutive institutional instruments, and are not controlled or unduly influenced through financial or other pressures exerted by government agencies or public or private entities.

	What needs to be checked by category							Due diligence checks[2]				Does it meet IUCN require-ments?	Clarification on why it does not meet IUCN requirements?
Ref	**Requirement / admission criteria**	**GA**	**IN**	**NG**	**Univ.[3]**	**IP**	**AF[4]**	**NC**	**CL**	**RO**	**Web**		
Reg. 5b (iv) Reg. 5bis(iii)	Is autonomous in administration and governance *[applicant's statutes]*				x	x	x (for Univ.only)			y	Y		
Reg. 5a (iv) Reg. 6e	Has a transparent, accountable and representative governance structure[7] *[applicant's statutes]*		x	x			x (for IN/NG only)			y	y	Yes	
Reg. 5b (iii)	Is an academic or professional entity of high standing				x		x (for Univ.only)						
Reg. 5bis(iv)	Has, as its primary constituency, indigenous peoples *[applicant's statutes]*.					x	x (for IP only)						
Reg. 6c	Has a substantial record of activity in two or more States and out posted or country offices[8] *[Application Form > Mission, Objectives and Activities]*		x				x (for IN only)						
Reg. 6d	Board is open to nationals from at least two States[9] *[applicant's statutes]*		x				x (for IN only)						

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	**Requirement / admission criteria**	**GA**	**IN**	**NG (incl. Univ)**	**IP**	**AF**	**Yes –no - n/a**	
Reg. 4	Authorization to adhere to IUCN Statutes, is signed by Head of the Organisation *[Application Form, page 14-15, signature page)*	x				x (for GA only)		
Reg. 7, 9	Application form and authorization, endorsing IUCN's objectives, is signed by Head of the Organisation *[Application Form, page 14-15, signature page)*	x	x	yes	x	x		Yes

[7] Is deemed to mean that the statutes/articles, regulations/bylaws and other constitutive institutional instruments provide for a governance structure that affords the members of the organisation, and/or its Board, fair and adequate participation in the business and governance of the organisation, that require the organisation to be transparent and accountable in its activities, finances and policies, and that such provisions are adhered to in the day-to-day business of the organisation.

[8] Means that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have a Headquarter and two or more outposted countries offices reporting back to it. Outposted staff based or hosted in partner organisations in other countries cannot be considered as outposted offices.

[9] The Organisation's Statutes should state that their Board is open to nationals from other countries (if not, written confirmation is required). NB: If the current Board is composed of nationals from only one country, it does not necessarily imply that it is closed to other nationalities: check!!

What documents need to be provided by category and what needs to be done by IUCN							Does it meet IUCN requirements?	Clarification on why it does not meet IUCN requirements?
Ref	**Requirement / admission criteria**	**GA**	**IN**	**NG (incl. Univ)**	**IP**	**AF**	**Yes –no - n/a**	
Reg. 8	Letters of endorsement (min. 2) from IUCN Members in good standing[10] or from IUCN National/Regional Committees or from IUCN Councillors or Honorary Members *(providing that there are no conflict of interest for the last two groups[11])*: 1) IN/274 African Wildlife Foundation, Kenya 2) NG/24695 Nature Kenya Member, Kenya **(if letters come from IUCN Members, indicate Member ID, name of org, country)**		x	Yes	x	x (for NG/IN/IP only)	Yes	
	Statutes/Bylaws/Constitution document(s) received		x	Yes	x	x (for NG/IN/ IP only)	Yes	
	Financial report validating operational expenditures of USD[12] 557'000 received		x	Yes	x		Yes	
Reg. 10	Deposit of CHF[13]: 1310.27 by bank transfer *(by MFP)* Received at HQ on: 29.03.2019 *(by MU)*	x	x	yes	x	x	Yes	
MU process	Assessment form completed *(by MFP) and checked by MU*	x	x	Yes	x	x	Yes	
MU process	Relevant IUCN Programme/country office staff do not have any particular issues with the applicant *(by MFP)*	x	x	Yes	x	x	Yes	
MU process	Organisation, application form and documents entered in CRM *(by MFP)* *[!! CHECK: original and English name, website, text length for description, mission, objectives and achievements]*	x	x	yes	x	x	Yes	

MFP/UDG comments
Founded by R. Leakey

Completed on: 29/03/2019 by: Caroline Nyamamu

[10] "In good standing" means that the Member has paid all of its outstanding membership dues up to and including the year preceding the date when Council considers the application. It is the responsibility of the applicant to find endorsers.

[11] When letters of endorsement are submitted by IUCN Councilors or Honorary Members, any formal or informal relationships with the applicant must be detailed and disclosed at the time of endorsement. Letters of endorsement shall indicate that the seconder knows well the applicant organisation and its activities and therefore can confirm to IUCN that the applicant meets all the requirements prescribed in the IUCN Statutes and Regulations to be accepted as an IUCN Member. Letters of endorsement should address the set of questions approved by GCC.

[12] Operational expenditure is considered as annual and recurring expenses (staff salaries, building rental, administration costs, etc).

[13] Deposit equals the first year of Membership dues. Once the applicant is admitted, the deposit will be re-calculated pro-rata based on the Member admission date, and the difference carried forward. If not admitted, the deposit will be refunded.

Endorsement letters

AFRICAN WILDLIFE
FOUNDATION

15th February 2019

Mr. Luther Anukur
Regional Director
The International Union for Conservation of Nature (IUCN)
Eastern and Southern Africa Regional Office
P. O Box 68200 City Square
00200 Nairobi
Kenya

Dear Mr. Luther Anukur;

RE: ENDORSEMENT OF WILDLIFEDIRECT TO IUCN MEMBERSHIP

The African Wildlife Foundation (AWF) would like to endorse **WildlifeDirect's** application to IUCN for membership.

AWF believes that WildlifeDirect's membership to IUCN would be a great addition to the IUCN body and add to the wealth of knowledge brought in by all its members. On the other hand, it would enhance WildlifeDirect's ability to positively pursue its conservation mission.

AWF has in various projects partnered with WildlifeDirect, especially in community conservation projects around Kenya's Amboseli area and also in advocating awareness for endangered wildlife species through activities like the Global March for Lions, Elephants and Rhinos.

For in-depth information, kindly find our responses in the attached pages.

In case of any further queries, please don't hesitate to contact the undersigned.

We appreciate your continuous leadership.

Sincerely

AWF
P.O. BOX 310-00502
NAIROBI, KENYA

Kaddu K. Sebunya
CEO

Ngong Road, Karen | P.O. Box 310, 00502 | Nairobi, Kenya
+254 (0) 711 063000 | Fax +254 20 2765030
africanwildlife@awf.org | www.awf.org

1. **Are you aware of the existence of this organization?**

Yes, AWF is aware that WildlifeDirect is a conservation organization based in Kenya and registered as a charitable organization in the US. The organization was founded in 2004 by Kenyan conservationist and paleoanthropologist, Dr. Richard Leakey, and former World Bank Representative to Kenya, Harold Wackman.

2. **What is your relation/interaction with the applicant, including how long have you known the applicant and how familiar are you with the applicant's activities/objectives/policies?**

AWF has partnered with WildlifeDirect over the past 5 years in a variety of conservation activities including – but not limited to, creating awareness of critically endangered species such as elephants, rhinos and lions through activities like Global March for Elephants, Rhinos and Lions.

In March 2018, AWF supported WildlifeDirect in creating awareness about the plight of the big cats and how to help conserve them.

Other partnerships have included community engagements in the Amboseli region and within the law enforcement programs that are run in the two organizations.

3. **Are you satisfied that the organization complies with criteria listed in Article 7 of the IUCN Statutes?**

- the organization's activities to date embody the conservation of the integrity and diversity of nature;
  Yes

- the organization aims to ensure the equitable and ecologically sustainable use of natural resources;
  Yes

- the organization aims to influence and encourage the meeting of IUCN objectives?
  Yes

- Is the organization involved in any activities that conflict with the objectives of IUCN i.e. that could be seen as conflicting with the conservation of the integrity and the diversity of nature and the sustainable use of resources?
  No

4. **Can you provide details of a/some project(s) this organization was involved in (and to what extent) to support any of the above? (Conservation track record).**

WildlifeDirect runs four programs; education & outreach, community engagement, fighting wildlife crime, and developing wildlife TV series.

In ***Education & Outreach***, WildlifeDirect is running a nationwide education program that introduces Kenyan school children to endangered wildlife species. The program dubbed "Wildlife Warriors" is currently targeting 64,000 children in 33 schools.

In 2013, WildlifeDirect launched its flagship campaign, ***Hands Off Our Elephants,*** under the patronage of the First Lady of Kenya, Her Excellency Margaret Kenyatta. For the first time in history, a First Lady of Africa adopted a conservation campaign. Since then, the campaign has been widely recognized for its singular successes in advocacy and generating unprecedented local support for wildlife in Kenya.

WildlifeDirect is ***fighting wildlife crime*** by conducting a nationwide research on wildlife trials and analyzing practices in order to identify areas of reform in legislation and operating practices in the criminal justice system.

WildlifeDirect is also creating a national database on all wildlife crime trials accessible to students, scientists, judicial officers and wildlife managers. In September 2018, WildlifeDirect launched the 3rd report analyzing Kenya's law enforcement response to wildlife crime cases. This is in line with AWF's law Enforcement program that has been undertaking Wildlife Judicial and Prosecutorial Assistance Training in several countries around Africa and is a report that AWF is using in its judicial trainings.

As part of ***community engagement*** in Kenya, WildlifeDirect has supported community livelihoods by moderating human wildlife conflict particularly with predators, large mammals and snakes. The organization support innovations like 'Lion Lights' and ban of toxic chemicals that are used to kill predators and birds of prey. WildlifeDirect is championing promotion of traditional values and sustainable livelihoods for people lining in wilderness areas.

Through the production of a ***television series*** and books, WildlifeDirect has played a leading role in transforming attitudes about wildlife and changing the narrative in traditional media. In their first series of NTV Wild in partnership with the Kenya Wildlife Service (KWS) and NTV Kenya, the organization highlighted the challenges facing wildlife in Kenya. It garnered audiences of 5 million per week and has become the main source of wildlife information in Kenya.

5. How can the applicant contribute to advancing IUCN´s Mission?

WildlifeDirect's mission is to connect Kenyans to their wildlife and nature and inspire them to value and act to conserve it, thus aligning with IUCN's mission. WildlifeDirect does this by creating mass public awareness and love for wildlife in Africa, supporting communities to benefit from wildlife, reducing wildlife crime, and supporting government policies that promote protection; all contribute significantly to the IUCN mission.

Nature*Kenya*
the East Africa Natural History Society
Connecting nature and people

National Museum of Kenya, Museum Hill
BOX 44486, 00100 GPO NAIROBI
TEL: (254 20) 3537568 / 0771343138
0780149200
office@naturekenya.org
www.naturekenya.org

31st January, 2019

Mr. Luther Anukur
Regional Director
The International Union for Conservation of Nature (IUCN)
Eastern and Southern Africa Regional Office
P. O Box 68200 City Square
00200 Nairobi
Kenya

Dear Mr. Luther Anukur;

RE: ENDORSEMENT OF WILDLIFEDIRECT TO IUCN MEMBERSHIP

The Nature Kenya hereby endorses**WildlifeDirect**'s application to IUCNto membership.

As an organization that has partnered with WildlifeDirect on many occasions on conservation projects, we believe that WildlifeDirect' membership would be a great addition to the IUCN body. The organization which was founded in 2004 by the prominent Kenyan conservationist and paleoanthropologist, Dr. Richard Leakey, and former World Bank Representative to Kenya, Harold Wackman has been in the forefront advocating for the conservation of wildlife in Africa.

WildlifeDirect is a partner organization that has collaborated with Nature Kenya in several conservation activities including creating awareness about critically endangered species such as elephants, rhinos and lions. We believe that the organisation's activities to date embody the conservation of the integrity and diversity of nature given it's conservation track record. In the early years, WildlifeDirect highlighted the plight of gorillas in Virunga National Park in the Democratic Republic of Congo, successfully campaigned to ban the pesticide Furudan that was being used to poison lions in Kenya, and supported the Mara Conservancy following the collapse in tourism revenues as a result of the post-election violence in 2007.

In 2012, in response to the poaching crisis affecting the elephant population, WildlifeDirect redirected its focus to elephant protection. In 2013, WildlifeDirect launched its flagship campaign, Hands Off Our Elephants, under the patronage of the First Lady of Kenya, Her Excellency Margaret Kenyatta. For the first time in history, a First Lady of Africa adopted a conservation campaign. Over the past few years, the campaign has been widely recognized for its singular successes in advocacy and generating unprecedented local support for wildlife conservation never before witnessed in Kenya.

WildlifeDirect is making unprecedented steps in ensuring justice for wildlife through it's Eyes in the Courtroom project. In 2018, the organization launched a comprehensive report giving an analysis of Kenya's law enforcement response to wildlife crime.

For any further queries, please do not hesitate to contact the undersigned.

Sincerely,

Dr. Paul Matiku,

Executive Director -Nature Kenya

Objections received

Dr Grethel Aguilar
Director General
IUCN

Re: Objection to Wildlife Direct's Application for IUCN Membership

Dear Dr Aguilar,

DSC objects to the admission of Wildlife Direct into IUCN Membership according to Article 15-16 of the IUCN Statutes for the following reasons:

After extensive review of the Wildlife Direct application for membership to the IUCN and their website, Wildlife Direct is not appropriate for IUCN membership. Wildlife Direct advocates for positions which conflict with the IUCN statues. Its advocacy seeks to disrupt the legitimate conservation projects of other IUCN members and directly conflicts with activities of IUCN itself, namely the IUCN Species Survival Commission (SSC) and the IUCN Sustainable Use and Livelihoods Specialist Group (SULi).

Our objection relates to Wildlife Direct's ideology which puts animal rights before conservation. In contrast to Wildlife Direct, IUCN has long recognized that the sustainable use of wildlife (which includes hunting) is consistent with and contributes to conservation. The sustainable use of nature and natural resources is the

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E-Mail: info@biggame.org * Webpage: www.biggame.org

second pillar of the Convention on Biological Diversity and embedded in IUCN's mission and vision. We directly quote from the 2012 SSC publication *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives*:

"IUCN's formal recognition that the ethical and sustainable use of wildlife can form an integral and legitimate component of conservation programs dates back to the World Conservation Strategy in 1980, and was affirmed in Recommendation 18.24 at the 1990 IUCN General Assembly in Perth. IUCN's "Policy Statement on Sustainable Use of Wild Living Resources", adopted as Resolution 2.29 at the IUCN World Conservation Congress in Amman in October 2000, affirms that use of wildlife, if sustainable, can be consistent with and contribute to biodiversity conservation. IUCN recognizes that where an economic value can be attached to a wild living resource, perverse incentives removed, and costs and benefits internalized, favourable conditions can be created for investment in the conservation and the sustainable use of the resource, thus reducing the risk of resource degradation, depletion, and habitat conversion.

IUCN has recognized that recreational hunting can contribute to biodiversity conservation. The IUCN at the 2004 WCC adopted Recommendation 3.093 stating that it "Supports the philosophy and practice that on state, communal and privately-owned land in southern Africa the sustainable and well-managed consumptive use of wildlife makes a contribution to biodiversity conservation" and further, that it "accepts that well-managed recreational hunting has a role in the managed sustainable consumptive use of wildlife populations." Further, the IUCN SSC Caprinae Specialist Group adopted a formal position statement in December 2000, recognizing that hunting, and in particular trophy hunting, can form a major component

in conservation programmes for wild sheep and goats. This statement noted that "Trophy hunting usually generates substantial funds that could be used for conservation activities such as habitat protection, population monitoring, law enforcement, research, or management programs. Equally importantly, the revenues from trophy hunting can provide a strong incentive for conservation or habitat protection..."

Wildlife Direct's membership would disrupt the constructive collaboration of members of IUCN, therefore we oppose the application of Wildlife Direct for membership to the IUCN.

Regards,

Corey Mason
DSC Executive Director
Certified Wildlife Biologist®

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July 3, 2019

Dr. Grethel Aguilar
Director General
International Union for the Conservation of Nature

RE: Objection to 'Wildlife Direct' Application for IUCN Membership

Dear Dr. Aguilar,

Safari Club International Foundation submits this formal objection to the IUCN membership application by the organization Wildife Direct, according to the rights of current voting IUCN members (Article 15,16). Based on review of the Wildlife Direct application, we agree with several other objections submitted by other IUCN members, including Dallas Safari Club, that Wildlife Direct is not an appropriate organization for membership.

Wildlife Direct is openly against the science-based consumptive use of wildlife, a position in conflict with the IUCN principles of sustainable use. Furthermore, Wildlife Direct's advocacy actions directly interfere with the legitmate conservation work of IUCN members, the Species Survival Commission and Sustainable Use and Livelihoods Specialist Group. IUCN has repeatedly formalized its position on sustainable use through various policy statements and resolutions, summarized in the *Guiding Principles on Trophy Hunting as a Tool for Creating Conservation Incentives*. Most importantly, Wildlife Direct's application and apparent mission focuses only on advovcacy and outreach, and has no mention of actual on-the-ground conservation activity or scientific research of conservation issues.

Sustainable use of wildlife is a founding principle of IUCN and the IUCN is fundamentally a science-based conservation organization rather than an advovcacy organization. SCIF therefore officially objects to Wildlife Direct's membership and urges all other members to uphold the IUCN values of science-based sustainable use conservation.

Sincerely,

Mr. Warren Sackman
President
Safari Club International Foundation

CC: Joseph Goergen, SCIF Conservation Manager

Safari Club International Foundation – Washington, DC Office
501 2nd Street, NE, Washington, DC 20002 • Phone 202 543 8733 • Fax 202 543 1205 • www.safariclubfoundation.org

Reply to objections from Wildlife Direct

Dear Union Development Group,

Thank you for your email dated July 25. After careful review and consideration, please find attached WildlifeDirect's official response to the objections to our membership application.

First Objection

The allegation has been made that WildlifeDirect seeks to disrupt legitimate IUCN conservation objectives that include hunting.

This is not true and it is rebutted as follows. As a Kenyan organization we are bound by Kenya's legal and official conservation position on recreational hunting as a tool for conservation. To be more specific, Kenya banned all types of hunting in 1989. The Wildlife Conservation & Management Act, 2013, Section specifically outlaws recreational hunting anywhere in the Republic of Kenya. We have an obligation to support the proper enforcement of Kenya's law.

This objection is not a barrier to our application being considered. We are following a legal provision in a jurisdiction IUCN itself and its members actively operate under. Our mission is to connect people to their wildlife and nature and inspire them to value and act to conserve it. Therefore the objection to our membership by stating that WildlifeDirect puts animal rights before conservation is not correct as co-existence between people and wildlife is paramount to our work.

WildlifeDirect points out that sport and recreational hunting attracts a criminal penalty and sanction of up-to life imprisonment and a minimum monetary fine of USD 10,000 in the Republic of Kenya.

WildlifeDirect holds very public and scientifically reasoned opinions on sustainable use having been involved in public participation in Kenya's Taskforce of Sustainable Utilization of wildlife species.

Our position has firmly stood on the sustainable and ethical trade in endangered and non endangered species. This position is mirrored in our successful citizen science projects, court monitoring programs, public interest and environmental support work.

Evidence, by way of documents, reports, speeches, press releases and annotations can be provided on request.

Second objection

An objection has been raised with the grounds that WildlifeDirect is not a scientific - based organization but rather an advocacy organization.

This is not true. In fact, WildlifeDirect is an organization with scientists, lawyers, communication & public relations officers who work hard to conduct research, document it with partners and publish it to influence public discourse and policy making.

Our advocacy is based on science. "Hands Off Our Elephants" our flagship advocacy campaign led to the first public private partnership between civil society & Kenya's Judiciary. This partnership, called Eyes In The Courtroom conducts scientific legal research in all courts in Kenya to monitor

how law enforcement handle wildlife crime, train wildlife law enforcement officials, lobby for data driven and scientific decision and policy making.

Through collaboration with other partners, WildlifeDirect has conducted citizen science projects targeting school going children. Applying science in a fun way, we are creating a generation of wildlife warriors oathed to protect species and spaces they live in. The data collected by children during the citizen science projects have contributed to information used in decision making when it comes to conservation of wildlife and nature. We have partnered with Kenya's largest telecommunications provider, to take conservation science education to over 3000 school going children in Kenya.

Through a TV series dubbed "Wildlife Warriors" WildlifeDirect reaches a TV audience of 3 million Kenyans weekly. We deliver conservation science education to Kenyan living rooms every Weekend at 5pm on Citizen TV, Kenya's largest broadcaster. Prior to that we reached 5 million Kenyans on a weekly basis via NTV Wild documentary series and NTV Wild Talk Show.

WildlifeDirect brings in a wealth of experience in researching, documenting, awareness, lobbying and education reaching a new group of consumers of conservation science often neglected by main stream conservation science; children and the youth; reaching a new group of people that enforce conservation science; judges, prosecutors, rangers; reaching and influencing people that make the law to consider science & data driven decision making; this being Members of Parliament, Members of the County Assembly, Governors, Agencies etc.

We believe this objection is not a barrier to a favorable determination of our application to IUCN. We believe we represent the many diverse opinions that form the foundation of IUCN.

Once again, we thank you and look forward to hearing from you on our membership application.

Sincerely,

Trish Sewe, Chief Operations Officer & Head of Communications
P.O. Box 24467-00502
Nairobi, Kenya
Website: wildlifedirect.org
Cell: +254 705 515709

Feedback received from Due diligence process

Application from: Wildlife Direct, Kenya

Feedback from IUCN Regional Committee, ESARO: Dr. Gladys Kalema-Zikusoka

1) Are you aware of the existence of this organisation? Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant´s activities/objectives/policies?

I have known Wildlife Direct since 2011 when they became a donor of Conservation Through Public Health (CTPH). Wildlife Direct supports species and habitat conservation. I also interact with the CEO, Dr. Paula Kahumba where we are both Whitley Award winners and National Geographic Explorers.

3) Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes? Yes

- the organisation's activities to date embody the conservation of the integrity and diversity of nature; Yes
- they aim to ensure the equitable and ecologically sustainable use of natural resources; Yes
- they aim to influence and encourage the meeting of IUCN objectives? No
- are they involved in any activities that conflict with the objectives of IUCN? No

4) Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record) /

Wildlife Direct provided funding to CTPH which included cameras for park staff of Bwindi Impenetrable National Park and CTPH staff and training workshops. The cameras enabled the park staff to record and report clinical signs as part of our joint gorilla health monitoring program with Uganda Wildlife Authority (UWA), as well as other wildlife monitoring and observations, this resulted in some of the photos being used at the airport because they were of such a high quality boosting the moral of the park staff.

Wildlife Direct also supports other NGOs and conservation institutions in Uganda and other countries in Africa including the Institute of Tropical Forest Conservation that also works at Bwindi Impenetrable National Park and is a partner of CTPH.

Wildlife Direct has conducted campaigns about elephant conservation. The NTV wildlife program they initiated has been highly effective for raising awareness of the importance of wildlife in Kenya.

5) How can the applicant contribute to advancing IUCN´s Mission?

Wildlife Direct can contribute to advancing IUCN mission of promoting conservation of the integrity and diversity of nature through sharing best practice of raising awareness of the importance of wildlife amongst Kenyans and successfully influencing the national conservation agenda.

Feedback from Jon Paul Rodríguez, SSC Commission Chair & Simon Stuart, former SSC Commission Chair.

6) Are you aware of the existence of this organisation?

J.P. Rodriguez: Yes, I am aware of their existence and familiar with their work.
S. Stuart: Yes, I am aware of their existence, though am less familiar with their work than Jon Paul

7) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant´s activities/objectives/policies?

J. P. Rodriguez: I met Paula Kaumbu in December 1993, during my first semester at Princeton University. We were in the same cohort of PhD students, so worked on our degrees in parallel. I have been in contact regularly with her since then, as we have many professional interests in common and have attended the same scientific meetings several times. Paula has often talked to me about the work of Wildlife Direct and their achievements. She also reached out to me during the last few years, concerned with the work of the African elephant specialist group and the need to increase active participation of African scientists. I also follow her in social media, and recently visited her in the field.

S. Stuart: I do not know Paul well, but have known her since about 2013. Under her leadership, Wildlife Direct has become a potent force for achieving conservation in Kenya. She is a real leader, and passionate to bring about significant wildlife recovery in her country.

8) Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources;
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN?

J. P. Rodriguez: I am not aware of any activities that would conflict with the objectives of IUCN. My knowledge of their work, objectives and methods leads me to think that they would be an excellent addition to the Union's membership. They have a strong focus on empowering African conservationists and scientists, which is clearly important – certainly, this is a priority for SSC.

S. Stuart: Wildlife Direct certainly qualifies for membership in IUCN. The organisation is controversial in certain circles because of its strong opposition to consumptive use of animals. (They presumably support sustainable, consumptive use of plants, though they don't state this.) To my knowledge, Wildlife Direct's knowledge and experience of the local conservation context in African countries outside Kenya is not very extensive, and yet the organisation is very vocal on continent-wide conservation policies. That said, Wildlife Direct is an important and legitimate stakeholder in the essential debate on use of African wildlife, and I believe that this debate should take place within IUCN,

with Wildlife Direct as an IUCN Member. The Council might wish to seek assurance from Wildlife Direct of its intention to behave in a collegial and respectful way with all IUCN Members. Certainly the organisation does much good conservation work in Kenya which should be included within the IUCN family.

9) Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record

J. P. Rodriguez: I recently visited Paula in Nairobi and accompanied her on a trip to Masai Mara, where she had heard of a Masai woman who owned a lodge with her husband. It was the first Masai woman to do something like this. I watched them spend a few days talking, filming and getting to the bottom of the story. This allowed Paula to take the first set of images to develop an episode of the Wildlife Warriors series. With this program, Wildlife Direct reach millions of viewers in Kenya, showcasing young, local conservation role models, and inspiring the new generation with people like them.

Another interesting project is “Eyes in the Courtroom.” By placing observers at the courts, they record the proceedings of wildlife crime trials, while building a large database from legal archives in the country. This encourages transparency and correct application of the law. The experience that they have acquired is translated into capacity building programs with rangers, prosecutors and judges.

S. Stuart: I can’t add to JP’s excellent example above. Note that Paula has 167,000 Twitter followers – I can’t think of an African conservationist who has more social media reach.

10) How can the applicant contribute to advancing IUCN´s Mission?

J. P. Rodriguez: An alliance with CEC and SSC, for example, in collaboration with either a media company or an Internet content producer, could help identify emerging conservation leaders around the world, broadly disseminate their work and their achievements, and bring them into the IUCN sphere. This effort could focus on the existing IUCN membership, but would be especially useful to open up to parts of the world where IUCN is less know. We currently have no explicit process for attracting new talent into the Commissions or Membership.

S. Stuart: I would like to see IUCN (probably mainly SSC) foster a broader conservation on sustainable use in Africa. The purpose of the conversation would be to help people with different perspectives in different countries understand and respect each other’s positions, even if they don’t agree. Paula and Wildlife Direct are critical to any such conversation.

Feedback from IUCN Secretariat: Membership Focal, Point Caroline Nyamamu

11) Are you aware of the existence of this organisation? Yes i am aware of their existence

12) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant´s activities/objectives/policies? No direct relation or interaction so far. I however know the organisation to have been founded in 2004 and has been actively involved in awareness raising, campaigns and advocacy in the conservation field.

13) Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?

- the organisation's activities to date embody the conservation of the integrity and diversity of nature;
- they aim to ensure the equitable and ecologically sustainable use of natural resources;
- they aim to influence and encourage the meeting of IUCN objectives?
- Are they involved in any activities that conflict with the objectives of IUCN? /

- It is notable that the organisation has been seen as controversial in certain circles because of its strong opposition to consumptive use of animals.
- It is also notable that the organization has been very vocal on region wide conservation policies despite the fact their experience of the conservation context in African is limited, except for Kenya. This has not gone down well with some state members in the region
- However, it is important to note that organisations such as IFAW and Born Free which are seen as being more controversial have been admitted as IUCN members in the past.
- If admitted into IUCN, we strongly recommend that the Council seeks assurance from Wildlife Direct that they will behave in a responsible and respectful way with all IUCN Members .

14) Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record) / Pouvez-vous donner les détails d'un ou plusieurs projet(s) dans lequel/lequels cette organisation a contribué (et dans quelle mesure) afin d'appuyer les points susmentionnés? (historique dans le domaine de la conservation) /
¿Puede darnos detalles de uno o varios proyectos en los que esta organización ha contribuido (y en qué medida) a apoyar los puntos mencionados? (cronología en el ámbito de la conservación)

15) How can the applicant contribute to advancing IUCN´s Mission? The organisation is very good in awareness raising and media campaigns. If used well, these can be useful to existing and potential members as they can be a platform to attract new talent within commissions and Membership too

Application from WildlifeDirect

Answers from the Chair of the IUCN Regional Committee, East and Southern Africa

Notes:

1. *On 14 January 2020, the Chair of the IUCN Governance and Constituency Committee of Council, requested the Regional Committee of IUCN members in East and Southern Africa to provide feedback on the recent membership application by WildlifeDirect. This request was initiated because one of the supporting nominations in the application had been submitted by a member organisation that had a previous funding relationship with the applicant, which presented a potential conflict of interest.*
2. *The Chair of the RC, having had no prior dealings with the applicant, requested feedback from other members of the RC Executive Committee, as well as colleagues in the Endangered Wildlife Trust, a member based in South Africa but working in parts of East Africa.*
3. *The responses below represent a summary of the inputs received, as well as some of my own thoughts about whether this application should be granted.*

1) Are you aware of the existence of this organisation?

   Yes

2) What is your relation/interaction with applicant, including how long have you known the applicant and how familiar are you with the applicant´s activities/ objectives/ policies?

   While I have had no prior interaction with the applicant, the applicant appears to be well-known in conservation circles in East Africa, and is known to members of the Regional Committee. My EWT colleagues have had intermittent dealings with WildlifeDirect since 2009.

3) Are you satisfied that the organisation complies with criteria listed in Article 7 of the Statutes?
   - the organisation's activities to date embody the conservation of the integrity and diversity of nature;
   - they aim to ensure the equitable and ecologically sustainable use of natural resources;
   - they aim to influence and encourage the meeting of IUCN objectives?
   - Are they involved in any activities that conflict with the objectives of IUCN? /

   There appears to be some mixed feelings about how strongly the applicant complies with Article 7 of the statues. My sense, from the feedback I have received, is that WildlifeDirect activities do embody the conservation of the integrity and diversity of nature. Its website states that « WildlifeDirect was initially conceived as an online platform to provide a voice to African conservationists to protect wildlife as an important global heritage », and the organisation appears to continue in its efforts to raise awareness of critical conservation issues (as borne out in the response to point 4 below).

   Although WildlifeDirect's application makes no mention of its stance on consumptive use of wildlife (except perhaps for the brief mention of prevention of cruelty in the first objective (a) on page 14), the applicant has a reputation for its strong anti-use stance. Specifically, it has been vocal in its objection to trophy hunting, ostensibly due to the rampant corruption that plagues this practice. The feedback I have received includes

some concerns about whether this position is compliant with the IUCN's approach towards the equitable and ecologically sustainable use of natural resources. It is well known that IUCN members in southern Africa have repeatedly raised concerns about the admission to membership of organisations who vocally object to consumptive use (which is seen as a valid and important conservation intervention in this region), and I am certain that there will be considerable unease among some members if the applicant is admitted for membership.

That said, the IUCN is oft-described as a « broad church », where a variety of philosophical perspectives helps to strengthen the dialogue about how best to achieve the conservation of nature. Indeed, IUCN has a culture of embracing diversity and – to paraphrase one of the responses I recieved – as long as a member does not abuse its membership to aggressively promote a position at odds with that of the IUCN's core values, then it is not reasonable to decline membership on the basis of some differences in ideology.

Given that Council's decision to approve or deny WildlifeDirect's membership application has the potential to be controversial – whatever the outcome – it would be helpful to think about a means to ensure that the process is completely transparent, balanced, and democratic. One way to do so, would be for Council to defer the decision to a vote by members, who should be asked not whether they approve Council's decision (I understand that a 2/3 majority is required in both houses to undo a decision already made by Council), but whether the applicant should/should not be admitted. That is, put the decision entirely into the hands of membership. However, given that this might be unduly onerous (or at odds with due process), Council might want to simply request the applicant to, before it is admitted as a member, submit a declaration that it will not work at odds with the IUCN's mission.

4) Can you provide the details of a/some project(s) this organisation was involved in (and to what extent) to support any of the above? (conservation track record)

WildlifeDirect has been vocal about a range of significant conservation issues in East Africa and elsewhere. As far as their focus on the combat of wildlife poisoning is concerned, they have been supportive of the work currently being conducted by a range of stakeholders in Kenya to reduce the impact thereof and are part of the discussion group set up to facilitate better communication and cooperation within Kenya to counter this threat to all wildlife.

Likewise, the organisation has been involved with and supportive of vulture conservation efforts across Africa and is currently involved in efforts to reduce the impact of human activities on the last remaining Rüppel's Vulture (a Critically Endangered species) colony within a national park in Kenya that is threatened by plans to host a major cultural festival and an international rally in the immediate vicinity thereof.

5) How can the applicant contribute to advancing IUCN´s Mission?

The applicant has illustrated a multitude of ways that it can contribute to IUCN's Mission (see point 4 above), and can continue to raise awareness about critical issues, contribute to conservation education, support communities in addressing human-wildlife conflict, and strengthen wildlife policy and legislation.

THE COMPANIES ACT

(Cap 486 Laws of Kenya)

PRIVATE COMPANY LIMITED BY GUARANTEE

AND NOT HAVING A SHARE CAPITAL

MEMORANDUM OF ASSOCIATION

of

HUMANE SOCEITY INTERNATIONAL KENYA

1. The name of the Company is **"HUMANE SOCIETY INTERNATIONAL KENYA"** hereinafter referred to as "the Company"

2. The Registered office will be situate in the Republic of Kenya.

3. The objects of the Company are:-

   a) To prevent of cruelty to animals including (i) the preservation and protection of their natural habitat and (ii) the support and conduct of research and the gathering, publication, and communication of information concerning animals who are or may be subject to cruelty and to support conservation of wildlife in Eastern Africa generally with particular emphasis on Kenya;

   b) To solicit and to accept gifts of money, securities, and real and personal property and interests therein, to invest and reinvest the funds of the Company without being limited as to the kind or amount of any investment, and to lend money at such rates of interest as the corporation may deem advisable;

   c) To retain or distribute any assets (whether real or personal property or interests therein) received or acquired by the corporation and to administer such assets, together with any income therefrom, with full power of disposition and control, unless otherwise limited by the terms and conditions applicable

17 3 2P

to specific gifts, devises, or bequests made to and accepted by the Company;

d) to purchase, take, receive, subscribe for, or otherwise acquire, own, hold, vote, employ, sell, lend, lease, exchange, transfer, or otherwise deal in and with, bonds and other obligations, shares, or other securities or interests issued by others, whether engaged in similar of different pursuits or in governmental or other activities;

e) To acquire by purchase, lease, or otherwise, to construct, develop, own, hold, use, maintain, preserve, improve, and restore, real and personal property and interests therein in such manner as the corporation may deem appropriate;

f) to sell, convey, lease, exchange or otherwise dispose of (including, without limitation, by way of gift or bargain-sale), or mortgage, pledge, encumber or create a security interest in, real and personal property and interest therein, wherever situated, for such consideration (or without consideration) and upon such terms and conditions as the Company may deem advisable;

g) to make contracts, give guarantees and incur liabilities, borrow money at such rates of interest as the Company may deem advisable, issue notes, bonds and other obligations of the Company, and secure any obligations of the Company by mortgage, pledge or encumbrance of, or security interest in, all or any of the property of the Company or any interest therein, wherever situated;

h) to obtain advise of counsel and to rely thereon and to employ, elect, appoint, and remove such other persons, including agents, brokers, managers, accountants, officers, attorneys, and advisors, as the Company may deem advisable, and to pay reasonable compensation for the services of such persons;

i) to authorize any person or agent appointed by the Company to sign and endorse, checks; to enter orders to purchase and sell securities and to sign, seal, acknowledge, and deliver any instrument in the name of and on behalf of the Company, and to have access to any safe deposit boxes belonging to the Company;

j) to adopt and change, from time to time, such rules in the nature of by-laws for the regulation or the administration of the Company as the Company may deem advisable;

k) to carry out the purposes of the Company alone or in conjunction with other exclusively charitable, scientific, literary, or educational organizations;

l) to perform and do, either directly or indirectly and either alone or in conjunction or co-operation with other persons and organizations of every kind and nature, all other acts and things incidental to or in furtherance of the accomplishment of the purposes of the Company;

m) to be a partner or participant in any enterprise or venture which the Company would have power to conduct by itself;

n) The Company shall engage in such activities as shall further the above objectives including, without limitation, the following activities:-

(i) to award and administer research grants, prizes and awards of any kind;

(ii) to organize, promote, manage or otherwise participate in conferences, seminars, symposia, training programs, lectures, consultations, shows, exhibitions, reviews, appraisals and research workshops;

(iii) to conduct national-level dissemination and linkage seminars and roundtables;

(iv) to conduct international conferences of researchers, policy-makers and end users of research results;

(v) to offer advice, counsel, technical and other forms of assistance and training services to individuals and institution, both public and private;

(vi) to publish and promote research results through newsletters, research reports, policy briefs, internet, mass media, multi-media;

o) To establish and or strengthen the registration development and the growth of the chapters throughout Africa.

4. In addition to and without detracting from any and all powers which the Company may otherwise have by operation of law, the Company shall benefit from the following powers to be exercised in the pursuit of its above-note objects:-

(a) To solicit receive and administer contributions and funds from donors wishing to support the company's objectives;

(b) To borrow otherwise raise any money that may be required by the Company, upon such security or assurances as may be deemed advisable;

(c) To invest the monies of the Company not immediately required, in any one or more of the modes of investment for the time being authorised by law for the investment of trust money and in such manner as may from time to time be determined;

(d) To draw, make, accept, endorse, discount, execute and issue promissory notes, bills of exchange, bills of lading, warrants, debentures and other negotiable or transferable instruments;

(e) To purchase, take on, lease or by any other means acquire any movable or immovable property in the Republic of Kenya or elsewhere, for any estate or interest whatever, and any rights of privileges over or in respect of any property and any buildings or things whatsoever;

(f) To acquire build construct maintain alter enlarge pull down remove or replace any buildings offices works roads walls fences or banks to clear sites for the same and to join with any person firm or company in doing any of the aforesaid things and work manage and control the same or to join with others in so doing;

(g) To sell improve manage develop exchange lease mortgage let on hire dispose of turn to account or otherwise deal with all or any part of the property and rights of the Company.

(h) To grant pensions allowances gratuities and bonuses to and to provide a superannuating or any other kind of fund for the

servants of the Company or otherwise assist such servants or their widows dependants and children;

(i) To act a regional headquarters in East Africa and to procure the Company to be registered, incorporated or otherwise constituted in other African countries as chapters of the Company.

(j) To amalgamate with any other institution society association or Company having objects altogether or in part similar to those of this Company;

(k) To obtain any order or Act of Parliament to enable the Company to carry out any of its objects into effect, or for effecting any modification of the company's rules or for any other purpose which may seem expedient or to oppose any proceedings or applications which may seem calculated directly or indirectly to prejudice the Company's interests.

(l) To promote or assist in the promotion of any other Company or association having similar objects to the objects of this Company as well as any company or association the objects of which are calculated either directly or indirectly to benefit the Company or the attainment of any of its objects.

(m) To do all such other things as are incidental or conducive to the attainment of any of the Company's above-noted objects.

5. The objects set forth in any sub-clause of Clauses 3 and 4 above shall not except when the context expressly so requires, be in any way limited or restricted by reference to or inference from the terms of any other sub-clause or by the name of the Company. None of such sub-clauses or the objects therein specified, or the powers thereby conferred shall be deemed subsidiary or auxiliary merely to the objects mentioned in the first sub-clause of Clauses 3 and 4 above notwithstanding that the business, undertaking property or acts proposed to be transacted acquired dealt with or performed do not fall within the objects of the first sub-clause of Clauses 3 and 4.

6. The income and property of the Company whensoever derived shall be applied solely towards the promotion of the objects of the Company as set forth in this Memorandum of Association; and no portion thereof shall be paid or transferred directly or indirectly by way of dividend gift division bonus or otherwise howsoever by way of profit to the members of the Company.

7. Provided that nothing herein shall prevent the payment, in good faith of reasonable and proper remuneration to any officer or servant of the Company, or to any member of the Company, in return for any services actually rendered to the Company nor prevent the payment of interest at a rate not exceeding the current bank rate for money lent, or reasonable and proper rent for premises demised or let by any member of the company; but so that no remuneration or other benefit in money or moneys worth shall be given by the Company to any member of such Board of Directors except repayment of out-of-pocket expenses and interest at the rate aforesaid on money lent, or reasonable and proper rent for premises demised or let to the Company.

8. The liability of the members is limited.

9. Every member of the Company undertakes to contribute to the assets of the Company, in the event of its being wound up while a member, or within one year from ceasing to be a member, for payment of the debts and liabilities of the Company contracted before ceasing to be a member, and the costs, charges and expenses of such winding up and for the adjustment of the rights contributories among themselves, provided that such contribution as may be required from the member will not exceed the sum of Kenya Shillings One Thousand (KShs. 1000/=).

10. If upon the winding up or dissolution of the Company there remains after the satisfaction of all its debts and liabilities, any property whatsoever, the same shall not be paid to or distributed among members of the Company but shall be given or transferred to some other institution or institutions having objects similar to the objects of the company and which shall prohibit the distribution of its or their income and property among its or their members to an extent at least as great as is imposed on the Company under or by virtue of Clause 77 thereof, such institution or institutions to be determined by the members of the Company at or before the time of dissolution.

11. True accounts shall be kept of the sums of money received and expended by the Company and the matters in respect of which such receipts and expenditure take place, of all sales and purchases of goods by the company and of the property, credits and liabilities of the company and subject to any reasonable restrictions as to time and manner of inspecting the same that may be imposed in accordance with regulations of the company for the time being in force, shall be open to the inspection of the members. Once at least in every year, the

accounts of the Company shall be examined and the correctness of the same and Balance Sheet ascertained and certified by one or more properly qualified Auditor or Auditors.

We the Several persons whose names, addresses, and occupations are subscribed are desirous of being formed into a company in pursuance of this Memorandum of Association.

Names and Postal Addresses of Subscribers	Occupations of Subscribers	Signatures of Subscribers
1. MR. PAUL IRWIN 2100 L STREET NW, WASHINGTON DC 2003 **U.S.A.**		
2. DR. RICHARD E. LEAKEY P.O. BOX 24926-00502 **NAIROBI**		

DATED this day of 2004

ARTHUR K. IGERIA
ADVOCATE
P. O. Box 60635,
NAIROBI.

WITNESS to the above signatures:

Arthur K. Igeria
Advocate
P.O. Box 60635 - 00200
NAIROBI

CERTIFICATE UNDER THE COMPANIES REGULATIONS

IT IS HEREBY CERTIFIED THAT THE ACCOMPANYING MEMORANDUM OF ASSOCIATION OF **"HUMANE SOCIETY INTERNATIONAL KENYA"** WERE REPRODUCED BY XEROX PHOTOCOPYING.

ARTHUR K. IGERIA
ADVOCATE
P. O. Box 60635,
NAIROBI.

THE COMPANIES ACT
(Cap 486 Laws of Kenya)

PRIVATE COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION

of

HUMANE SOCEITY INTERNATIONAL KENYA

1. The regulations contained in Table "C" in the First Schedule to the Companies Act (Cap 486) shall apply to the Company in so far as the same are not varied by or reproduced in these Articles of Association.

2. In these Articles, the words standing in the first column of the following Table shall bear the meaning set opposite to them respectively in the second column thereof, if not inconsistent with the subject of context.

WORDS	MEANINGS
"The Act"	The Companies Act (Cap 486)
"The Affiliate Chapters"	Shall mean the branches of the company registered in other African countries
"The Articles"	These Articles of Association as now framed or as from time to time altered by the Special Resolution.
"The Company"	The above-named company
"Director"	Shall mean a person appointed to the Board of Directors pursuant to the provisions of these presents.
"The Office"	The registered office of the Company.
"The Seal"	The Common Seal of the Company

"The Register"	The Register of members of the Company
"Month"	Calendar Month.
"In Writing"	Written or produced by any substitute for writing or partly written and partly so produced.

Words importing the singular number only shall include the plural number and vice versa.

Words importing masculine gender only shall include the feminine gender and

Words importing persons shall include corporation.

The expression **"the Secretary"** shall include a temporary or assistant Secretary and any person appointed by the Directors to perform any of the duties of the Secretary/

Reference to any provision of the Act shall, if not inconsistent with the subject or context bear the same meanings in these Articles.

"The Board"	Shall mean the Board of Directors of the Company appointed pursuant to the provision of these presents.

OBJECTS OF THE COMPANY

3. The Company is established for the objects expressed in the Memorandum of Association.

4. The number of members of the Company is declared for the purpose of registration to be ten (10) but the Board may from time to time register an increase of members.
   (a) Individual membership
   (b) Institutional membership
   (c) Honorary membership
   (d) Donor membership

5. The members of the Company shall consist of (a) the subscribers to the Memorandum of Association and (b) such other (if any) persons as shall be admitted to membership by the Board pursuant to such policies as may be approved from time to time by the membership. Admission as a member shall be subject to payment of membership fees, as same

may be determined from time to time by the Board of Directors for each class of membership.

6. The provision of Section 28 of the Act shall be observed by the Company and every member of the company shall either sign the register on becoming a member or otherwise signify his agreement to become a member.

7. Every member of the Company shall be subject to the provision of these Articles in relation to his membership and shall be deemed to have had knowledge thereof and to have consented thereto upon or prior to his becoming a member.

8. (a) A member of the Company may at any time by notice in writing to the Company resign its membership, and the name of the members so resigning shall forthwith be removed from the register and such person or organization shall thereupon cease to be a member of the Company.

   (b) The Board shall be entitled to remove any member by written notice to the member in question. Where a member does not contest removal by the Board within sixty days from the date on which the notice is sent, the name of the member in question shall forthwith be removed from the register and the person or organization shall thereupon cease to be a member of the company. Where a member contests the decision of the board within the time allotted, the Board shall refer the matter to the next Annual General Meeting as special business, for ratification or reversal of its decision concerning such member. Provided however that a decision of the Board to remove a member from the register of the company for consistent non-payment of membership dues shall be without appeal unless and until such arrears have been paid in full.

   (c) A member shall be removed from the register upon death; or in the case of an institutional member, upon dissolution.

GENERAL MEETINGS OF MEMBERS

9. The Company shall hold General Meetings of members in every calendar year as its Annual General Meeting at such time and place as may be determined by the Board and shall specify the meeting as such in the notice calling it, provided that every Annual General Meeting except the first shall be held not more than 15 months after the holding

of the last preceding Annual General Meeting and that so long as the Company holds its first Annual General Meeting within 15 months after its incorporation it need not hold it in the year of its incorporation or in the following year.

10. All General Meetings of members, other than the Annual General Meeting shall be called Extraordinary General Meetings.

11. The Board may whenever it thinks fit to convene an Extraordinary General Meeting and Extraordinary Meetings shall also be convened on such requisition or in default may be convened by such requisitionists as provided by Section 132 of the Act.

12. Any requisition made by members of the Company shall state the objects of the meeting proposed to be called and be signed by the members making it and deposited at the office as required by Section 132 of the Act no business shall be transacted at an Extraordinary General Meeting convened by any such requisitionists other than that for which the meting has been expressly convened.

13. Every General Meeting shall be called by 21 days' notice in writing at the least. The notice shall be exclusive of the day on which it was served or deemed to be served and of the day for which it was given and shall specify the place, the day and the hour of the meeting and in case of special business the general nature of that business and shall be given in manner hereinafter mentioned or in such other manner if any as may be prescribed by the company in General Meeting, to such persons as are under the Articles of the Association entitled to receive such notice from the company.

    Provided that a meeting of the company shall notwithstanding that it is called by shorter notice than that specified in this article be deemed to have been duly called if it is so agreed:

    (a) in the case of a meeting called as the Annual General Meeting by all the members entitled to attend and vote thereat; and
    (b) in the case of any other meeting by a majority in number of the members having a right to attend and vote at the meeting such majority together representing not less than 95 per cent of the total voting rights at such meeting of the members.

14. The accidental omission to give notice of a meeting to or the non-receipt of notice of a meeting by any person entitled to receive notice of it shall not invalidate the proceedings at that meeting.

PROCEEDINGS AT GENERAL MEETINGS OF MEMBERS

15. All business shall be deemed special that is transacted at an Annual General Meeting with exception of the considerations of the income and expenditure account and balance sheet the report of the Board of Directors and of the Auditors the election of Directors in the place of those retiring and the appointment and fixing of the remuneration of the Auditors.

16. No business shall be transacted at any general meeting unless a quorum is present in person or by proxy when the meeting proceeds to business. Save as herein otherwise provided a quorum shall be at least five percent (5%) of the registered members having a right to vote at the meeting.

17. If within 60 minutes from time appointed for the meeting the quorum is not present, the meeting if convened on the requisition of members shall be dissolved. In any other case it shall stand adjourned to the next day at the same time and place, or such other day and at such other time or place as the Directors may determine and if at such adjourned meeting a quorum is not present within 60 minutes from the time appointed for holding the meeting any member or members present shall be a quorum.

18. The Chairman of the Board of Directors or in his absence any other Director shall preside as Chairman of every General Meeting of the Company.

19. If at any meeting no Director is willing to act as Chairman or if no Director is present within fifteen minutes after the time appointed for holding the meeting, the members present shall choose one of their members (being a person entitled to vote) to be Chairman of the meeting.

20. The Chairman may with the consent of any meeting at which a quorum is present (and shall if so directed by the meeting) adjourn the meeting from time to time and from place to place but no business shall be transacted at any adjourned meeting other than business which might lawfully have been transacted at the meeting from which the adjournment took place. Whenever a meeting is adjourned for 30 days or more, notice of the adjourned meeting shall be given as I the case or an original meeting. Save as aforesaid, it shall not be necessary to

give any notice of any adjournment or of the business to be transacted and an adjourned meeting.

21. At any General Meeting a resolution put to the vote of the meeting shall be decided on a show of hands, unless before or upon the declaration of the result of he show of hands a poll is demanded (a) by the Chairman or (b) by at least five members present in person or by proxy and representing not less than one tenth of the total voting rights of all the members having the right to vote at the meeting. Unless a poll be so demanded a declaration by the Charmin of the meeting that a resolution has been carried or carried unanimously or by a particular majority and an entry to that effect in the minute book of the company shall be conclusive of the evidence of the fact without proof of the number of proportion of the votes recorded in favour of or against that resolution.

22. The demand for a poll may be withdrawn. No poll shall be demanded on the election of a Chairman of a meeting or on a question of adjournment. Subject as aforesaid if a poll be duly demanded, it shall be taken at such time and place and in such manner as the Chairman of the meeting shall direct, and the result of the poll shall be deemed to be the resolution of the meeting at which the poll was demanded.

23. In the case of an equality of votes, whether on a show of hands or a poll, the Chairman of the meeting shall be entitled to a second casting vote.

24. The demand for a poll shall not prevent the continuance of a meeting for the transaction of any business other than the question on which the poll has been demanded and it may be withdrawn at any time before the next business is proceeded with.

25. Subject to the provisions of the Act a resolution in writing signed by all the members for the time being entitled to receive notice of and to attend and vote at General Meetings (or being corporations or associations being present by their duly authorised representative) shall be as valid and effectual as if the same has been passed at a General Meeting of the Company duly convened and held. Such resolutions may consist of several documents on their like form each signed by one more of the members or their attorney or representative.

VOTES OF MEMBERS

26. Every member of the Company shall have one vote.

27. No member shall be entitled to vote at any General Meeting unless all moneys presently payable by him or it to the Company has been paid.

28. On a poll votes may be given either personally or by proxy.

29. The instrument appointing a proxy shall be in writing under the hand of the appointor or his attorney duly authorised in writing or if the appointor is a corporation either under seal under the hand of an officer or attorney duly authorised. A proxy need not be a member of the Company.

30. The instrument of appointing a proxy and the power of attorney or other authority (if any) under which it is signed or a notary certified copy thereof shall be deposited to the office not less than 48 hours before the time appointed for holding the meeting or adjourned meeting at which the person named in the instrument proposes to vote or in the case of a poll not less than 24 hours before the time appointed for the taking of the poll and in default the instrument of proxy shall not be treated as valid.

31. A vote given in accordance with the terms of an instrument of proxy shall be valid notwithstanding the previous death or insanity of the principal or revocation of the instrument of proxy or of the authority under which it was executed, provided that no intimation in writing of such death, insanity or revocation as aforesaid shall have been received by the company at the office before the commencement of the meeting or adjourned meeting at which the instrument of proxy is used.

32. Any instrument appointing a proxy shall be in the following form or as near thereto as circumstances will admit.

"HUMANE SOCIETY INTERNATIONAL KENYA"

I,We.....of.....
a member/members of HUMANE SOCIETY INTERNATIONAL KENYA hereby appoint ..... of.....
as my/our proxy to vote for me/us and on my/our behalf at the (Annual or Extraordinary or Adjourned, as the case may be) General Meeting of the company to be held on the.....day of.....20 and at every adjournment thereof.
Signed this ..... day of 20

This form is to be used in favour of/against the resolution
Unless otherwise instructed the proxy will vote as he thinks fit.

"Strike out whichever is not desired"

33. The instrument appointing a proxy shall be deemed to confer authority to demand or join in demanding a poll.

CORPORATIONS ACTING BY REPRESENTATIVE AT MEETINGS

34. Any corporate body which is a member of the Company may by resolution of its directors or other governing body authorise such person as it thinks fit to act as its representative at any meeting of the Company and the person so authorised shall be entitled to execute the same powers on behalf of the corporate body which he represents as that corporate body could exercise if it were an individual member of the Company.

BORROWING POWERS

35. The Directors may exercise all the powers of the Company to borrow money and to mortgage or charge its undertaking and property or any part thereof, and to issue debentures debenture stock and other securities whether outright or as security for any debt, liability or obligation of the Company or of any third party.

36. The number of Directors shall not be less than Two and not more than Ten. The initial size of the Board of Directors shall be fixed at Two. The number of Directors may be increased or decreased by ordinary resolution of the members, within the range specified and subject to the ratios provided below in article 37. The first Directors of the Company shall be appointed by the subscribers to the Memorandum of Association, or a majority thereof and shall serve in this capacity until the first Annual General Meeting. The first Directors so appointed need not fulfil ratios provided for in Article 37 below.

37. At the first Annual General Meeting of the company, all first Directors appointed pursuant to the foregoing shall retire from office. At the first and each subsequent Annual General Meeting, a new Board shall be appointed or elected in accordance with the following criteria;

    (a) No more than one third of Directors shall be the respective nominees of donor members;-

(b) No more than one fifth of Directors shall be renowned international experts on science and technology, residing outside Africa, to be nominated and appointed by the outgoing Board.

(c) The balance of the Board of Directors shall be elected by the members from among their own ranks as resident African members having renown for research, publication, and management in science and technology.

38. Prior to each Annual General Meeting, the Board shall call upon all members for nominations to vacant Board position. Donors, Directors, and members shall seek to appoint to elect from among the nominees a Board of Directors, which reflects a balance in professional qualifications, Regional representation (East, West, and Southern Africa) policy makers and private sector representation and disciplines.

39. Directors shall hold office for a term of four (4) years, and shall be eligible for re-election for one further term only. Directors shall endeavour to ensure a degree of continuity I the board, it being in the best interest of the company to have both alumni and new Directors on any given Board when considering the length of their directorship and whether or not to seek or accept re-election or re-appointment.

40. Subject to clause 7 of the Memorandum of Association the Directors shall not be entitled to remuneration but can be paid honorarium at the discretion of the Board.

POWERS AND DUTIES OF THE DIRECTORS

41. The business of the company shall be managed by the Board who may pay all such expenses of and preliminary and incidental to the promotion, formation, establishment and registration of the company and do on behalf of the company all such acts as may be exercised and done by the company and as are not by Act or these Articles required to be exercised or done by the company in General Meeting subject to any requirements of these Articles and to the provisions of any enactment for the time being in force and affecting the company.

42. All cheques promissory notes drafts bills of exchange and other negotiable instruments and all receipts of monies paid to the company shall be signed drawn accepted endorsed or otherwise executed as the case may be in such manner as the Directors shall from time to time by resolution determine.

43. The Board may at any time and from time to time delegate to any person such of its powers as are not by the Act or by these Articles required to be exercised by it.

44. The Directors may from time to time and at any time by power of attorney appoint any company firm or person or body of person whether nominated directly or indirectly by the Directors to be the attorneys of the company for such purposes and with such powers authorities and discretion (not exceeding those vested or exercised by the Directors under the Act and these Articles) and for such period and subject to such conditions as they may think fit, and any such powers of attorney may contain such provisions for the protection and convenience of persons dealing with any such attorney of all or any of the powers authorities and discretion vested in him.

45. The continuing Directors may act notwithstanding any vacancy in their body provided always that in case the Directors shall at any time be or be reduced in number to less than the minimum number prescribed by or in accordance with these Articles it shall be lawful for them to act as the Board for the purpose of admitted persons to membership of the company filing up vacancies in their body or of summoning a General Meeting but not for any other purpose.

46. The Directors shall cause proper minutes to be made of all appointments of officers made by them and of proceedings of all meetings of the company and of the Board and of committees of the Board and all business transacted at such meetings and the minutes of any meeting, if purporting to be signed by the Chairman of the meeting or by the Chairman of the next succeeding meeting, shall be sufficient evidence without any further proof of the facts therein stated.

PROCEEDINGS OF DIRECTORS

47. The Directors may meet together for the dispatch of business of the company adjourn and otherwise regulate its meetings as it thinks fit. Questions arising at any meeting shall be decided by a majority of votes. In case of an equality of votes the Chairman shall have a second or casting vote.

48. The quorum necessary for the transaction of the business of the Board shall be at least one third of Directors then holding office, personally present provided that at least one Director from each category of Directors specified in the Articles 37 above shall be present at such meeting.

49. Upon request of the Chairman of the Board and on the request of the Chairman or any two Directors, the Secretary shall at any time summon a meeting of the Board by notice served upon the Directors. Notice of a meeting of the Board shall be given to a Director at his address in the register or at such other address, whether in Kenya or not as he may from time to time furnish to the company for this purpose.

50. The Directors present shall elect one of their number to the Chairman at the first meeting of the company and such Director shall serve for a period of two years (Also see Clause 59).

51. A meeting of the Directors at which a quorum is present shall be competent to exercise all the authorities powers and discretion, which my or under these Articles are vested in the Board generally.

52. The Directors may from time to time and at any time delegate any of their powers authorities and discretion to committees consisting of such member or members of their body as it thinks fit and any committee so formed shall in the exercise of the powers so delegated conform to any regulations imposed on it by these Articles and by the Directors. The meetings and proceedings of any such committees shall be governed by the provisions of these Articles of regulating the meetings and proceedings of the Board so far as applicable and as far as they shall not be superseded by any regulations made by the Board.

53. All acts bone fide done by any meeting of the Board or of any committee of the Board or by any person acting as a Director, shall notwithstanding it be afterwards discovered that there was some defect in the appointment or continuance in office of any such member of person acting as aforesaid or that they or any of them were disqualified be as valid as if every such person had been duly appointed or had duly continued in the office and was qualified to be a Director or member of a committee of the Board as the case may be.

54. A resolution in writing signed by all the members for the time being of the Board or of any committee of the Board shall be as valid and effectual as if it had been passed at a meeting of the Board or committee duly convened and held. The resolution may consist of more than one document in the like form each signed by one or more than one person.

DISQUALIFICATION OF DIRECTORS

55. The office of the Director shall be vacated if the Director:-

(a) without the consent of the company in general meeting held any other office of profit under the company; or

(b) becomes bankrupt or makes any arrangement or composition with his creditors generally; or

(c) becomes of unsound mind; or

(d) resigns his office by notice in writing to the company; or

(e) if he be called upon all his fellow Directors by notice in writing to resign; or

(f) in the case of a Director elected from among the members of the company, he ceases to be a member of the company.

RETIREMENT OF DIRECTORS AND ANCILLARY MATTERS

56. Directors shall retire in accordance with the provisions of these Articles. Where a Director elected by the members retires the members of the company at the meeting at which such a Directors retires may fill the vacant office by electing a person thereto and in default the retiring Director shall if offering himself for re-election be deemed to have been re-elected unless at such meeting it is expressly resolved not to fill such vacated office or unless a resolution for the re-election of such Director shall have been put to the meeting and lost.

57. The Directors shall have power at any time and from time to time to appoint any person to be a Director either to fill a casual vacancy or as an addition t the existing Directors, but so that the total number of Directors shall not at any time exceed the number fixed in accordance with these Articles; and provided that the ratios specified in Article 37 shall be respected. Any Director so appointed shall hold office only until the next following Annual General Meeting and shall then be eligible for re-election once only.

58. The Company may by ordinary resolution of which special notice has been given in accordance with Section 142 of the Act remove any Director before the expiration of his period of office notwithstanding

anything in these Articles or in any agreement between the Company and such Director.

59. The Company may by ordinary resolution appoint another person in place of a Director removed from office under Article 57 without prejudice to the powers of the Directors under Article 56. The Company in General Meeting may appoint any person to be a Director either to fill a casual vacancy or as an additional Director. The person appointed to fill any such vacancy shall be subject to retirement at the same time as if he had become a Director on the day on which the Director in whose place he is appointed was elected a s a Director.

CHAIRMAN

60. The Directors shall elect amongst their own body a Chairman and Deputy Chairman for a period of two years and are eligible for re-election once only. Provided that they shall in so doing consider a person as the Chairman who is acquainted and conversant with the business of the company as laid out in the Memorandum of Association

61. The Chairman shall preside at every meeting of the Directors and of the members and shall be an ex-officio member of all committees of the Directors.

SECRETARY

62 The Company shall have a Secretary who shall be appointed by the Board for such term at such remuneration and upon such conditions as the Board may think fit.

EXECUTIVE DIRECTOR

63. The Board shall appoint a person qualified and internationally recognised as an authority in the area of Science and technology policy for sustainable development, to serve as Executive Director of the Network and determine his/her tenure of office terms and conditions of service. The Executive Director shall be;-

(a) The Chief Executive Officer, Chief Policy Analyst and Accounting Officer, of the company;

(b) The head of the Secretariat

(c) The Secretary to the Board and to any other sub-committees or organs established in accordance with the Articles of Association;

(d) responsible to the Board for;

(i) Management and operation of the company in accordance with the Articles of Association and in accordance with the Agreement for Co-operation between the company and its chapters.

(ii) Recruitment promotion, discipline, and remuneration of staff and associates of the secretariat

(e) The signatory to all contracts from donors and to other third parties

The Board may confer any other powers and functions to the Executive Director as stipulated under the Articles of Association.

SECRETARIAT

64 The Secretariat shall consist of the Office of the Executive Director, the office of the Director of Research and Outreach and such other offices as the Executive Director may determine

DUTIES OF SECRETARIAT

65. The Secretary shall administer the day to day functions of the company and co-ordinate all the activities and programme of the company including the following;-

(a) identifying all issues of common interest among the chapters;

(b) co-ordinating activities and providing overall intellectual and administrative leadership and supervision to the chapters.

(c) Formulating regional strategy;

(d) Designing regional programmes, programme of work and budget;

(e) Calling for regional proposals;

(f) Evaluating proposals submitted for funding;

(g) Screening, approving and funding regional activities;

(h) Monitoring and implementing regional activities;

(i) Providing guidance and oversight to national activities;

(j) Seeking funding for support of both national and regional activities;

(k) Linking the affiliate chapters with other initiatives and representing them in international fora;

(l) Managing and co-ordinating international donor support;

(m) Formulating, overseeing, and co-ordinating operational standards of the affiliate chapters

(n) Managing accountability and reporting system of the company Network including affiliate chapters.

(o) Inspecting and audit records and accounts of the affiliate chapters.

(p) Co-ordination of all the reports and research publication relating to the work done in pursuit of the company's objects.

(q) To promote, encourage and assist in various forms of product development through research analysis, publication, marketing, royalties, licensing and related activities for the benefit of the company

(r) To own and protect intellectual property including patent prosecution

THE SEAL

66. The Directors shall provide for the safe custody of the Seal of the Company which shall only be used by the authority of the Board, or a committee of the Board authorised by the Board in that behalf and every instrument to which the Seal shall be affixed shall be signed by a Director and shall be counter-signed by the secretary or by a second Director or by some other person appointed by the Board for the purpose.

ACCOUNTS

67 The Directors shall cause proper books of account to be kept with respect to:-

(a) All sums of money received and expended by the company the matters in
respect of which the receipt and expenditure takes place.

(b) All sales and purchases of goods by the company; and

(c) The assets and liabilities of the company.

68. The books of account shall be kept at the office, or at such other place as the Directors shall think fit and shall at all times be open to inspection by the Directors.

69. At the Annual General Meeting in every year the Directors shall lay before the Company a proper income and expenditure account for the period since the last preceding account (or in the case of the first account since the incorporation of the company) made up to a date not more than nine months before the meeting together with a proper balance sheet made up as at the same date. Every such balance sheet shall be accompanied by proper reports of the company and the Auditors and copies of the income and expenditure account, balance sheet and reports (all of which shall be framed in accordance with any statutory requirements for the time being in force) and of any other documents required by law to be attached to them or to accompany them shall not be less than 21 clear days before the date of the meeting be sent to the Auditors and to all other persons entitled to receive notices of General Meetings in the manner in which notices are hereinafter directed to be served. The Auditors report shall be read before the meeting and shall be open to inspection by any member of the company.

AUDIT

70. Once at least in every year the accounts of the company shall be examined and the correctness of the income and expenditure account and balance sheet ascertained by one or more properly qualified Auditor or Auditors.

71. Auditors shall be appointed and their duties regulated in accordance with the provisions of the Act.

72. The affiliate chapters facilities and records shall be subject at all reasonable times to inspection and audit by duly authorised officials of the company and/or its representatives;

NOTICES

73. A notice or other document may be served by the company upon any member of the company either personally or by sending it through the post in a prepaid letter addressed to him at his address in the register or at such other address, whether in Kenya or not as he may from time to time furnish to the company for the purposes.

74. A notice if served by post shall be deemed to have been served at the time at which it would be delivered in the ordinary course of post, and in proving service of a notice, it shall be sufficient to prove that the letter containing it was properly addressed and put in to the post office as a prepaid letter.

75. Notice to every General Meeting shall be given in any manner hereinbefore authorised to:-

    (a) every member except those members which (having no registered address within Kenya) have not supplied to the company address outside Kenya for the giving of notice to them; and

    (b) the auditors for the time being of the company; and

    (c) the Directors.

    No other person shall be entitled to receive notice of General Meetings.

RULES

76. The Directors may from time to time make rules for the better carrying out of the objects of the company.

DISSOLUTION

77. Clause 9 of the Memorandum of Association relating to the winding up and dissolution of the company shall have effect as if its provisions were repeated in these Articles.

INDEMNITY

78. Every Director Agent Auditor Secretary and any other officer for the time being of the company shall be indemnified out of the assets of the company against any liability incurred by it or him in defending any proceedings whether civil or criminal in which judgement is given in its or his favour or in which it or he is acquitted or in connection with any application under Section 402 o the Act in which relief is granted to it or him by the court.

Names and Postal Addresses of Subscribers	Occupations of Subscribers	Signatures of Subscribers
1. MR. PAUL IRWIN 2100 L STREET NW, WASHINGTON DC 2003 U.S.A.		
2. DR. RICHARD E. LEAKEY P.O. BOX 24926-00502 NAIROBI		

DATED this day of 2004

WITNESS to the above signatures:

Arthur K. Igeria
Advocate
P.O. Box 60635-00200
NAIROBI

ARTHUR K. IGERIA
ADVOCATE
P. O. Box 60635,
NAIROBI.

CERTIFICATE UNDER THE COMPANIES REGULATIONS

IT IS HEREBY CERTIFIED THAT THE ACCOMPANYING ARTICLES OF ASSOCIATION OF "**HUMANE SOCIETY INTERNATIONAL KENYA**" WERE REPRODUCED BY XEROX PHOTOCOPYING.

ARTHUR K. IGERIA
ADVOCATE
P. O. Box 60635,
NAIROBI.

DRAWN BY:

IGERIA & Co.
ADVOCATES
P.O. BOX 60635-00200
NAIROBI

From:	Ismail Belen
To:	IUCN Membership
Cc:	MAKRIS Constantine; BAS Luc; GILMOUR-BIERI Fleurange; Özgür BALCI
Subject:	Re: IUCN Membership Application by the Chamber of Forest Engineers (OMO) - IUCN Council decision
Date:	02 February 2020 15:28:11
Attachments:	Turkey"s National Biodiversity Coordination Committee.docx

Dear Colleagues,
Thank you very much for your email and informing me about the Council's decision on the membership application of the Chamber of Forest Engineers.

To be honest, we were waiting for our membership request to be accepted. It was a serious surprise for us. It was also a surprise that the answer was so delayed.

As a result of the negotiations with the Board Members of the Chamber of Forest Engineers, we decided to renew our request by giving additional information while respecting the Council decision.

With this framework, I examined carefully the official letter from the Global Director of the Union Development Group received as an attachment of your mail and the evaluation report of our approval which can be reached at this
link https://portals.iucn.org/union/sites/union/files/doc/25839_omo.pdf .

As it is understood from the related letter, it is seen that there are two main reasons for the rejection of our request.

i) the objectives of the Chamber of Forest Engineers of Turkey focus on innovation of forest engineers in respect of forestry and the forest and woodwork industries and it fails to meet the requirements set out in Article 7 and in particular in Article 7 (b) of the IUCN Statutes pertaining to the objectives of IUCN,
ii) a track record of activities on conservation.

If we examine the first article in detail, it will be necessary to address the following issues.

Article 7 of the IUCN Statutes as follows:

7. Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall become Members of IUCN when the Council has determined that:
(a) the applicant shares and supports the **objectives of IUCN**;
(b) the applicant has as **one of its central purposes the achievement of IUCN's objectives** and a substantial record of activity in the conservation of nature and natural resources;

The second article of IUCN Statutes, which determines the objectives, is as

follows.
Article 2. The objectives of IUCN shall be to influence, encourage and assist societies throughout the world **to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable**

If we look at the file of the Chamber of Forest Engineers. https://portals.iucn.org/union/sites/union/files/doc/25839_omo.pdf it is obvious that the first objective of the OMO has been indicated as follows: i) To make offers and assistance to the official authorities and other related organizations by executing all kinds of technical and scientific studies **in order to protection, expansion and operation of forests.**

When we consider this item and other related items, we see that one of the main objectives of the Chamber of Forest Engineers, even the first goal, is directly related to the IUCN objectives.
I request that the Council's decision be revised in the light of these articles I have mentioned.

Regarding the "track record of activities on conservation" , I think we should look at the Article 3 of IUCN Statutes before giving an answer. In fact, the Chamber of Forest Engineers carries out all the activities mentioned in this article.

Moreover, I am pleased to inform you that, after our membership application, "The National Biodiversity Coordination Board" was established under the chairmanship of the Minister of Agriculture and Forestry with a Presidential Decree of Turkey. This Decree was published at Turkey's Official Gazette at the date of 2nd August, 2019.
https://www.resmigazete.gov.tr/eskiler/2019/08/20190802-11.pdf . The Chamber of Forest Engineers Officially took part in this committee. It is the only one NGO from nature conservation sector. Please find the attachment for more information.

In conclusion, I would like to state that we object to the council decision within the framework of both the related letter and Articles 10 and 11 of the IUCN Statutes.

In this regard, I need you guidance and proposals.

Article 10 indicates as follows: "10. Any decision of the Council on admission of an applicant may be appealed by ten Members eligible to vote acting within the period prescribed in the Regulations. The World Conservation Congress (hereinafter referred to as "the World Congress"), on such an appeal, shall have the right to reverse the Council's decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.

As you know the next IUCN World Conservation Congress https://www.iucncongress2020.org/programme is going to be organized soon in France. As the Chamber of Forest Engineers, do we have the opportunity to participate in this congress and submit our request within the framework of the relevant legislation? If this is possible, what would you recommend?

Kind regards

Ismail BELEN

IUCN Membership <MEMBERSHIP@iucn.org>, 24 Oca 2020 Cum, 17:20 tarihinde sunu yazdi:

> Dear Mr Belen,
>
> Please find attached an official letter from the Global Director of the Union Development Group with regard to your organisation's application for membership in IUCN.
>
> We thank you for your interest in IUCN and our activities.
>
> With best wishes,
>
> Union Development Group (UDG)
>
> IUCN (International Union for Conservation of Nature)
>
> 28 rue Mauverney, CH-1196 Gland, Switzerland
>
> Tel. +41 22 999 0229; Fax +41 22 999 0002
>
> www.iucn.org
> www.iucncongress2020.org

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Published at Turkey's Official Gazette dated 2 August 2019
http://www.resmigazete.gov.tr/eskiler/2019/08/20190802-11.pdf

From the Presidency of the Republic of Turkey
Subject: "Turkey's National Biodiversity Coordination Committee"
Circular 2019/15

The world's biological resources are vital to the economic and social development of humanity. In 1996, Turkey became a party to the Convention on Biological Diversity, which aims at the protection of biological diversity, the sustainable use of biological resources and the fair and equitable sharing of resources from the use of genetic resources.

Conference of the Parties to the Convention on Biological Diversity will be held in Turkey in 2022. Turkey will assume the rotating presidency of the years 2022-2024. The National Biodiversity Coordination Board-Board was established under the chairmanship of the Minister of Agriculture and Forestry in order to monitor global developments, to bring biological diversity into the economy in a sustainable manner and to carry out the Convention and presidency effectively.

The Board is composed of the highest level representatives authorized to decide on behalf of the following institutions.

1. Presidential Strategy and Budget Presidency- http://www.sbb.gov.tr/
2. Presidential Science Technology and Innovation Policies Board,
3. Ministry of Agriculture and Forestry- https://www.tarimorman.gov.tr/Sayfalar/EN/AnaSayfa.aspx
4. Ministry of Environment and Urbanisation- https://www.csb.gov.tr/
5. Ministry of Foreign Affaires- http://www.mfa.gov.tr/default.en.mfa
6. Ministry of Energy and Natural Resources- https://www.enerji.gov.tr/en-US/Mainpage
7. Ministry of the Interior- https://www.icisleri.gov.tr/
8. Ministry of Culture and Tourism- https://www.ktb.gov.tr/?_dil=2
9. Ministry of National Education- http://www.meb.gov.tr/en/
10. Ministry of Health- https://www.saglik.gov.tr/?_Dil=2
11. Ministry of Industry and Technology- https://www.sanayi.gov.tr/index.html?lang=en
12. Ministry of Trade- https://www.trade.gov.tr/
13. Ministry of Transport and Infrastructure- https://www.uab.gov.tr/
14. The Scientific and Technological Reserch Council of Turkey- https://www.tubitak.gov.tr/en
15. The Unioun of Chambers and Commodity Exchanges of Turkey- https://www.tobb.org.tr/Sayfalar/Eng/AnaSayfa.php
16. The Foreign Economic Relations Board of Turkey - https://www.deik.org.tr/
17. The Chamber of Forest Engineers- https://ormuh.org.tr/

The Board meets at least once a year. The working principles and procedures of the Board shall be determined by the Board. Secretariat services and coordination of the Board are carried out by the Ministry of Agriculture and Forestry. Sub-boards, technical committees, advisory and working groups can be formed if needed for the work of the Board. In addition to the relevant public institutions and organizations, universities, civil society representatives, professional associations and private sector representatives may be invited to board meetings. In addition to the relevant public institutions and organizations, universities, civil society representatives, professional associations and private sector representatives may be invited to board meetings. They may serve in sub-boards, committees, advisory groups and working groups.

The necessary support and assistance will be provided by all public institutions and organizations in order to carry out the work of the Board in integrity and to ensure coordination.

Recep Tayyip Erdoğan-President of Turkey

2 Ağustos 2019 CUMA — Resmî Gazete — Sayı : 30850

GENELGE

Cumhurbaşkanlığından:

Konu: Ulusal Biyolojik Çeşitlik Koordinasyon Kurulu

GENELGE
2019/15

Dünyanın biyolojik kaynakları, insanlığın ekonomik ve sosyal gelişimi için hayati önemi taşımaktadır. Biyolojik çeşitliliğin korunması, biyolojik kaynakların sürdürülebilir kullanımı ve genetik kaynakların kullanımından kaynaklanan faydaların adil ve hakkaniyete uygun şekilde paylaşımını amaçlayan Biyolojik Çeşitlilik Sözleşmesi ülkemiz tarafından 29/8/1996 tarihli ve 4177 sayılı Kanun ile onaylanmak uygun bulunmuştur.

2022-2024 yılları arasında Sözleşmenin altıncı başkanlığı ülkemiz tarafından yürütülecek ve 2022 yılının son çeyreğinde düzenlenecek Biyolojik Çeşitlilik Konferansına ev sahipliği yapılacaktır. Küresel biyoçeşitlilik gündemindeki gelişmelerin takibi, biyolojik çeşitliliğin sürdürülebilir bir şekilde ekonomiye katılımı, Sözleşmenin ve altıncı başkanlığının etkin olarak yürütülmesi amacıyla Tarım ve Orman Bakanı başkanlığında Ulusal Biyolojik Çeşitlilik Koordinasyon Kurulu (Kurul) kurulmuştur.

Kurul; Strateji ve Bütçe Başkanlığı, Cumhurbaşkanlığı İklim, Teknoloji ve Yerelik Politikaları Kurulu, Tarım ve Orman, Çevre ve Şehircilik, Dışişleri, Enerji ve Tabii Kaynaklar, İçişleri, Kültür ve Turizm, Milli Eğitim, Sağlık, Sanayi ve Teknoloji, Ticaret, Ulaştırma ve Altyapı Bakanlıkları ile Türkiye Bilimsel ve Teknolojik Araştırma Kurumu, Türkiye Odalar ve Borsalar Birliği, Dış Ekonomik İlişkiler Kurulu ve Türk Milletinin ve Mimar Odaları Birliği Orman Mühendisleri Odası adına karar vermeye yetkili üst düzey temsilcilerin katılımıyla oluşur.

Kurul yılda en az bir defa toplanmak, çalışma usul ve esasları Kurul tarafından belirlenecek, Kurulun sekreterya hizmetleri ve koordinasyon işleri Tarım ve Orman Bakanlığı tarafından yürütülecektir. Kurul çalışmalarında İklim değişiklik ayrıntılı teknik bilgilerin alınması ve değerlendirilebilmesi amacıyla alt komiteler, teknik komiteler, danışma ve çalışma grupları oluşturulabilecektir. İlgili kamu kurum ve kuruluşlarının yanı sıra üniversiteler, sivil toplum temsilcileri, mesleki birlikler ve özel sektör temsilcileri Kurul toplantılarına davet edilebilecek; alt kurul, komite, danışma grupları ve çalışma gruplarında yer alabileceklerdir.

Kurul çalışmalarının bir bütünlük içinde yürütülmesi ve eşgüdümün sağlanması için tüm kamu kurum ve kuruluşlarının gereken destek ve yardımı sağlanacaktır.

Bilgilerini ve gereğini rica ederim.

1 Ağustos 2019

Recep Tayyip ERDOĞAN
CUMHURBAŞKANI

Fondazione UNA/UNA Foundation

Application for IUCN Membership

Reply to the OBJECTION Quotes

First of all, we would like to emphasize that the safeguard of the environment and the conservation of nature are interests that concern everyone, none excluded. It is indeed for this reason that we believe that all stakeholders must provide their own contribution to the debate as to identify the best ways to protect the environment. Our Statute states clearly the aims of the Foundation, committed to safeguarding and improving the conditions of the environment and the careful and rational use of natural resources, as well as the protection and enhancement of cultural heritage and landscape. The specific purpose of the Foundation is to generate positive synergies for the protection of the environment among players from different backgrounds, since "it proposes to implement initiatives to promote a systemic environmental culture in which each of the subjects involved can make its own contribution for a better governance of the territory and for the construction of a virtuous balance between man and the environment. National wealth in terms of natural biodiversity and cultivation agro biodiversity requires strong transversal alliances to fully develop new business and highly skilled employment opportunities that are consistent with the fundamental aim of nature conservation". It is therefore evident that the debate among different interlocutors as to identify common environmental defense strategies is a common shared objective of both the UNA Foundation and the IUCN, which should be enhanced through coordinated actions.

With regard to the objections that have been raised (here below), we would like to clarify the following:

1. ***The applicant has been created by Beretta, an Italian firearms manufacturing company, operating in several countries, whose firearms are used worldwide for a variety of civilian, law enforcement and military purposes. The Foundation members are in fact mainly italian hunting associations. Thus, we strongly believe that it would be very inappropriate - both ethically and politically – to consider the above mentioned request for membership.***

The members of UNA Foundation are publicly listed on the website, as we operate with maximum transparency. The Foundation was established, through a common and shared effort - without any prevalence - by the National Hunting and Nature Committee (CNCN), the Italian Hunting Federation (FIDC), Arci Caccia and the University of Urbino "Carlo Bo".

The CNCN is an organization which, by statute, supports the rational use of natural resources, respecting crops, agricultural production and the protection of wildlife. The CNCN has, among its members, companies manufacturing firearms and ammunition for the civilian market who have a primary and urgent interest in nature conservation, and therefore contribute to the Association for this purpose by financing conservation projects and promoting the Foundation. We believe that any ideological prejudice towards these operators is not useful in pursuing general interests, especially with reference to organizations such as the IUCN, characterized by the correct ambition to be the seat of a universal debate on the matter.

The hunting associations within the Foundation, namely FIDC and Arci Caccia - are also members of FACE, which, as is well known, is already a member of the IUCN. The hunting associations - also as individual members - are already widely present within the IUCN (the JagdSchweiz, the French Fédération Nationale des Chasseurs, the Deutsche Jagdverband, the Dallas Safari Club, the Nordic Hunters' Alliance, the Associação Brasileira de Caça e Conservação, the Svenska Jägareförbundet, the South African Hunters and Game Conservation Association, the Tunisian Fédération Nationale des Associations des Chasseurs et des

Associations de Chasse Spécialisées), since they have a primary interest in the promotion and conservation of wildlife and its habitats. The Italian Hunting Federation, for example, is the Italian counterpart of the French Fédération Nationale des Chasseurs who is already a member of IUCN. A preclusion towards these associations - the largest by members in Italy - would appear inexplicable and discriminatory.

The presence of a prestigious Italian university - the University of Urbino "Carlo Bo" - not only guarantees that the Foundation's actions are aimed at the maximum scientific rigor, but that it also aims at identifying and supporting activities of general interest.

2. *Firearms, and their implications, are not a new topic for IUCN which has been asked to express its position already in 2016 during the World Conservation Congress and to condemn the"shoot on sight" policies in the name of conservation, either considering what happened in India and Botswana, either addressing the devastating impacts of hunting on tribal peoples worldwide.*

Firearms are tools whose ethical value depends on the use that is made. Condemning firearms because they can be misused means giving objects an intentional ability they don't have. Firearms are the main tool for the practice of environmentally friendly and sustainable hunting activities, and they are also the main deterrent used by the bodies responsible for the repression and control of poaching, especially in scarcely urbanized areas and in Africa. Civil firearms operators have an essential interest in the lawful, correct and sustainable use of their products, and have always been committed in such direction. Discriminating firearms, without distinguishing the use for which they are intended, de facto means encouraging their use in a less responsible way.

3. Following a similar decision made from the Convention on Migratory Species, during the 2016 World Conservation Congress, the WCC-2016-Res-082-EN recommendation has been adopted to address concerns over the use of lead ammunition in hunting. That decision followed a very long discussion and the adverse opinion of hunting associations.

It is not clear how concerns about the use of lead in hunting can be a useful argument to reject the Foundation's request for membership. On the other contrary, it is important that the necessary discussions on the use of lead in hunting and on the search for alternative products, also within the IUCN, are conducted with the contribution of all the stakeholders concerned, which means also the hunting organizations that are already part of both the UNA Foundation and the IUCN.

Despite our association has always promoted a dialogue with several different actors, first Ngo among environmental associations, and has always confronted with the hunting world, we believe that:

- this application it does not meet the requirements prescribed by art. 7 of the IUCN Statute and art. 6 of the IUCN Regulations (representativeness)

- it is not consistent with the recommendations already taken by IUCN

- it does not safeguard the founding values of the entire Organization

Finally, we are very impressed by the statement that the Foundation's request for membership would be contrary to the Statute and regulations of the IUCN. Instead, we believe it is the opposite. With reference to art. 7 of the Articles of Association, it is clear that *"the Foundation, which has the specific statutory purpose of "providing interventions and services aimed at safeguarding and improving the conditions of the environment and the careful and rational use of natural resources, as well as interventions for the protection and enhancement of the cultural and landscape heritage "and "to implement initiatives to promote a systemic environmental culture in which each of the subjects involved can make their own*

contribution to better governance of the territory and to build a virtuous balance between man and environment", clearly *"shares and supports the objectives of IUCN"*. Furthermore, the Foundation's activity has always been directed to *"the conservation of the integrity and diversity of nature"* and with *"the aim to ensure that any use of natural resources is equitable and ecologically sustainable"*, as evidenced by all the activities carried out since its establishment.

If the IUCN *"has always promoted a dialogue with several different actors"*, so has the Foundation, in compliance with its the statutory purpose - perhaps one of its kind in Italy - to promote collaboration between different worlds (environmentalist, agricultural, hunting and research) for the sole purpose of nature conservation and biodiversity. A clear example is the collaboration project with the Italian Federation of Parks and Natural Reserves (Federparchi), the trade association that brings together and represents the managing bodies of the Italian natural protected areas, which has chosen to sponsor the Foundation's application at the IUCN; A further proof is the collaboration with the associations of Italian farmers, with which we launched a joint activity project with the Observatory for the fight against agro-mafia, a body of the National Coldiretti Confederation, a trade union organization representing people and businesses operating in agriculture, in the fishing sector and their related sectors and in agri-food activities. Over the years, the action projects have been joined by study, research and action collaborations with various Italian universities (University of Milano Statale, University of Gastronomic Sciences of Pollenzo), and scientific bodies, such as the Italian Society of Preventive Veterinary Medicine, etc.

In conclusion, we believe that there is no real reason that would prevent our request for membership from being accepted, and the objections raised derive from a still limited knowledge of the reality of the Foundation and its activities. Over the years, we have proven to be a highly qualified institutional stakeholder in the design and implementation of actions in the defense of nature and biodiversity, and a participation in the IUCN internal debate could only result in a mutual enrichment.

Roma, 03 February 2020

Prot.71/PP/2020

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Legal Opinion

Conditions for the establishment and recognition of an interregional committee

Addressed to: IUCN Governance and Constituency Committee and IUCN Council
Origin: Sandrine Friedli Cela, Legal Adviser

Date: 5 February 2020

A. Background

On 28 January 2020, the Working Group for National Committee Development for Europe, North and Central Asia (WGNCD) addressed a letter to the Acting Director General informing her of the intention and planned steps to establish an Interregional Committee for West Europe, East Europe, North and Central Asia, requesting her to transmit this information to Council.

The WGNCD explained that it had followed the criteria for the establishment of interregional committees set forth by Council in its decision C/69/54. In particular, WGNCD confirmed that more than 50% of all Members in each region concerned had expressed their support for the establishment of an Interregional Committee. WGNCD also presented the draft bylaws of the Interregional Committee to be adopted at the constitutive meeting of the Interregional Committee, which is planned to take place in June 2020, at the World Conservation Congress. Once the Steering Committee of the Interregional Committee is formed and the bylaws are adopted, the Committee will complete relevant forms and submit them to Council 2020-2024, requesting formal recognition of the Interregional Committee.

The Chair of the GCC has requested a legal opinion clarifying the conditions for the establishment and recognition of an interregional committee and in particular, whether IUCN Members have a right to establish such a committee without Council's pre-approval, in other words, whether such establishment is the prerogative of the Council.

Since the questions to the Legal Adviser were triggered by the specific case of the Interregional Committee Interregional Committee for West Europe, East Europe, North and Central Asia, this opinion also provides a brief assessment of the compliance of the Interregional Committee with relevant requirements.

B. Legal framework

Relevant IUCN statutory and regulatory provisions regarding the establishment of an interregional committee:

IUCN Statutes

Part VII - The National and Regional Committees and Regional Fora
Art. 66
"Members of IUCN within a State, a Region or a part of a Region may organize committees restricted to Members of IUCN or their representatives to facilitate cooperation among Members, coordination of the components of IUCN, and participation of Members in the programme and governance of IUCN. A proposal to create such National or Regional Committees shall be made in accordance with the Regulations."

Art. 67
"The Council:
(a) shall recognize only one National Committee for a State, and one Regional Committee for a particular Region or a part of the Region; and

(b) may recognize Interregional Committees for defined purposes and on such terms as it considers appropriate.[1]"

IUCN Regulations

Part VI - The National and Regional Committees and Regional Fora

Reg. 62
"To be eligible for recognition a Regional Committee shall be constituted through a process in which all IUCN Members in the Region or part of the Region are entitled to participate on equal terms."

Reg. 63
"The Director General shall be informed of any proposal to establish a Committee and of its proposed chair, rules of procedure and address, and shall:
(a) advise the Committee on the conformity of these proposals with these Regulations; and
(b) once satisfied of that conformity, inform the Council at its next meeting of the establishment of the Committee so that the Council may consider recognition."

Reg.65.
"Each Committee recognized by the Council may use the IUCN name and logo in conjunction with the respective name of its State, Region or part of a Region as prescribed by the Council."

Reg. 66.
"Committees recognized by the Council shall:
(a) elect their own Chairs and establish their own procedures;
(b) be solely responsible for any funds they raise and any debts and legal obligations incurred;
(c) determine the dates and venues of their meetings, informing their members and the Director General of these meetings in advance;
(d) send a report on their activities to the Director General and the Council once a year;
(e) accept the right of any member to dissociate from any decision of the Committee and if requested, clearly indicate that dissociation;
(f) endeavour to ensure the full participation of their members; and
(g) cooperate with the Secretariat and the Commissions to advance the work of IUCN; and
(h) invite the Director General to attend or be represented at their meetings."

<u>Council decision regarding the criteria for the establishment of an interregional committee (decision C/69/54):</u>

In March 2008, at the proposal of its Governance Task Force[2], the Council approved criteria for the establishment of Interregional Committees as follows:

"Council, on the recommendation of the Governance Task Force AGREED that, in order to give effect to Article 67 (b) of the Statute, any proposal to establish an Interregional Committee will need to demonstrate that:
1. The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs;
2. The establishment of an Interregional Committee with this purpose is supported by more than 50% of the Membership in each of the regions concerned;
3. The proposed Statutes or By-laws or Rules of Procedure or other Constitutional documents are compatible with the requirements of IUCN's Statutes and Regulations.

And that if Council was minded to permit the establishment of such a Committee, it required that:

---

[1] In French «*Le Conseil (…) peut reconnaître des Comités interrégionaux ayant des buts définis, selon les termes qu'il considère appropriés. »* : In Spanish : *« El Consejo (…) podrá reconocer a Comités Interregionales con propósitos específicos y en los términos que considere apropiados. »*

[2] This refers to the "Governance Task Force" of the Council 2004-08, the predecessor of what became the "Governance Committee" during the term 2008-12.

4. The Committee provides a written report every 2 years to the Director General and to Council on its work and achievements; and
5. Council reserves the right to modify or withdraw the mandate to the Committee if Council believes its continued existence does not serve the best interests of IUCN."

It appears, from the minutes of the 69th Council meeting, that Council explicitly amended the initial proposal which referred to support by "50% of the members in the regions concerned" to determine that the requirement for support should be by more than 50% of the Membership in each of the regions concerned..

C. General context

In the part of the Statutes relating to "The National and Regional Committees and Regional Fora" (Part VII), article 67 (b) foresees the possibility for Council to *"recognize Interregional Committees for defined purposes and on such terms as it considers appropriate."*

The IUCN World Conservation Congress adopted this disposition in 2004, at the proposal of IUCN Council. While there is no express definition of the term "Interregional Committee" in the Statutes, the rationale for establishment of interregional committees expressed by the Council at the time of the submission of its proposal in Congress (document CGR/3/2004/23) was as follow:
"Given the rapidly changing geopolitical circumstances, the Task Force1 and Council concluded that changing the legal definition of boundaries at this time would not provide a lasting solution. It appeared more practical to seek non-Statutory solutions to improved working relationships between and among regions by means of inter and intra regional committees and task forces, as currently practiced in the Mediterranean programmatic region."

The idea was therefore that interregional committees would be another way for IUCN Members to join forces by organizing committees *"to facilitate cooperation among Members, [and] coordination of the components of IUCN"* as foreseen in article 66 of the Statutes. In this perspective, and because article 67 (b) is included in the part of the Statutes referring to National and Regional Committees, the organization by IUCN Members of an interregional committee has to be seen in the global context of the statutory dispositions relating to National and Regional Committees. Except for article 67 (b) of the Statutes, no other disposition of the Statutes and Regulations expressly refers to the notion of interregional committee. This means that in absence of specific rules regarding Interregional Committees, the dispositions regarding the establishment and recognition of Regional Committees shall apply *mutatis mutandis*. Indeed, this type of committee may be considered as a variation of a Regional Committee (as it covers two of more Regions) in the same way as a committee covering only part of a Region is considered a Regional committee.

D. The requirements and process for the establishment of an interregional committee

First, it is important to note that IUCN Members are free to work together on conservation matters and to define how they want to do so (i.e. constituting alliances, building partnership, concluding cooperation agreements, etc.). Such enhanced cooperation between IUCN Members and other components of IUCN is even promoted by IUCN through its objectives (i.e. Article 3 (a), (b) and (c) of the Statutes). In order to strengthen the cooperation among IUCN Members and to give the National and Regional Committees an important and recognized statutory role, IUCN Members have adopted major new sections on National and Regional Committees in the Statutes and Regulations in 1996. Since then, Statutes foresee the possibility for IUCN Members within a State, a Region or a part of a Region, to organize themselves in committees restricted to IUCN Members (art. 66 of the Statutes) and seek Council recognition in accordance with a process defined in the Regulations. At the time of the integration of Part VII in the Statutes, the Guide to the revised IUCN Statutes and Regulations explained, *"Part VII is entirely new and sets out the right of members to establish National and Regional Committees, and to seek formal recognition of these Committees by Council".*

The understanding at that time was that a group of IUCN Members should be free to constitute a committee, but also that, if it wanted to have the right to represent its association with IUCN and use IUCN's name and logo, it should seek recognition. There is therefore neither an obligation for IUCN

Members to establish committees nor an obligation for an established committee to seek Council recognition, but rather a right of Members to do so.

This means that the conditions relating to the establishment of a committee are only relevant, if the committee wants to be recognized by Council. Indeed, when seeking the recognition, the committee will have to demonstrate that it has met the requirements relating to its establishment defined in the Statutes or Regulations.

As of today, the only express criteria in connection with the conditions that an interregional committees has to meet in order to be granted recognition is that i) it has a defined purpose and ii) will follow terms that Council considers appropriate (Art. 67 (b) of the Statutes). With its decision C/69/54 aiming to give effect to art. 67 (b) of the Statutes, the Council has clarified the expectations regarding the establishment requirements for the recognition of Interregional Committee, as follow:
1. The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs;
2. The establishment of an Interregional Committee with this purpose is supported by more than 50% of the Membership in each of the regions concerned;
3. The proposed Statutes or By-laws or Rules of Procedure or other Constitutional documents are compatible with the requirements of IUCN's Statutes and Regulations.

The intent of the Council, when adopting the first requirement relating to the fact that the scope of the committee must not clash with any other IUCN organs is not clear. It seems that the Council may have had in mind the idea that the interregional committees, as the other committees, coordinate their work with all other components of IUCN (as specified in art. 66 of the Statutes) and avoid exercising any function that would normally pertain to another organ (such as the WCC and Council).

With regard to the second requirement, the Legal Adviser has clarified, in the context of the discussions with the WGNCD on the possible establishment of an Interregional Committee for West Europe, East Europe, North and Central Asia, that it meant that more than 50% of IUCN Members in each of the Regions concerned had to be supportive of the idea to establish an interregional committee[3]. Indeed, the wording of the Council's decision is not that the Committee shall "comprise" more than 50% of the Members in each Region (as requested for example, for the recognition of National Committees in Reg. 61 (b)), but rather that the establishment of the committee gets a wide support from the Members in both regions concerned. In this spirit, the Legal Adviser recommended that the establishment of an interregional committee follow the same process as the one prescribed in Reg. 62 for Regional Committees, namely that all IUCN Members in both Regions concerned are entitled to participate on equal terms. In other words, the constitution process would have to be inclusive of all IUCN Members in the Regions concerned, transparent and democratic, which implies *e.g.* giving the opportunity to all Members concerned to provide comments on the draft bylaws of the Committee.

In the past two years, the GCC has discussed the possibility of amending IUCN's Statutes and Regulations in order to clarify and possibly harmonize the criteria for the establishment of National, Regional and Interregional Committees. However, this process is still under consideration by the GCC. As long as new criteria for the establishment of interregional committees have not been adopted, Council decision C/69/54 remains valid. The existing requirements for the recognition of interregional committees therefore apply to the concrete case of the proposed Interregional Committee for West Europe, East Europe, North and Central Asia.

E. <u>The process for recognition by Council of an interregional committee</u>

The statutory dispositions do not foresee an obligation for the Council to recognize committees (see Reg. 63 (b), which states, "*the Council <u>may</u> consider recognition"* (emphasis added)). Council's recognition is however restricted to only one National Committee for a State, and one Regional Committee for a particular Region or a part of the Region (Art. 67 (a) of the Statutes). The Regulations

[3] This interpretation of Council decision C/69/54 was referred to in a discussion paper entitled "Paper on Interregional Committees" submitted to the GCC during the 94th Council meeting in 2018 (Council document C/94/GCC13/2.4.4).

define the conditions which must be met by a committee to be eligible for recognition (Reg. 61 for National committees and Reg. 62 for Regional Committees). Only a committee recognized by Council is authorized to represent itself as being an IUCN committee and to use the IUCN name and logo in conjunction with the respective name of its State, Region or part of a Region (Reg. 65).

The same applies for interregional committee (art. 67 (b) of the Statutes, which states, that Council "*may recognize Interregional Committees*" (emphasis added)). To be eligible for recognition, an interregional committee needs to fulfil the criteria established in article 67 (b) of the Statutes and in Council's decision C/69/54, as specified in the precedent section. Except for these requirements, no specific process for the recognition of an interregional committee is foreseen. Therefore, the process described in Regulations 63, 65, 66 and 67, which applies to "committees" in general (including National and Regional Committees), also applies to interregional committees.

As per Reg. 63, the first step for seeking recognition is that the Director General *"shall be informed of any proposal to establish a Committee and of its proposed chair, rules of procedure and address"*. At this stage, the Director General, with the support of the team in charge of Membership matters and of the Legal Adviser, reviews all the documents provided by the committee and, in particular, the draft bylaws of such committee in order to evaluate if these are compliant with the Statutes and Regulations. In practice, if they are not, the Secretariat will advise the committee about the modifications required in order to ensure such compliance, to grant the committee an opportunity to proceed with the appropriate changes before its establishment and its request for recognition.

Once the Director General is satisfied of that conformity, the committee concerned may establish itself as a committee of IUCN Members. In accordance with the wording of Regulation 63, it is not necessary that the IUCN Council pre-approves the establishment of the committee prior to its establishment. Council's recognition happens after the committee has been constituted ("*The Director General (…) shall (…) once satisfied of that conformity, inform the Council at its next meeting of the establishment of the Committee."* (Emphasis added). Even if the Director General has an obligation to inform the Council of the establishment of the committee and of the conformity of its procedures with the Statutes and Regulations, only once the committee has been constituted, in practice, the membership unit informs the GCC regularly about concrete proposals of committees under consideration by the Secretariat. Occasionally committees do not follow this first step and seek recognition by Council without having requested the advise from the Secretariat prior to the establishment of the committee.

While the Director General, with the support of its team in the Secretariat, is responsible to assess the conformity of the documents related to the establishment of a committee with the Statutes and Regulations (in other words, whether the formal requirements for the establishment of a committee are met), it is the prerogative of the Council to decide whether it is in the interest of IUCN to grant recognition to a specific committee.

In principle, the wording of Reg. 63 (b) and Art. 67 (b) of the Statutes implies that Council is free to grant recognition to a committee of Members seeking recognition. However, a committee that complies with all the requirements set forth in IUCN's Statutes and Regulations, and has followed in, good faith, the advice from the Secretariat regarding the compliance of its proposed constituting documents with the Statutes and Regulation may reasonably expect to receive recognition. There was therefore an understanding at the time of the adoption of the new chapter regarding the National and Regional Committee that, if a committee meets all the requirements, Council would normally grant recognition[4]. In this spirit, it is recommended that the Council provides a good explanation to any committee concerned when refusing recognition. Among possible grounds, one may consider the fact that certain formal requirements had not been met, that such recognition would not be in the interest of IUCN or that a committee would be known to act inconsistently with the objectives of the Statutes (as set forth in Reg. 64 for the cases of possible withdrawal).

As of today, there are only two committees known by the Secretariat, who have not sought recognition by Council, namely Oceania Regional Committee and China National Committee. To the Legal Adviser's knowledge, the Council has never refused recognition of any National or Regional Committee having sought recognition. Such a recognition is normally provided without conditions. On a few

[4] See the Guide to the revised IUCN Statutes and Regulations, which explained, that the new chapter of the Regulations, aimed to *"set out the criteria which the committees must meet to gain recognition by Council".*

occasion, Council has however asked committees to amend their bylaws in order to ensure better compliance with IUCN's Statutes and Regulations, prior to granting its recognition. This has happened mainly in cases where committees have constituted themselves before seeking any advice from the Director General on the conformity of their proposed bylaws or rules of procedures.

In consideration of the wording of article 67 (b) of the Statutes regarding interregional committees, the Council may consider to add certain conditions to the recognition of an interregional committee. This is what the Council has done with its decision in 2008, by stating that, if the Council decided, *"to permit the establishment of an interregional committee"*, it should require that:
"4. The Committee provides a written report every 2 years to the Director General and to Council on its work and achievements; and
5. Council reserves the right to modify or withdraw the mandate to the Committee if Council believes its continued existence does not serve the best interests of IUCN."

In light of the Statutes and Regulations, which prevail in all circumstances, the Council's decision C/69/54 should be understood to refer to recognition rather than permission to establish. Other aspects of the decision also appear to conflict with the Statutes and Regulations. Specifically, the first condition is in contradiction with Reg. 66 (d), when providing that committees send a report of activities to the Director General and the Council once per year. With regard to the second condition, the wording stating the possibility to modify or withdraw the mandate of the committee is unfortunate, because IUCN Members have a right to establish any type of committee and defined their own mandate, bylaws and rules of procedure (Art. 66 of the Statutes and Reg. 66 (a) and 67 (d)). As per the current Regulations, Council may only consider to withdraw its recognition from a committee if it considers that a committee act inconsistently with the objectives of IUCN (Reg. 64). While the Legal Adviser understands the rationale behind this reservation, she recommends that the Council considers to limit the possibility of withdrawal of recognition to situations where the rationale for granting the recognition would not be relevant anymore (for example because the scope pursued at the time of the establishment would have been achieved by the committee or could newly be achieved by another type of committee or another component of IUCN). In other words, when the recognition of the Committee would not serve the best interest of IUCN anymore. Such a withdrawal may however be difficult to justify in practice. The Legal Adviser recommends that, if Council considers that this type of restrictions should be maintained, they be integrated in the Regulations to guarantee that IUCN Members have the opportunity to express their views on such restrictions before their adoption.

F. Interregional Committee for West Europe, East Europe, North and Central Asia compliance with the requirements to be recognized by Council

In accordance with Reg. 63 (a), WGNCD informed the Secretariat of IUCN in 2017 of its intent to establish an Interregional Committee for West Europe, East Europe, North and Central Asia (hereafter the "Interregional Committee") and sought advice on the requirements for such a committee to be recognized by Council. The Secretariat informed WGNCD of the relevant process in the sense explained in previous sections and provided advice and support to the WGNCD at different stages of the process. In particular, the Secretariat, with the support of the Legal Adviser, reviewed the draft bylaws proposed for the future committee and provided inputs in order to ensure that they are compliant with IUCN's Statutes and Regulations. At this stage, only the template licensing agreement and request form still need to be adapted by the Secretariat in order to make them compliant with the specific requirements for interregional committees. This will be done before the establishment of the Interregional Committee in June 2020, to ensure that all the necessary documents are ready at the time of its request for recognition. The licensing agreement will be signed by the representative/s of the Committee, only if the Council decide to grant its recognition.

The Secretariat and Regional Councillors from both Regions concerned have informed the Council of the various ongoing preparation steps aiming at the establishment of the Interregional Committee, and, in particular, of the process followed to ensure that more than 50% of IUCN Members in each of the Regions concerned are supportive of the idea to establish an interregional committee.

Once the Interregional Committee is established and seeks recognition, the Council will have to decide whether it accepts to recognize the newly established Interregional Committee and, in particular, whether it considers that the scope pursued by the Interregional Committee is adequate in order for the

Council to grants its recognition; in other words Council will decide whether the recognition of such committee would be in the best interest of IUCN. In making such assessment, the Council may consider to grant such a recognition *"on such terms as it considers appropriate*" (art. 67 (b) of the Statutes). Such conditions could be the ones defined in Council decision C/69/54, but, as explained above, those conditions are problematic. The Legal Adviser therefore recommends the Council to depart from them and consider whether other conditions would be more appropriate.

G. Conclusion

While a group of IUCN Members has a right to establish any form of committee, certain conditions must be met for recognition by Council and hence gain the right to use IUCN's name and logo.

Only a few specific requirements relating to the process and the eligibility for recognition of interregional committees have been defined in art. 67 (b) of the Statutes and clarified in Council decision C/69/54. Therefore, the process for the recognition of committees set forth in the Regulations applies *mutatis mutandis* to interregional committees.

While the Director General, with the support of its team in the Secretariat, is responsible to assess the conformity with the Statutes and Regulations of the proposal to establish a committee and all related documents, and to advise the committee whether the formal requirements are met, it is the prerogative of the Council to assess whether it is in the interest of IUCN to grant recognition to a specific committee.

There is no obligation for the Council to recognize a specific committee. However, IUCN Members in a State, in one or more Regions or part of Region(s), who have complied with all the formal requirements applicable to the type of committee that they have established, may reasonably expect to obtain recognition from Council. Such recognition is normally granted without conditions, except for the recognition of interregional committees, which can be "on such terms as the Council deem appropriate" in addition to those specified in Council's decision C69/54.

After its establishment, the Interregional Committee for West Europe, East Europe, North and Central Asia, may seek recognition from Council. Upon receipt of such request, the Council will have to decide whether it is in IUCN's interest to grant recognition to the Interregional Committee and at which conditions such recognition would be granted.

Dr Grethel Aguilar
Acting Director General
International Union for Conservation of Nature
Rue Mauverney 28
1196 Gland
Switzerland

28th January 2020

Dear Grethel,

Information on the intention to establish an IUCN Interregional Committee for the statutory regions of West Europe and East Europe, North and Central Asia.

Introduction/summary

In accordance with IUCN Regulation 63, the purpose of this letter is to inform you as the Acting Director General of IUCN, of the intention of the Members from the statutory regions of West Europe and East Europe, North and Central Asia to establish an Interregional Committee of IUCN in accordance with the IUCN Statutes, section VII, and Regulations, section VI, and further to request that this understanding is forwarded to IUCN Council for information.

Below, we outline the steps foreseen in establishing this Interregional Committee. The letter also provides background on the initiative, evidence of need, benefits, and the methodology and results of the extensive consultation with Members in the two regions.

The key objective of the Interregional Committee for West Europe, East Europe, North and Central Asia is to reinforce the collaboration and exchange of best practices between Members in harmony with the One Programme approach.

This letter is written on behalf of the IUCN National Committees, Country Focal Points and Members in the previously mentioned statutory regions, through the Working Group for National Committee Development in Europe, North and Central Asia, gratefully acknowledging the advice received from IUCN's Governance Advisors, the Membership Unit of the Secretariat and Regional Councillors.

Hypothesis

That IUCN at large, and its Members in the two regions specifically, will benefit from the establishment of an Interregional Committee for West Europe, East Europe, North and Central Asia by adding it to the list of existing IUCN Regional Committees and operating it on similar lines, to foster greater communication, cooperation, collaboration and practical outcomes for nature conservation through IUCN Member delivery of the IUCN Global Programme and the One Programme approach.

Preamble

This establishment of an Interregional Committee seeks to add value and provide a legitimate IUCN mechanism to generate practical and pragmatic assistance for strengthening cooperation

and collaboration between all IUCN entities in the two statutory regions of West Europe, East Europe, North and Central Asia.

It is a voluntary initiative, complimenting the existing IUCN Regional and National Committee structures and the One Programme approach, arising from, and with the support of, the membership of the two regions.

IUCN Members in the two regions:
West Europe: There are currently (December 2019) 324 Member organisations (22.8% of 1417 global membership).

East Europe, North and Central Asia: There are currently 66 Member organisations (4.6% of 1417 global membership).

A total of 390 IUCN Member organisations collectively (27.6% of global membership) in the two regions.

These are represented by 11 National Committees and 3 Country Focal Points in West Europe and 3 National Committees and 2 Country Focal Points in East Europe, North and Central Asia. These December figures differ marginally from the membership figures from October 2019 below, from which the survey results were calculated.

Historical context:
Under the IUCN Statutes (Part VII 66-72), and Regulations (Part VI, 66-68), IUCN permits and regulates the formation of Members Committees (national, regional and interregional) and there is guidance to be found in the Operational Guide for IUCN National and Regional Committees. There is no precedent for establishing an Interregional Committee, but the 2008 decision of Council (C/69/54) spells out the requirements for the formation of interregional committees.

Globally there are 7 formally recognised Regional Committees and some of these cover part of a statutory region. In the West Europe and East Europe, North and Central Asia regions there are no Regional Committees.

The closest thing to such a regional/interregional structure in these two regions is the Working Group for National Committee Development for Europe, North and Central Asia (WGNCD) which has been functioning since January 2013 with the approval of the then Director General, Julia Marton-Lefèvre. The formation of the WGNCD was determined at a meeting of National Committees in Copenhagen, forming an ad-hoc working group for the development of National Committees within Europe.

At a meeting in Rome in September 2013, the preparatory work by the ad-hoc working group was reformed into the WGNCD which was endorsed formally. The 'Rome Charter' (Appendix 1) was formulated and signed by the participatory representatives of Members, calling for an extended cooperation between the Members in the West Europe statutory region, but also with the Members in the East Europe, North and Central Asia statutory region. The Rome meeting was followed by a meeting in 2014 in Stockholm and at the Helsinki Regional Conservation Forum in 2015, where these matters were further discussed.

The WGNCD has had monthly minuted meetings via Skype since 2013 (at the time of this letter being written, some 56 such meetings) and held in-person meetings in Rome, Stockholm, Amsterdam, Brussels, Helsinki and Prague.

The WGNCD has done many of the things that might be expected of a Regional (or Interregional) Committee. It has:

- advised and promoted each of the last two Regional Conservation Fora (which historically are also shared as a single event by the two regions, with good collaboration by the two IUCN regional offices in Belgrade and Brussels)
- coordinated the 'Rome Charter' which committed IUCN National Committees in the two regions to working together collaboratively
- produced guidance for the establishment of National Committees now translated into three languages and used globally
- worked with IUCN Commissions to seek a common agenda under the One Programme approach
- initiated 'Project Postcard' to seek and promote projects that IUCN Members were undertaking that contributed to the delivery of the IUCN Global Programme
- provided a model and some leadership for the formation of the Global Group for National and Regional Committee Development, approved as a resolution at the 2016 World Conservation Congress
- discussed at length, agreed and coordinated the consultation with IUCN Members in the two regions for the establishment of an Interregional Committee, with the assistance of the IUCN Secretariat and supported by the Councillors from the two regions.

Background to the intended establishment

Identification of need

One of the key drivers for this initiative is to support and encourage collaboration between existing and new Members, National Committee and Country Focal Points in West Europe, East Europe, North and Central Asia by sharing knowledge and experience as part of a unified Interregional Committee.

There are, however, many other benefits.

- The Interregional Committee is important especially for countries with only a few IUCN Members and no existing National Committee. The Interregional Committee would be a way to connect with all countries in each region.
- There are Regional Committees in seven IUCN regions. A Regional Committee is a recognised IUCN mechanism for the efficient engagement of IUCN Members and is an entitlement of their membership. Regional representation through an Interregional Committee would fulfil the same function.
- The WGNCD has shown the value and further potential for cooperation between the region's Members through their National Committees. The terms of reference for the WGNCD are quite specific and would not be the same as for the Interregional Committee. The proposal is for the regions to join the formal and statutory recognized organizational process which gives the Members their voice in the IUCN structure.
- The Interregional Committee would therefore become part of the recognised mechanism which simplifies reporting to the IUCN 'One Programme' process.

- The Interregional Committee for the two statutory regions will better enable enhanced cooperation between the Members, the National Committees and Commission members.
- The Global Group for National and Regional Committee Development requires representation from a regional entity which, in other regions, is a Regional Committee.
- As the two regions are demonstrating leadership in National Committee development on the global stage, it would be good to show that there is a fit in the IUCN structure also when it comes to extended development of the collaboration within the regions.
- The Interregional Committee will provide a useful consultation tool for all six Regional Councillors in both regions.
- The Interregional Committee will provide a useful consultation tool for all IUCN offices in both regions.
- The Secretariat organizes the quadrennial Regional Conservation Forum as an interregional event and an Interregional Committee would give the membership greater opportunity to participate in the planning, preparation and engagement for this.

Governance matters
In 2017 and 2018 an extensive amount of work was done on creating draft by-laws (in good cooperation with IUCN's Legal Advisor and the Secretariat) and an organizational structure for a prospective Interregional Committee. As is shown in the draft by-laws (Appendix 2), the participation in the Interregional Committee is open to all Members in the two regions, which meets the criteria in regulation 62.

During this work, it was identified that a previous Council decision in 2008 (C/69/54) did create a formal structure for how an Interregional Committee could be formed. This structure differs from the previously established Regional Committees in such a way that it sets the level for requiring a majority of all Members (a minimum of 50%+1) in each region to be positive to the establishment of the Interregional Committee.

In 2018 and 2019 consultations were set up to secure the required amount of support in each region. The possible establishment of an Interregional Committee was extensively discussed during WGNCD meetings, at an informal interregional Member meeting in Prague (2018) and in the formal Regional Conservation Forum in Amsterdam (June 2019).

Methodology

An open-ended online survey was set up to gather views from all Members in both regions regarding the establishment of an Interregional Committee. More specifically, the members had the opportunity to clearly express support or non-support to the initiative as a YES/NO expression of interest.

The WGNCD, the IUCN Secretariat, individual National Committees and Regional Councillors jointly collaborated to mobilize the membership to respond to this survey whether positive or negative. The survey was launched in the autumn of 2018 and remained open until 3 months after the Regional Conservation Forum.

This method ensured meeting the requirements of Regulation 62.

Results

As of the 18th of October 2019, a total of 220 of the then 383 members within the two regions had expressed their views through the online survey. All responses have been recorded (Appendix 3).

Region	Answered	In favour	Against
West Europe	173	159	14
	55.6%	51.1%	4.5%
East Europe, North and Central Asia	43	37	6
	62.3%	53.6%	8.7%
Total of all	216	196	20
	56.9%	51.6%	5.3%
Total answered % West Europe		91.9%	8.1%
Total answered % East Europe, North and Central Asia		86%	14%

The formal requirement of Council's decision C/69/54 that 50%+1 of all Members in each region should support the establishment of an Interregional Committee has therefore been met.

Next steps

Having met the above criteria, this letter aims to inform the Acting Director General and the IUCN Council of the intention to establish an Interregional Committee for West Europe, East Europe, North and Central Asia and presents the corresponding draft by-laws.

The next steps would be:

1. The appointment by the WGNCD, of an interim Steering Committee in line with the draft by-laws. The interim Steering Committee shall prepare subsequent steps
2. Notification to Members in February 2020 for the first General Meeting of the Interregional Committee which shall be called for June 2020
3. The notification will also call for nominations for positions on the first Steering Committee as well as the formal proposal for its formation
4. At the World Conservation Congress in June 2020 the Regional Members meeting(s) can establish the Interregional Committee by adopting the by-laws and electing the Steering Committee.

Once the Steering Committee is formed, the relevant forms will be completed and submitted to Council 2020-2024, requesting formal recognition of the Interregional Committee.

Conclusion

On behalf of the WGNCD, the signatories of this document herewith inform the Acting Director General of the intention and planned steps to establish an Interregional Committee for West Europe, East Europe, North and Central Asia.

The required threshold for positive expressions of interest from IUCN Members of 50%+1 in each of the two regions of West Europe and East Europe, North and Central Asia has been achieved in accordance with the 2008 Council decision C/69/54.

This demonstrates the wishes of a majority of Members in the two regions to work more closely together through the establishment of an Interregional Committee.

With our sincere regards,

Chris Mahon
Chair, WGNCD
Executive Director, IUCN NC UK

Ann-Katrine Garn
Secretary, WGNCD
Chair, IUCN NC Denmark

Signed on behalf of the Working Group for National Committee Development

Appendices

1. Rome Charter
2. Draft bylaws
3. Members expressions of interest results list

European National Committees Charter

Objective

The European National Committee Charter is developed to provide the National Committees of IUCN Members in Europe and the IUCN Secretariat an enhanced understanding of their mutual roles and responsibilities in working together, with a view to further strengthening and developing the role of National Committees in the implementation of the IUCN Programme. To that end, the Charter is rooted in the belief that strong cooperation delivers the best results, and is based on the spirit of uniting European National Committees through their commonalities rather than dividing them by their differences.

The IUCN National Committees in Europe

The IUCN European region extends from the far West of Greenland to the Kamchatka peninsula, in the East, and from the Northern shores of the Mediterranean Sea to the Arctic territories. It covers approximately 28.300.000 Km2 (19% of the Earth's land surface) and represents some 908.000.000 inhabitants (about 13% of the world's population). Statutorily, the IUCN European region includes two statutory regions (Article 16 of the IUCN Statutes):

- West Europe; and
- East Europe, North and Central Asia.

IUCN's present membership in Europe counts a bit more than 400 institutional Members and 1300 individual members in the six thematic Commissions. As of April 2013, these Members had organised themselves into National Committees in 16 countries[1].

In agreement with the IUCN Statutes, National Committees are recognised as an integral component of IUCN (Art. 15). The IUCN Statutes also recognise the right of IUCN Members to participate in a National and Regional Committee (Art. 12.a.ii) and to organise themselves in Committees, within a State, a Region, or part of a Region, to facilitate cooperation among Members, the coordination of the components of IUCN and the participation of Members in the programme and governance of IUCN (Art. 66).

The One Programme Charter – developed and adopted by the IUCN Council in 2011 – assigns further responsibilities to National Committees, namely:

- the identification of expertise and resources which aligns to the Programme;
- the delivery of work with Members and the Secretariat to show the return on investment for IUCN resources used;
- the coordination of fundraising activities with the Secretariat, and the leverage, with Members, of additional financial and human resources to support programme delivery;
- the development, with the Secretariat and the Members, of mechanisms for cooperation and working together;
- the adherence to accountability standards for and reporting on activities which contribute to the Programme.

[1] In 2013, the IUCN Council had officially recognised IUCN National Committees of Members in Denmark, Finland, France, Hungary, Israel, Italy, Netherlands, Poland, Russian, Spain, Sweden, Switzerland (incl. Liechtenstein), Turkey and the United Kingdom. Additional National Committees have been established in the Czech Republic and in Slovakia but have not been officially recognised by the IUCN Council yet, and a National IUCN Focal Point exists in Germany.

The European National Committee Charter also aims at contributing to the implementation of World Conservation Congress resolutions, including Resolutions WCC.2012.Res.005 on Strengthening of the IUCN National and Regional Committees and the use of the three official languages in documents for internal and external communication by IUCN and its Members, WCC.2012.Res.001 on Strengthening the motions process and enhancing implementation of IUCN Resolutions, Res.4.003 on Strengthening IUCN's National and Regional Committees, and Res.1.009 on IUCN's Work in Europe, among others.

With a view to formalizing the role of National Committees in the implementation of the IUCN Programme, the European National Committees agree on the present document to facilitate, guide and support the development of existing and new National and Sub-regional Committees in the region in accordance with the following principles.

Areas of cooperation/activities

The European National Committees and the IUCN Secretariat will cooperate and support each other in working towards the achievement of shared objectives and the fulfilment of their respective missions and by drawing on respective resources and strengths; while avoiding unnecessary duplication of effort.

This Charter calls on all of us – European National Committees and the IUCN Secretariat – to contribute to and participate in the development, delivery and financing of the IUCN Programme, as adopted by the Members at the World Conservation Congress. It calls on us to work together cooperatively, with respect for, and enabling of, our respective roles and capacities to have maximum impact in achieving our conservation goals and delivering IUCN Programme results.

Roles and responsibilities of the European National Committee

The role and responsibilities of the National Committee are detailed hereafter as minimum standards of effectiveness of the Committee. Therefore, a National Committee will:

- have the means and intention to generate Members' input to the implementation of the IUCN Global Programme and its Implementation Plan in Europe;
- comprise the majority of NGOs and State Members in its country (in accordance with Article 61 (b) of the IUCN Regulations);
- meet on a regular basis;
- have robust means of coordination through use of sustainable financial means or equivalent voluntary support to carry out its activities;
- have means of communicating with its Members, Commission members and IUCN partners;
- seek the most appropriate legal status in its country as well as official recognition by the IUCN Council;
- be willing to cooperate and collaborate with other National Committees, the IUCN Secretariat, IUCN Council and IUCN Commissions;
- provide annual reports and feedback to consultations as required by the IUCN Statutes;
- have the means and intention to attend European Regional Members Forums;
- extend IUCN's reach and influence in its country by raising IUCN's profile and increasing the number of Members therein.

The Chair of the National Committee shall be responsible, or shall nominate a person in the Committee responsible, for liaising with the IUCN Secretariat and ensure the proper delivery of and reporting on the actions defined above.

Roles and responsibilities of the IUCN Secretariat

The IUCN Secretariat, in addition to keeping regular contact with all IUCN Members in the region, will continue to implement the requirements of Regulation 68 of the IUCN Statutes and:

- keep the National Committee informed of IUCN activities (particularly those most relevant to the State or Region);
- consult the National Committee on applications for IUCN membership, on mechanisms for participation in the IUCN Programme and on the implementation of the decisions of the World Conservation Congress relevant to the State or Region;
- involve the National Committee in preparations for sessions of the World Conservation Congress, regional meetings and other important events;
- consult with the National Committee about the development of IUCN initiatives in its State or Region;
- inform the National Committee when IUCN has been consulted on issues of importance to the State or Region; and
- inform the National Committee as appropriate of forthcoming official visits by officers and senior staff of IUCN.

As further set forth in regulation 68, The Director General shall nominate a Secretariat official responsible for liaising with the National Committees and ensuring the proper delivery of the actions above.

Duration and reporting

This Charter should be seen as a "minimum standard requirement" for the development of new and existing European National Committees. Reporting on and review of the progress made towards compliance with the principles defined in the Charter shall take place annually, during a meeting of the IUCN European National Committees to be organised, depending upon available resources, in IUCN Headquarters or in another State that agrees to host the meeting.

The content of the Charter shall be reviewed and updated, as necessary, before each World Conservation Congress.

Financial provisions

The implementation of activities and projects envisaged in the IUCN Programme will depend on the availability of the necessary financial resources and will be made in accordance with the regulations, rules, instructions, directives and procedures in force for the European National Committees and the IUCN Secretariat. Each Party shall be responsible for its own administrative expenses.

Conformity with other existing strategic documents

This Charter shall not be seen as a replacement but rather as a complement to existing strategic documents including, but not limited to the IUCN Statutes, the IUCN Programme, the One Programme Charter, or the Operational Guide for IUCN National and Regional Committees.

This Charter is signed in Rome, on 24 September 2013, in eleven originals in the English language.

For the European National Committees:

Ann-Katrine Garn Blom Chair, IUCN National Committee of Denmark	Matti Numellin Chair, IUCN National Committee of Finland
Christophe Lefebvre Chair, IUCN National Committee of France	Renato Grimaldi Chair, IUCN National Committee of Italy
Maas Goote Executive Director, IUCN National Committee of the Netherlands	Rustam Sagitov Chair, IUCN National Committee of the Russian Federation
Carlos Sánchez Martínez Chair, IUCN National Committee of Spain	Jan-Olov Westerberg Chair, IUCN National Committee of Sweden
Bertrand de Montmollin Chair, IUCN National Committee of Switzerland	Stuart Brooks Chair, IUCN National Committee for the United Kingdom

For the International Union for Conservation of Nature:

Ms. Julia Marton-Lefèvre
Director General

Draft By-Laws for the

IUCN Interregional Committee for the

West Europe, East Europe, North and Central Asia statutory regions

(the “Interregional Committee” or “Committee”)

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Preamble

Whereas,

Interregional, Regional and National Committees of IUCN Members are core components of IUCN, facilitating cooperation among Members within a country and a region, and supporting coordination with other components of IUCN and participation of Members in the programme and governance of IUCN,

Whereas,

Participation of the Members in their national and regional programmes and in the governance of IUCN is essential for programme growth and development,

Whereas,

Members are enabled to participate in the preparation and evaluation of IUCN Programmes and strategies and to prepare for each World Conservation Congress;

Whereas,

"West Europe" and "East Europe, North and Central Asia" are two IUCN statutory regions with a great importance for both IUCN and the global environment and which have built long lasting collaboration through, amongst others, the Working Group for National Committee Development (WGNCD) consisting of representatives from both regions;

Whereas,

The Working Group for National Committee Development (WGNCD) has discussed the possibilities in the forming of an Interregional Committee for the two statutory regions West Europe, East Europe, North and Central Asia.

Whereas,

An electronic consultation of all Members in both statutory regions took place from autumn 2018 until October 2019, allowing Members to express their views and raise questions in relation with the proposition to establish an Interregional Committee for West Europe and East Europe, North and Central Asia.

Whereas

The electronic survey showed that a majority of IUCN Members in each statutory region expressed their support for the establishment of an IUCN Interregional Committee covering both regions, as authorized under Part VII of the IUCN Statutes (Article 66 and 67(b)) and section VI of the Regulations.

Whereas

At its constitutive meeting held at the World Conservation Congress in Marseille in June 2020, the Members of both statutory regions agreed to establish the Interregional Committee of "West Europe, East Europe and North and Central Asia" and to operate in accordance with following by-laws.

1. Establishment of the IUCN Interregional Committee for West Europe, East Europe, North and Central Asia

1.1 A majority of the Members in each of the IUCN statutory Regions of "West Europe" and of "East Europe, North and Central Asia" hereby establish the IUCN Interregional Committee of "West Europe, East Europe and North and Central Asia" covering both statutory regions as a forum of Members.

2. Purpose and activities

2.1 The purpose of the Interregional Committee is

(i) to facilitate cooperation amongst Members within and amongst the Regions covered by the Committee, as well as with the other components of IUCN (National and Regional Committees, Council, Commissions and Secretariat) as to guide and facilitate the One Programme Approach;

(ii) to share best practices amongst the Members of the Committee, and with other components of the Union and other regions.

2.2 The Interregional Committee should, funding permitting, further work to:

a) Encourage suitable partners to become or remain Members of IUCN;
b) Take positions relevant to the objectives of IUCN on behalf of the Committee on issues of interest and concern to IUCN Members in the regions of the Committee;
c) Undertake advocacy and awareness-raising activities on behalf of IUCN Members in the regions of the Committee;
d) In cooperation with the Secretariat and Commissions, facilitate the development of common activities, awareness processes, education and training to strengthen the skills and expertise of IUCN Members;
e) Motivate actions for the conservation and sustainable management of nature, and for the wellbeing of present and future generations in Western Europe, Eastern Europe and North and Central Asia;
f) Facilitate and promote discussion, communication and exchange of information among the Members in the regions of the Committee on the environment through forums, networks or other channels;
g) Support the implementation of the decisions reached at the World Conservation Congress in relation with the regions of the Committee;
h) Support the development and implementation of the regional Programme within the One Programme framework
i) Promote communication between Commissions and Members in the regions of the Committee;
j) Encourage the establishment of National Committees in the regions of the Committee, and to support development and work of the National Committees;
k) Assisting in the review process of motions for discussion at IUCN´s World Conservation Congress;
l) Actively support the Secretariat in the planning and execution of the Regional Conservation Fora.

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3. Membership

3.1 The membership of the Interregional Committee is open to all IUCN Members in the statutory regions of West Europe and East Europe and North and Central Asia.

3.2 Every IUCN Member in the above-mentioned regions shall be invited to become a Member of the Interregional Committee and have the right to vote on all decisions of the Committee and on the election of the Chair and the Steering Committee.

3.3 The Interregional Committee will endeavour to ensure that it represents the interests of all IUCN Members within the two IUCN statutory regions and to support an active participation of the IUCN Members of each of the two regions.

3.4 Any IUCN Member in the regions of the Committee has the right to disassociate itself from any decision of the Committee or statement of the Committee, and, if requested, the Committee shall clearly indicate that disassociation as provided for in IUCN's Regulation 66 (e) and communicate this to the members.

4. Organization

4.1 The Member's Assembly of the Interregional Committee shall be the highest organ of the Interregional Committee.

4.2 It shall establish and elect a Steering Committee, authorized to manage the affairs of the Interregional Committee in between meetings of the Members' Assembly.

4.3 The Interregional Committee shall be self-governing and autonomous and shall not undertake or impose financial obligations or liabilities upon IUCN or its Members, which is not responsible for commitments entered by the Interregional Committee.

4.4 The work of the Interregional Committee shall be conducted with transparency. Agendas, minutes and programmes of work of the meetings being held shall be shared with all Members in the regions of the Committee, the Council and the Secretariat.

5. Member's Assembly

Composition

5.1 The Member's Assembly shall consist of the representatives of the voting members of the Interregional Committee.

Function

5.2 The Member´s Assembly may adopt its own operational procedures consistent with these by-laws.

5.3 The Member´s Assembly shall define or approve policies as set forth in section 5.

5.4 The Member's Assembly shall elect:

a. An individual to serve as the Chair of the Member's Assembly and as the Chair of the Steering Committee;

b. An individual to serve as the Vice Chair of the Member's Assembly and as the Vice-Chair of the Steering Committee in case of absence of the Chair;
c. An individual to serve as the Secretary of the Member's Assembly and as the Chair of the Steering Committee;
d. Six individuals to be members of the Steering Committee.

Quorum and Voting

5.5 All elections and decisions taken by the Member's Assembly shall be taken by a simple majority of votes cast for the statutory regions of "West Europe" and of "East Europe and North and Central Asia" (double majority). For decisions regarding the amendment of the by-laws, a two-third majority of the vote casts for each Region is required (see section 12). Abstentions shall not be counted as votes casts.

5.6 All matters within the competence of the Members of the Interregional Committee may be decided either i) at the Member's Assembly or ii) by electronic voting.

5.7 Half of the Members of each of the regions of the Committee, whether in person or by proxy, shall constitute a quorum. In case of electronic voting, all IUCN Members receiving the voting material are considered to be participating to the vote.

5.8 Only Members of the Interregional Committee, who are also Members of IUCN, have the right to vote. Each Member shall be entitled to one vote.

Holding of Meetings

5.9 The Members of the Interregional Committee shall meet in the form of a Member's Assembly at least once every four years, when possible, at the occasion of the IUCN Regional Conservation Fora.

5.10 The Steering Committee decides upon the place of the Members Assembly.

5.11 The Chair may convene additional meetings upon request of 5 regular members or of its Steering Committee

5.12 The Chair or Vice-Chair preside over the meetings and have general responsibility for implementing the decisions of the Interregional Committee.

6. The Steering Committee

6.1 The Steering Committee shall manage the affairs of the Interregional Committee in between meetings of the Members Assembly.

Composition

6.2 The members of the Steering Committee are:

a. The Chair;
b. The Vice Chair;
c. The Secretary; and
d. Six additional individuals.

elected by the Members' Assembly as set forth in clause 5.4.

6.3. There shall be a total of nine elected members of the Steering Committee. To the extent possible, they shall reflect a balance of gender, age and expertise in line with IUCN's diversity principle. The Chair and Vice Chair shall not come from the same statutory region. In addition, there shall be a minimum of two elected members from each of the statutory regions.

6.4. Two additional members may be appointed by the elected members of the Steering Committee considering any gaps in skills, gender or representation as well as representation from other strategic institutions. If two members are appointed, they should not come from the same region.

6.5 Only one member of the Steering Committee shall be from the same State.

6.6. The members in the Steering Committee shall not be members of the IUCN Council or of the Steering Committees of any of the Commissions.

6.7 Each member of the Steering Committee will serve for an initial term of four year and shall be eligible for re-election for another term but not exceeding two consecutive terms. The time served to fill the balance of the term following a vacancy as set forth in clause 6.8, shall not be counted.

6.8 The Steering Committee may fill vacancies for any member of the Steering Committee that may occur for the balance of the term concerned.

6.9 A member of the Steering Committee may terminate his/her mandate through resignation.

Quorum and voting

6.10 Half of the members of the Steering Committee, whether in person or by proxy, shall constitute a quorum.

6. 11 Decisions of the Steering Committee shall be taken by a simple majority of vote casts.

Roles in the Steering Committee

Role of the Chair

6.12 The Chair, or Vice-Chair, shall preside over meetings of Member's Assembly and the Steering Committee, and have general responsibility for promoting the implementation of the decisions of the Committee.

6.13 The functions and responsibilities of the Chair shall be to;

a) Represent the Committee and ensure implementation of the decisions of the Committee;
b) Monitor and ensure the application of the Operational Guide for IUCN National and Regional Committee and of Logo Rules for IUCN National and Regional Committees currently applicable and include corresponding feedback in the annual report;
c) With support of the Secretary, convene meetings of the Member's Assembly and of the Steering Committee and preside those meetings;
d) Disseminate official communications in the name and on behalf of the Committee
e) Serve as the liaison between the Committee and the Director General of IUCN, or

their designated nominee responsible for liaising with the Interregional Committee and convey the communications of the Director General of IUCN or of the designated nominee responsible for liaising with the Interregional Committee to the members of the Interregional Committee, as provided for in Regulation 68;

f) Ensure preparation and presentation of an annual report covering the activities of the Committee and transmission to all the Members of the regions of the Committee, the Director General and the IUCN Council;
g) Maintain contact with IUCN Members, National Committees, ECARO and EURO offices, the Council Members, Commissions members in both regions, and IUCN Secretariat through the Director general or the designated nominee responsible for liaising with the Interregional Committee;
h) Act as mediator in the resolution of problems between Members of the regions of the Committee, where necessary;
i) Endeavour to ensure the full participation of the Members in both regions

Role of the Secretary

6.14 The Secretary shall send invitations to the different meetings, prepare the agenda and record written minutes of all the meetings of the Member's Assembly and of the Steering Committee, to the Director General of IUCN and to the IUCN Council. The Secretary shall prepare an annual report of the Interregional Committee in English for the approval of the Steering Committee before transmission to the Director General of IUCN and the IUCN Council.

Role of the Treasurer

6.15 If elected by the Steering Committee from within its composition, the Treasurer shall be responsible for all funds raised by, and the financial affairs of the Interregional Committee in line with the regulations and guidelines established by the Committee and within the framework of IUCN regulations.

Holding of Meetings

6.16 The Steering Committee will meet at least twice a year. The main form of the meetings shall be by teleconferencing. Special meetings may be convened at the discretion of the Chair or if requested by five or more members of the Steering Committee

6.17 The Interregional Committee will, funding permitting, cover the costs of transport and accommodation for the meetings of the Steering Committee. In addition, Members will be reimbursed for their expenses in the way adopted by the IUCN.

Suspension and expulsion of a member of the Steering Committee

6.18 If a member of the Steering Committee is absent at two or more consecutive meetings without good reasons or acts in a manner seriously inconsistent with that member's duties, the Chair or two other members of the Steering Committee may propose that the Steering committee suspend that member. If, after due process, the

Steering Committee considers that they are valid grounds, it may decide on the expulsion of a member appointed by the Steering Committee or propose the expulsion of an elected member to the Members' Assembly for its decision.

7. Observers

7.1 A member of the Council resident in a State within one of the statutory region of the Committee, shall be invited to participate in the meetings both of the Member's Assembly and the Steering Committee, as well as other activities of the Interregional Committee without voting powers but with speaking rights.

7.2 Individuals who have been appointed as a member of a Commission resident in a State within one of the statutory region of the Committee, may be invited to participate in the meetings of the Member's Assembly and other activities of the Interregional Committee, as appropriate.

7.3 The Director General or the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Interregional Committee, and the IUCN Legal Advisor have the right to attend.

7.4 The Regional Directors of the regional offices [ECARO and EURO] or their nominee, shall be invited to participate in all the meetings of the Interregional Committee.

8. IUCN Programme within both regions of the Committee

8.1 The Interregional Committee may adopt its own programmatic policies consistent with the policies and objectives of IUCN and may exchange views on conservation with IUCN Members in the regions of the Committee or internationally.

8.2 The Interregional Committee shall adopt the "One Programme Approach" model and work with the Secretariat offices within the regions, National Committees where they exist or directly with Members where no National Committee exists, and Commissions to raise the profile of IUCN, formulate, coordinate, implement and monitor the Programme of IUCN within the regions of the Committee.

8.3 The Interregional Committee shall promote the active engagement of Members in both regions of the Committee and participate in the formulation, implementation, monitoring and reporting of the IUCN regional Programme and agree to a written work plan with respect to the implementation of the Programme of IUCN within both regions of the Committee.

8.4 The Interregional Committee may assist its members with respect to the realization of the rights and obligations of IUCN Members, as set forth in Article 12 of the Statutes of IUCN.

9. Communication and use of IUCN's name and Logo

9.1 Once recognized by the Council of IUCN as an Interregional Committee, the Interregional Committee, may use the name of IUCN and the logo of IUCN in conjunction

with the name of the regions covered by the Interregional Committee in accordance with Logo Rules for IUCN National and Regional Committees currently applicable, and subject to the conclusion of a license agreement with IUCN.

9.2 Once recognized by the Council of IUCN as an Interregional Committee, the Committee may take positions, announce policies, and issue statements in the name and on behalf of the Committee on matters relevant to the objectives of IUCN and arising solely within the statutory regions of the Committee. Such policies, positions or statements shall be solely in the name and on behalf of the Interregional Committee and shall not commit IUCN to any financial, legal or policy obligation.

9.3 The Committee shall align its messages with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy.

9.4 The Chair of the Committee shall communicate such positions and policies at once upon their adoption by the Committee to the Director General of IUCN or to the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Committee. Should the Director General find that such positions and policies may be inconsistent with the objectives, rules and regulations of IUCN, the Chair of the Interregional Committee shall make all reasonable efforts to resolve such problems, and if the problems cannot be resolved with the Director General, Director General and/or the Chair of the Committee may address the issue to the Council of IUCN.

10. Interregional Committee Operations

10.1 The interregional committee shall not be a legal entity in itself.

10.2 The Interregional Committee shall not undertake any activities, including but not limited to direct projects implementation or fundraising, which are inconsistent with the IUCN programme or which would be in competition with activities and work undertaken or monitored by IUCN Members, National Committees, the Secretariat or Commissions.

In particular, the Interregional Committee will - in accordance with the Operational Guide:

a) coordinate its fundraising activities with the Secretariat in a spirit of openness and transparency;

b) When proposing to work outside its own State or Region as set forth in Regulation 66bis, undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as “focal” country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.

11. Regional Conservation Forum

11.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the

participation of all IUCN members in the IUCN Regional Conservation Forum and any other fora of IUCN Members within the Region of the Committee.

12. World Conservation Congress

12.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the effective participation of its Members in the World Conservation Congress especially in the formulation of common positions on issues.

13. Amendments

13.1 These by-laws may be amended by an affirmative vote of two-thirds of the IUCN Members for each statutory Region of the Committee.

13.2 Any IUCN Member in the regions of the Committee may propose an amendment to these by-laws, and the Chair of the Interregional Committee shall circulate the proposal to all IUCN Members in both regions, to the Regional Directors of the [ECARO and EURO] and to the Director General of IUCN. Three months after the Chair of the Committee has circulated the proposed amendment, it may be voted upon by an electronic ballot of all the Members of the Committee.

13.3 Where an amendment fundamentally changes the current by-laws of the Committee, the Chair shall highlight this in his/her communication about the proposed amendment. The Director General, after consideration of the proposed changes, shall advise the Interregional Committee on their conformity with IUCN Statutes and Regulations, and if not satisfied of that conformity, shall inform Council at its next meeting so that Council may reconsider its recognition.

14. Dissolution of the Committee

14.1 Should the Members of the Interregional Committee decide to dissolve the Committee, they should inform the Council, through the Director General.

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Final status on survey status on IRC

Yes
No
Not answered

Statutory State (Count	Organization Name	YES	NO	N/A	Statutory region	Member Category
Albania	Institute for Nature Conservation in Albania		1		East Europe, North and Central Asia	A
Albania	National Agency of Protected Areas	1			East Europe, North and Central Asia	B
Albania	Ruajtja dhe Mbrojtja e Mejedisit Natyror ne Shqiperi			1	East Europe, North and Central Asia	A
Armenia	Foundation for the Preservation of Wildlife and Cultural Assets			1	East Europe, North and Central Asia	B
Armenia	Hayastani Trchyunneri Pahpanman Miutyun			1	East Europe, North and Central Asia	A
Azerbaijan	Azerbaijan Ornithological Society	1		1	East Europe, North and Central Asia	B
Azerbaijan	International Dialogue for Environmental Action Public Association	1			East Europe, North and Central Asia	B
Azerbaijan	Ministry of Ecology and Natural Resources of Azerbaijan			1	East Europe, North and Central Asia	B
Bosnia and Herzegovin	Društvo za zaštitu prirodnog naslijeđa - ARBOR MAGNA, Banja Luka	1			East Europe, North and Central Asia	B
Bulgaria	Bâlgarska Fondatzia Bioraznoobrazie	1			East Europe, North and Central Asia	B
Bulgaria	Ministry of Environment and Water	1			East Europe, North and Central Asia	B
Bulgaria	WWF - World Wide Fund for Nature, Danube-Carpathian Program Bulgaria	1			East Europe, North and Central Asia	A
Croatia	Hrvatsko Biolosko Drustvo	1			East Europe, North and Central Asia	B
Croatia	Ministarstvo zaštite okoliša i energetike	1			East Europe, North and Central Asia	A
Croatia	Udruga BIOM	1		1	East Europe, North and Central Asia	A
Croatia	Udruga Hyla	1			East Europe, North and Central Asia	A
Czech Republic	Agentura ochrany prirody a krajiny CR	1			East Europe, North and Central Asia	B
Czech Republic	Český svaz ochránců přírody	1			East Europe, North and Central Asia	A
Czech Republic	Ministerstvo životního prostředí			1	East Europe, North and Central Asia	B
Czech Republic	Správa Krkonosského národního parku			1	East Europe, North and Central Asia	B
Czech Republic	Unie Ceskych a Slovenskych Zoologickych Zahrad			1	East Europe, North and Central Asia	B
Estonia	Eestimaa Looduse Fond	1			East Europe, North and Central Asia	B
Estonia	Keskkonnaministeerium	1			East Europe, North and Central Asia	B
Georgia	Caucasus Environmental NGO Network	1			East Europe, North and Central Asia	A
Georgia	Centre for Biodiversity Conservation & Research	1			East Europe, North and Central Asia	B
Georgia	Field researchers` Union - CAMPESTER	1			East Europe, North and Central Asia	B
Georgia	Ministry of Environment and Natural Resources Protection of Georgia	1			East Europe, North and Central Asia	B
Hungary	Földművelésügyi Minisztérium			1	East Europe, North and Central Asia	A
Hungary	Goncol Alapitvany	1			East Europe, North and Central Asia	B
Hungary	International Council for Game and Wildlife Conservation	1			East Europe, North and Central Asia	B
Hungary	Magyar Madártani és Természetvédelmi Egyesület / Birdlife Hungary	1			East Europe, North and Central Asia	B
Hungary	Magyar Természetvédok Szovetsége	1			East Europe, North and Central Asia	B
Hungary	WWF Vilag Termeszeti Alap Magyarorszag Alapitvany	1			East Europe, North and Central Asia	B
Kazakhstan	Nauchnoe obschestvo Tetis	1			East Europe, North and Central Asia	B
Kyrgyzstan	Youth Ecological Movement	1			East Europe, North and Central Asia	B
Lithuania	Lietuvos Gamtos Fondas	1			East Europe, North and Central Asia	B
Montenegro	Centar za zastitu i proucavanje ptica Crne Gore	1			East Europe, North and Central Asia	B
Montenegro	Javno preduzeće za nacionalne parkove Crne Gore			1	East Europe, North and Central Asia	B

Montenegro	Ministarstvo održivog razvoja i turizma (MRT)	1			East Europe, North and Central Asia	A
Poland	Fundacja Dziedzictwo Przyrodnicze			1	East Europe, North and Central Asia	A
Poland	Fundacja WWF Polska	1			East Europe, North and Central Asia	D
Poland	Instytut Ochrony Przyrody Polskiej Akademii Nauk			1	East Europe, North and Central Asia	A
Poland	International Association for Falconry and Conservation of Birds of Prey	1			East Europe, North and Central Asia	B
Poland	Panstwowa Rada Ochrony Przyrody	1			East Europe, North and Central Asia	B
Poland	Polskie Towarzystwo Ochrony Przyrody "Salamandra"			1	East Europe, North and Central Asia	B
Romania	Asociatia Speologica Exploratorii			1	East Europe, North and Central Asia	B
Romania	Fundatia Carpati			1	East Europe, North and Central Asia	B
Romania	Ministry of Environment		1		East Europe, North and Central Asia	B
Russian Federation	All-Russian Society of Nature Protection-Leningrad region office			1	East Europe, North and Central Asia	B
Russian Federation	Autonomous noncommercial organization "Eurasian center of saving far eastern leopards"			1	East Europe, North and Central Asia	B
Russian Federation	Biodiversity Conservation Center		1		East Europe, North and Central Asia	B
Russian Federation	Environmental Education Center Zapovedniks		1		East Europe, North and Central Asia	A
Russian Federation	ICPO Biologists for nature conservation	1			East Europe, North and Central Asia	B
Russian Federation	Ministry of Natural Resources and Environment of the Russian Federation			1	East Europe, North and Central Asia	A
Russian Federation	Saint-Petersburg Charitable Public Organisation "Biologists for nature conservation"			1	East Europe, North and Central Asia	B
Russian Federation	World Wide Fund for Nature - Russia		1		East Europe, North and Central Asia	B
Serbia	Ministarstvo zastite zivotne sredine			1	East Europe, North and Central Asia	B
Serbia	Pokrajinski Zavod Za Zastitu Prirode			1	East Europe, North and Central Asia	B
Serbia	Zavod Za Zastitu Prirode Srbije	1			East Europe, North and Central Asia	B
Slovakia	Statna ochrana prírody Slovenskej republiky	1			East Europe, North and Central Asia	A
Slovenia	Ministrstvo za okolje in prostor		1		East Europe, North and Central Asia	A
Tajikistan	Hunting and Conservation Alliance of Tajikistan	1			East Europe, North and Central Asia	B
Macedonia	Macedonian Ecological Society			1	East Europe, North and Central Asia	B
Macedonia	Ministerstvo za zivotna sredina i prostorno planiranje / Uprava za zivotna sredina			1	East Europe, North and Central Asia	B
Macedonia	Stichting Connecting Natural Values and People Foundation	1			East Europe, North and Central Asia	A
Turkmenistan	Turkmenian Society for Conservation of Nature			1	East Europe, North and Central Asia	A
Ukraine	Environment-People-Law			1	East Europe, North and Central Asia	B
		37	6	26		

Statutory State	Organization Name	YES	NO	NO VOTE	Statutory region	Member Category
Austria	Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft	1			West Europe	A
Austria	Nationalpark Hohe Tauern			1	West Europe	B
Austria	Oesterreichischer Naturschutzbund			1	West Europe	B
Austria	Salzburg Global Seminar	1			West Europe	A
Austria	Umweltdachverband	1			West Europe	B
Austria	WWF Osterreich	1			West Europe	B
Belgium	Agentschap voor Natuur en Bos van het Vlaams Ministerie voor Leefmilieu, Natuur en Energie	1			West Europe	A
Belgium	Bruxelles Environnement - Institut Bruxellois pour la Gestion de l'Environnement	1			West Europe	A
Belgium	Confédération Européenne des Propriétaires Forestiers	1			West Europe	B
Belgium	Direction Générale Agriculture, des Ressources Naturelles et de l'Environnement	1			West Europe	A
Belgium	European Bureau for Conservation and Development	1			West Europe	B
Belgium	Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l`UE			1	West Europe	B
Belgium	Institut de Zoologie - Département des Sciences et Gestion de l'Environnement - Université de Liège			1	West Europe	B
Belgium	International Association for Falconry and Conservation of Birds of Prey	1			West Europe	B
Belgium	Koninklijke Maatschappij voor Dierkunde van Antwerpen			1	West Europe	B
Belgium	Politique scientifique fédérale	1			West Europe	A
Belgium	Regionaal Landschap Kempen en Maasland	1			West Europe	B
Belgium	Service Public Fédéral Santé publique, Sécurité de la Chaîne Alimentaire et Environnement	1			West Europe	A
Belgium	World Wide Fund for Nature - Belgium	1			West Europe	B
Cyprus	Ministry of Agriculture, Rural Development and Environment of Cyprus			1	West Europe	A
Cyprus	Omospondia Perivallontikon Organoseon Kyprou	1			West Europe	B
Cyprus	Terra Cypria, The Cyprus Conservation Foundation	1			West Europe	B
Denmark	Danmarks Naturfredningsforening	1			West Europe	B
Denmark	Dansk Ornitologisk Forening - Birdlife Denmark	1			West Europe	B
Denmark	Friluftsrådet	1			West Europe	B
Denmark	Ministry of Environment and Food of Denmark, Agency for Water and Nature Management	1			West Europe	A
Denmark	Nordic Hunters' Alliance	1			West Europe	B
Denmark	Verdens Skove			1	West Europe	B
Denmark	World Wide Fund for Nature - Verdensnaturfonden	1			West Europe	B
Denmark	Zoologisk Have København	1			West Europe	B
Finland	BirdLife Suomi	1			West Europe	B
Finland	Korkeasaaren eläintarhan Säätion		1		West Europe	B
Finland	Ministry of the Environment of Finland		1		West Europe	A
Finland	Natur och Miljö r.f.	1			West Europe	B
Finland	Suomen Luonnonsuojeluliitto		1		West Europe	B
Finland	Suomen riistakeskus	1			West Europe	A
Finland	World Wide Fund for Nature - Finland		1		West Europe	B
France	Agence des Espaces Verts de la région Ile-de-France			1	West Europe	D
France	Association des Naturalistes de la Vallée du Loing et du Massif de Fontainebleau	1			West Europe	B
France	Association Française des Parcs Zoologiques	1			West Europe	B
France	Association Française du Fonds Mondial pour la Nature - France			1	West Europe	B
France	Association Française Interprofessionelle des Ecologues			1	West Europe	B
France	Association Kwata	1			West Europe	B
France	Association Les Eco Maires			1	West Europe	B
France	Association PAÏOLIVE			1	West Europe	B
France	Awely, des animaux et des hommes			1	West Europe	B

France	Centre de Coopération Internationale en Recherche Agronomique pour le Développement			1	West Europe	D
France	Centre de Culture Scientifique, Technique et Industrielle de la Mer OCEANOPOLIS BREST	1			West Europe	D
France	Centre de Découverte du Monde Marin			1	West Europe	B
France	Centre international de droit comparé de l`environnement	1			West Europe	B
France	Climate Change and Environmental Sustainability Programme, Pacific Community			1	West Europe	B
France	Conseil Régional de La Réunion	1			West Europe	B
France	Conservation Sauvage Internationale			1	West Europe	B
France	Conservatoire du littoral			1	West Europe	D
France	Conservatoire pour la Protection des Primates	1			West Europe	B
France	Direction de l'environnement de la province Sud			1	West Europe	D
France	Direction Energie-Environnement - Conseil Régional de La Réunion			1	West Europe	A
France	Fédération des conservatoires d'espaces naturels			1	West Europe	B
France	Fédération des parcs naturels régionaux de France	1			West Europe	B
France	Fédération Française des Clubs Alpins et de Montagne			1	West Europe	B
France	Fédération Nationale des Chasseurs			1	West Europe	B
France	FNE Saint Pierre et Miquelon			1	West Europe	B
France	Fondation Internationale pour la Gestion de la Faune			1	West Europe	B
France	Fondation Nature et Découvertes			1	West Europe	B
France	Fondation Nicolas Hulot pour la Nature et l'Homme	1			West Europe	B
France	Fondation Yves Rocher - Institut de France			1	West Europe	D
France	France Nature Environnement			1	West Europe	B
France	Groupe Local d'Observation et d`Identification des cétacés de la Réunion			1	West Europe	B
France	Humanité et Biodiversité			1	West Europe	B
France	Jardin Botanique de la Ville de Lyon			1	West Europe	B
France	Ministère des Affaires étrangères et du Développement international	1			West Europe	A
France	Muséum National d'Histoire Naturelle	1			West Europe	B
France	NAUSICAA, Centre National de la Mer	1			West Europe	D
France	Noé Conservation			1	West Europe	B
France	Office National de la Chasse et de la Faune Sauvage			1	West Europe	D
France	Office National des Forêts			1	West Europe	D
France	Office pour les insectes et leur environment			1	West Europe	B
France	Oiseaux Migrateurs du Palearctique Occidental			1	West Europe	B
France	Pro-Natura International			1	West Europe	B
France	Reserves Naturelles de France			1	West Europe	B
France	Service des Parcs naturels régionaux et biodiversité - Conseil Régional Provence - Alpes - Côte d'Azur			1	West Europe	D
France	Société Française pour le Droit de l'Environnement	1			West Europe	B
France	Société Réunionnaise pour l'Etude et la Protection de l'Environnement Ile de la Réunion			1	West Europe	B
France	Tchendukua - Ici et Ailleurs			1	West Europe	B
France	Te Mana o te Moana	1			West Europe	B
France	The Cousteau Society			1	West Europe	B
France	Tour du Valat	1			West Europe	B
Germany	Bayerische Akademie für Naturschutz und Landschaftspflege (ANL)			1	West Europe	D
Germany	Bund Naturschutz in Bayern			1	West Europe	B
Germany	Bundesamt für Naturschutz		1		West Europe	A
Germany	Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit		1		West Europe	A
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	1			West Europe	A
Germany	Deutscher Angelfischer-Verband e.V.				West Europe	B

Germany	Deutscher Jagdverband e. V	1			West Europe	B
Germany	Deutscher Naturschutzring			1	West Europe	B
Germany	Ecologic Institut			1	West Europe	B
Germany	EUROPARC Federation	1			West Europe	B
Germany	Global Nature Fund			1	West Europe	B
Germany	ICLEI - Local Governments for Sustainability	1			West Europe	B
Germany	Naturschutzbund Deutschland			1	West Europe	B
Germany	SHARKPROJECT Germany e.V.	1			West Europe	B
Germany	Societas Europaea Herpetologica			1	West Europe	B
Germany	Stiftung Europäisches Naturerbe - EuroNatur			1	West Europe	B
Germany	WWF - Deutschland	1			West Europe	B
Germany	Zoo Leipzig GmbH		1		West Europe	B
Germany	Zoologische Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt	1			West Europe	B
Germany	Zoologische Gesellschaft für Arten- und Populationsschutz e.V.		1		West Europe	B
Germany	Zoologischer Garten Köln		1		West Europe	B
Greece	Elliniki Etairia Meleths kai Prostasias Mesogeiakis Fwkias			1	West Europe	B
Greece	Hellenic Botanical Society			1	West Europe	B
Greece	Hellenic Society for the Protection of Nature	1			West Europe	B
Greece	Mediterranean Institute for Nature and Anthropos	1			West Europe	B
Greece	World Wide Fund for Nature - Greece	1			West Europe	B
Iceland	Landvernd, landgraedslu- og umhverfisverndarsamtök Íslands			1	West Europe	B
Iceland	Umhverfis- og auðlindaráðuneytið			1	West Europe	A
Ireland	Biosphere Expeditions			1	West Europe	B
Ireland	Department of Culture, Heritage and the Gaeltacht			1	West Europe	A
Ireland	Irish Environmental Network	1			West Europe	B
Israel	Israel Nature and Heritage Foundation			1	West Europe	B
Israel	Israel Nature and Parks Authority	1			West Europe	A
Israel	The Society for the Protection of Nature in Israel			1	West Europe	B
Italy	Associazione Italiana per il World Wildlife Fund (WWF-Italy)	1			West Europe	B
Italy	CED-PPN Centro Europeo di Documentazione sulla Pianificazione dei Parchi Naturali (DIST-Politecnico di Torino)	1			West Europe	B
Italy	Confédération Mondiale des Activités Subaquatiques			1	West Europe	B
Italy	Consiglio Nazionale delle Ricerche	1			West Europe	A
Italy	Emergenza Sorrisi - Doctors for Smiling Children			1	West Europe	B
Italy	Ente Parco Nazionale del Cilento, Vallo di Diano e Alburni			1	West Europe	A
Italy	Federazione Italiana Parchi e Riserve Naturali	1			West Europe	B
Italy	Federazione Nazionale Pro Natura			1	West Europe	B
Italy	Fondazione Europea Il Nibbio			1	West Europe	B
Italy	Istituto Oikos			1	West Europe	B
Italy	Istituto Pangea -Onlus- Istituto Europeo per l`Educazione e la Formazione Professionale per l`Ambiente	1			West Europe	B
Italy	Istituto Superiore per la Protezione e la Ricerca Ambientale	1			West Europe	A
Italy	LANDS ONLUS	1			West Europe	B
Italy	Lega Italiana Protezione Uccelli	1			West Europe	B
Italy	Legambiente	1			West Europe	B
Italy	Ministero dell Ambiente e della Tutela del Territorio e del Mare			1	West Europe	A
Italy	Organization for the Phyto-Taxonomic Investigation of the Mediterranean Area	1			West Europe	B
Italy	Parco dell`Etna			1	West Europe	D
Italy	Societa Zoologica La Torbiera	1			West Europe	B

Italy	Unione Zoologica Italiana onlus	1		West Europe	B
Italy	Università degli Studi di Catania	1		West Europe	B
Liechtenstein	Amt für Umwelt	1		West Europe	A
Liechtenstein	Commission Internationale pour la Protection des Alpes		1	West Europe	B
Luxembourg	Ministère de l'Environnement		1	West Europe	A
Luxembourg	natur&ëmwelt a.s.b.l.	1		West Europe	B
Malta	Awtorità għall-Ambjent u r-Riżorsi		1	West Europe	A
Monaco	Centre Scientifique de Monaco	1		West Europe	D
Monaco	Fondation Prince Albert II de Monaco		1	West Europe	A
Monaco	Ministre des Relations Extérieures et de la Coopération de Monaco	1		West Europe	A
Norway	Klima- og miljødepartementet		1	West Europe	A
Norway	Norwegian Environment Agency		1	West Europe	A
Norway	World Wide Fund for Nature - Norway		1	West Europe	B
Portugal	Associação de Defesa do Património de Mértola		1	West Europe	B
Portugal	Instituto da Conservação da Natureza e das Florestas	1		West Europe	A
Portugal	Liga para a Protecçao da Natureza	1		West Europe	B
Portugal	Quercus - Associaçao Nacional, de Conservação da Natureza	1		West Europe	B
Spain	Acción por el Mundo Salvaje		1	West Europe	B
Spain	Agencia Española de Cooperación Internacional para el Desarrollo, Ministerio de Asuntos Exteriores y de Cooperación		1	West Europe	A
Spain	Asociación Española de Entomología		1	West Europe	B
Spain	Asociación Herpetológica Española	1		West Europe	B
Spain	Asociación para la Defensa de la Naturaleza/WWF - España		1	West Europe	B
Spain	Aula del Mar - Malaga Asociación para la Conservación del Medio Marino	1		West Europe	B
Spain	Ayuntamiento de Málaga		1	West Europe	D
Spain	Centro de Extensión Universitaria e Divulgación Ambiental de Galicia	1		West Europe	B
Spain	Consejería de Medio Ambiente y Ordenación del Territorio, Junta de Andalucía		1	West Europe	A
Spain	Consellería de Medio Ambiente e Ordenación do Territorio, Xunta de Galicia	1		West Europe	A
Spain	Departament de Territori i Sostenibilitat, Generalitat de Catalunya	1		West Europe	A
Spain	Diputació de Barcelona		1	West Europe	D
Spain	Ecologistas en Acción	1		West Europe	B
Spain	Fundació Catalunya-La Pedrera	1		West Europe	B
Spain	Fundació Monjos Budistes Sakya Tashi Ling, Fundació Privada		1	West Europe	B
Spain	Fundación Biodiversidad	1		West Europe	A
Spain	Fundación CBD para la Conservación de la Biodiversidad y su Hábitat		1	West Europe	B
Spain	Fundación Entretantos	1		West Europe	B
Spain	Fundación Lonxanet para la Pesca Sostenible	1		West Europe	B
Spain	Fundación Lurgaia	1		West Europe	B
Spain	Fundación Monte Mediterráneo		1	West Europe	B
Spain	Fundación Naturaleza y Hombre	1		West Europe	B
Spain	Fundación Oxigeno		1	West Europe	B
Spain	Fundación para la Conservación del Quebrantahuesos	1		West Europe	B
Spain	Grup Balear d`Ornitologia i Defensa de la Naturalesa		1	West Europe	B
Spain	Grupo para la Rehabilitación de la Fauna Autóctona y su Hábitat	1		West Europe	B
Spain	Lliga per a la Defensa del Patrimoni Natural	1		West Europe	B
Spain	Loro Parque Fundación	1		West Europe	B
Spain	Mare Terra, Fundació Mediterrània, Fundació Privada		1	West Europe	B
Spain	Ministerio de Agricultura y Pesca, Alimentación y Medio Ambiente		1	West Europe	A

Spain	Ministerio para la Transición Ecológica		1	West Europe	B
Spain	Océanidas		1	West Europe	B
Spain	Parc Zoològic de Barcelona	1		West Europe	D
Spain	SEO/BirdLife, Sociedad Española de Ornitología		1	West Europe	B
Spain	Sociedad Española de Biología de la Conservación de Plantas	1		West Europe	B
Spain	Sociedad Española para la Defensa del Patrimonio Geológico y Minero	1		West Europe	B
Spain	Sociedad Geológica de España	1		West Europe	B
Spain	Un bosque para el Planeta Tierra	1		West Europe	B
Spain	Xunta de Galicia	1		West Europe	B
Sweden	ArtDatabanken, Sveriges Lantbruksuniversitet	1		West Europe	A
Sweden	Centrum för biologisk mångfald	1		West Europe	A
Sweden	Coalition Clean Baltic	1		West Europe	B
Sweden	Naturhistoriska Riksmuseet	1		West Europe	B
Sweden	Regeringskansliet (Sweden)	1		West Europe	A
Sweden	Stiftelsen Nordens Ark	1		West Europe	B
Sweden	Stiftelsen Skansen	1		West Europe	B
Sweden	Svenska Jägareförbundet	1		West Europe	B
Sweden	Svenska Naturskyddsföreningen	1		West Europe	B
Sweden	The European Association for the Conservation of the Geological Heritage	1		West Europe	B
Sweden	Varldsnaturfonden WWF	1		West Europe	B
Switzerland	European Association of Zoo and Wildlife Veterinarians		1	West Europe	B
Switzerland	Fondation Save Our Seas		1	West Europe	B
Switzerland	JagdSchweiz	1		West Europe	B
Switzerland	Marinecultures.org		1	West Europe	B
Switzerland	Netzwerk Schweizer Pärke / Réseau des parcs suisses / Rete dei parchi svizzeri / Rait dals parcs svizzers	1		West Europe	B
Switzerland	Office fédéral de l'environnement	1		West Europe	A
Switzerland	Pro Natura / Friends of the Earth Switzerland	1		West Europe	B
Switzerland	Programme for the Endorsement of Forest Certification Schemes PEFC Council		1	West Europe	B
Switzerland	Resource Africa		1	West Europe	B
Switzerland	Sicherung der landwirtschaftlichen Arten Vielfalt in Europa (SAVE)	1		West Europe	B
Switzerland	Société suisse d'étude et de protection des cétacés	1		West Europe	B
Switzerland	Swiss Academy of Sciences	1		West Europe	B
Switzerland	Swiss Association for the Protection of Birds - BirdLife Switzerland	1		West Europe	B
Switzerland	The European Outdoor Conservation Association	1		West Europe	B
Switzerland	World Association of Zoos and Aquariums		1	West Europe	B
Switzerland	World Business Council for Sustainable Development		1	West Europe	B
Switzerland	World Wide Fund for Nature - International		1	West Europe	B
Switzerland	World Wide Fund for Nature - Switzerland		1	West Europe	B
Switzerland	Zooschweiz	1		West Europe	B
The Netherlands	Bears in Mind	1		West Europe	B
The Netherlands	Both Ends - Environment and Development Service for NGOs	1		West Europe	B
The Netherlands	Caribbean Research & Management of Biodiversity Foundation		1	West Europe	B
The Netherlands	De Vlinderstichting	1		West Europe	B
The Netherlands	Dutch Caribbean Nature Alliance		1	West Europe	B
The Netherlands	European Association of Zoos and Aquaria	1		West Europe	B
The Netherlands	Faculteit der Natuurwetenschappen, Wiskunde en Informatica - Universiteit van Amsterdam		1	West Europe	B
The Netherlands	Koninklijke Nederlandse Natuurhistorische Vereniging	1		West Europe	B

The Netherlands	LandschappenNL	1			West Europe	B
The Netherlands	Leo Foundation	1			West Europe	B
The Netherlands	Ministerie van Landbouw, Natuur en Voedselkwaliteit	1			West Europe	A
The Netherlands	Naturalis Biodiversity Center			1	West Europe	D
The Netherlands	Natuur & Milieu			1	West Europe	B
The Netherlands	Nederlands Centrum voor Inheemse Volken			1	West Europe	B
The Netherlands	Nederlandse Vereniging van Dierentuinen	1			West Europe	B
The Netherlands	Reptile Amfibieën Vissen Onderzoek Nederland	1			West Europe	B
The Netherlands	Rewilding Europe	1			West Europe	B
The Netherlands	SOVON Vogelonderzoek Nederland		1		West Europe	B
The Netherlands	Staatsbosbeheer			1	West Europe	A
The Netherlands	Stichting CHIMBO		1		West Europe	B
The Netherlands	Stichting Floristisch Onderzoek Nederland			1	West Europe	B
The Netherlands	Stichting Leerstoel Prins Bernhard			1	West Europe	B
The Netherlands	Stichting Lippe - Biesterfeld Natuurcollege	1			West Europe	B
The Netherlands	Stichting tot Behoud en ter Bescherming van het Przewalski-paard			1	West Europe	B
The Netherlands	Stichting tot instandhouding van de diergaarde van het koninklijk zoölogisch genootschap, Natura Artis Magistra			1	West Europe	B
The Netherlands	The Avalon Foundation			1	West Europe	B
The Netherlands	Tropenbos International			1	West Europe	B
The Netherlands	Van Tienhoven Stichting voor Internationale Natuurbescherming			1	West Europe	B
The Netherlands	Vereniging Milieudefensie			1	West Europe	D
The Netherlands	Vereniging tot Behoud van Natuurmonumenten in Nederland	1			West Europe	B
The Netherlands	Vereniging voor Instituut voor Natuureducatie en Duurzaamheid	1			West Europe	B
The Netherlands	Vereniging voor Zoogdierkunde en Zoogdierbescherming	1			West Europe	B
The Netherlands	Vogelbescherming Nederland	1			West Europe	B
The Netherlands	Waddenvereniging			1	West Europe	B
The Netherlands	Wereld Natuur Fonds - Nederland	1			West Europe	B
The Netherlands	Wetlands International			1	West Europe	B
The Netherlands	Wiskunde en Natuurwetenschappen, Centrum voor Milieuwetenschappen Leiden	1			West Europe	B
Turkey	Doğa Derneği (BirdLife Turkey)	1			West Europe	B
Turkey	Doğa Koruma Merkezi Vakfi	1			West Europe	B
Turkey	Dogal Hayati Koruma Vakfi - WWF Türkiye	1			West Europe	B
Turkey	Ege ve Marmara Çevre Belediyeler Birliği			1	West Europe	B
Turkey	KuzeyDoğa Derneği	1			West Europe	B
Turkey	Ministry of agriculture and forestry of Turkey	1			West Europe	A
Turkey	Türkiye Erozyonla Mücadele, Agaçlandirma ve Dogal Varliklari Koruma Vakfi (Tema Vakfi)			1	West Europe	B
Turkey	Türkiye Tabiatini Koruma Dernegi			1	West Europe	B
UK	A Rocha International	1			West Europe	B
UK	BirdLife International			1	West Europe	B
UK	Blue Ventures Conservation			1	West Europe	B
UK	Bristol Clifton and West of England Zoological Society	1			West Europe	B
UK	British and Irish Association of Zoos and Aquariums	1			West Europe	B
UK	British Ecological Society			1	West Europe	B
UK	Chartered Institute of Ecology and Environmental Management	1			West Europe	B
UK	Department for Environment, Food and Rural Affairs	1			West Europe	A
UK	Department for Natural Resources, Welsh Government			1	West Europe	A
UK	Department of the Environment & Climate Change, Government of Gibraltar			1	West Europe	A

UK	Durrell Wildlife Conservation Trust			1	West Europe	B
UK	Earthwatch Institute (Europe)	1			West Europe	B
UK	Falklands Conservation			1	West Europe	B
UK	Fauna & Flora International			1	West Europe	B
UK	Forest Peoples Programme	1			West Europe	B
UK	Gibraltar Ornithological and Natural History Society	1			West Europe	B
UK	International Fur Trade Federation			1	West Europe	B
UK	International Institute for Environment and Development	1			West Europe	B
UK	Margaret Pyke Trust, with the Population & Sustainability Network	1			West Europe	B
UK	Marwell Wildlife	1			West Europe	B
UK	National Parks Trust of the Virgin Islands	1			West Europe	D
UK	Natural History Museum, London			1	West Europe	D
UK	North of England Zoological Society (Chester Zoo)			1	West Europe	B
UK	People`s Trust for Endangered Species	1			West Europe	B
UK	Plantlife International			1	West Europe	B
UK	Rainforest Concern	1			West Europe	B
UK	ResourceAfrica United Kingdom			1	West Europe	B
UK	Royal Society for the Protection of Birds			1	West Europe	B
UK	Scottish Environment Link	1			West Europe	B
UK	Synchronicity Earth	1			West Europe	B
UK	The Born Free Foundation			1	West Europe	B
UK	The Royal Zoological Society of Scotland	1			West Europe	B
UK	The Scottish Government (Environment and Forestry Directorate)			1	West Europe	A
UK	The Sibthorp Trust	1			West Europe	B
UK	The Wildlife Trusts			1	West Europe	B
UK	The World Parrot Trust			1	West Europe	B
UK	TREE AID		1		West Europe	B
UK	Twycross Zoo, East Midland Zoological Society	1			West Europe	B
UK	Wildfowl & Wetlands Trust	1			West Europe	B
UK	Wildscreen			1	West Europe	B
UK	World Land Trust				West Europe	B
UK	World Wide Fund for Nature - U.K.			1	West Europe	B
UK	Zoological Society of London	1			West Europe	B
		159	***14***	***138***		

SUMMARY

	WE	EENCA	ALL	#
Members	311	69	380	
Given answers	173	43	216	
Not answered	138	26	164	
Positive	159	37	196	
Negative	14	6	20	
Percentage given of all	55.6%	62.3%	56.8%	
Percentage positive of all	51.1%	53.6%	51.6%	
Percentage negative of all	4.5%	8.7%	5.3%	
Percentage positive of given	91.9%	86.0%	90.7%	
Percentage negative of given	8.1%	14.0%	9.3%	

Dr Grethel Aguilar
Acting Director General
International Union for Conservation of Nature
Rue Mauverney 28
1196 Gland
Switzerland

28th January 2020

Dear Grethel,

Information on the intention to establish an IUCN Interregional Committee for the statutory regions of West Europe and East Europe, North and Central Asia.

Introduction/summary

In accordance with IUCN Regulation 63, the purpose of this letter is to inform you as the Acting Director General of IUCN, of the intention of the Members from the statutory regions of West Europe and East Europe, North and Central Asia to establish an Interregional Committee of IUCN in accordance with the IUCN Statutes, section VII, and Regulations, section VI, and further to request that this understanding is forwarded to IUCN Council for information.

Below, we outline the steps foreseen in establishing this Interregional Committee. The letter also provides background on the initiative, evidence of need, benefits, and the methodology and results of the extensive consultation with Members in the two regions.

The key objective of the Interregional Committee for West Europe, East Europe, North and Central Asia is to reinforce the collaboration and exchange of best practices between Members in harmony with the One Programme approach.

This letter is written on behalf of the IUCN National Committees, Country Focal Points and Members in the previously mentioned statutory regions, through the Working Group for National Committee Development in Europe, North and Central Asia, gratefully acknowledging the advice received from IUCN's Governance Advisors, the Membership Unit of the Secretariat and Regional Councillors.

Hypothesis

That IUCN at large, and its Members in the two regions specifically, will benefit from the establishment of an Interregional Committee for West Europe, East Europe, North and Central Asia by adding it to the list of existing IUCN Regional Committees and operating it on similar lines, to foster greater communication, cooperation, collaboration and practical outcomes for nature conservation through IUCN Member delivery of the IUCN Global Programme and the One Programme approach.

Preamble

This establishment of an Interregional Committee seeks to add value and provide a legitimate IUCN mechanism to generate practical and pragmatic assistance for strengthening cooperation

and collaboration between all IUCN entities in the two statutory regions of West Europe, East Europe, North and Central Asia.

It is a voluntary initiative, complimenting the existing IUCN Regional and National Committee structures and the One Programme approach, arising from, and with the support of, the membership of the two regions.

IUCN Members in the two regions:
West Europe: There are currently (December 2019) 324 Member organisations (22.8% of 1417 global membership).

East Europe, North and Central Asia: There are currently 66 Member organisations (4.6% of 1417 global membership).

A total of 390 IUCN Member organisations collectively (27.6% of global membership) in the two regions.

These are represented by 11 National Committees and 3 Country Focal Points in West Europe and 3 National Committees and 2 Country Focal Points in East Europe, North and Central Asia. These December figures differ marginally from the membership figures from October 2019 below, from which the survey results were calculated.

Historical context:
Under the IUCN Statutes (Part VII 66-72), and Regulations (Part VI, 66-68), IUCN permits and regulates the formation of Members Committees (national, regional and interregional) and there is guidance to be found in the Operational Guide for IUCN National and Regional Committees. There is no precedent for establishing an Interregional Committee, but the 2008 decision of Council (C/69/54) spells out the requirements for the formation of interregional committees.

Globally there are 7 formally recognised Regional Committees and some of these cover part of a statutory region. In the West Europe and East Europe, North and Central Asia regions there are no Regional Committees.

The closest thing to such a regional/interregional structure in these two regions is the Working Group for National Committee Development for Europe, North and Central Asia (WGNCD) which has been functioning since January 2013 with the approval of the then Director General, Julia Marton-Lefèvre. The formation of the WGNCD was determined at a meeting of National Committees in Copenhagen, forming an ad-hoc working group for the development of National Committees within Europe.

At a meeting in Rome in September 2013, the preparatory work by the ad-hoc working group was reformed into the WGNCD which was endorsed formally. The 'Rome Charter' (Appendix 1) was formulated and signed by the participatory representatives of Members, calling for an extended cooperation between the Members in the West Europe statutory region, but also with the Members in the East Europe, North and Central Asia statutory region. The Rome meeting was followed by a meeting in 2014 in Stockholm and at the Helsinki Regional Conservation Forum in 2015, where these matters were further discussed.

The WGNCD has had monthly minuted meetings via Skype since 2013 (at the time of this letter being written, some 56 such meetings) and held in-person meetings in Rome, Stockholm, Amsterdam, Brussels, Helsinki and Prague.

The WGNCD has done many of the things that might be expected of a Regional (or Interregional) Committee. It has:

- advised and promoted each of the last two Regional Conservation Fora (which historically are also shared as a single event by the two regions, with good collaboration by the two IUCN regional offices in Belgrade and Brussels)
- coordinated the 'Rome Charter' which committed IUCN National Committees in the two regions to working together collaboratively
- produced guidance for the establishment of National Committees now translated into three languages and used globally
- worked with IUCN Commissions to seek a common agenda under the One Programme approach
- initiated 'Project Postcard' to seek and promote projects that IUCN Members were undertaking that contributed to the delivery of the IUCN Global Programme
- provided a model and some leadership for the formation of the Global Group for National and Regional Committee Development, approved as a resolution at the 2016 World Conservation Congress
- discussed at length, agreed and coordinated the consultation with IUCN Members in the two regions for the establishment of an Interregional Committee, with the assistance of the IUCN Secretariat and supported by the Councillors from the two regions.

Background to the intended establishment

Identification of need

One of the key drivers for this initiative is to support and encourage collaboration between existing and new Members, National Committee and Country Focal Points in West Europe, East Europe, North and Central Asia by sharing knowledge and experience as part of a unified Interregional Committee.

There are, however, many other benefits.

- The Interregional Committee is important especially for countries with only a few IUCN Members and no existing National Committee. The Interregional Committee would be a way to connect with all countries in each region.
- There are Regional Committees in seven IUCN regions. A Regional Committee is a recognised IUCN mechanism for the efficient engagement of IUCN Members and is an entitlement of their membership. Regional representation through an Interregional Committee would fulfil the same function.
- The WGNCD has shown the value and further potential for cooperation between the region's Members through their National Committees. The terms of reference for the WGNCD are quite specific and would not be the same as for the Interregional Committee. The proposal is for the regions to join the formal and statutory recognized organizational process which gives the Members their voice in the IUCN structure.
- The Interregional Committee would therefore become part of the recognised mechanism which simplifies reporting to the IUCN 'One Programme' process.

- The Interregional Committee for the two statutory regions will better enable enhanced cooperation between the Members, the National Committees and Commission members.
- The Global Group for National and Regional Committee Development requires representation from a regional entity which, in other regions, is a Regional Committee.
- As the two regions are demonstrating leadership in National Committee development on the global stage, it would be good to show that there is a fit in the IUCN structure also when it comes to extended development of the collaboration within the regions.
- The Interregional Committee will provide a useful consultation tool for all six Regional Councillors in both regions.
- The Interregional Committee will provide a useful consultation tool for all IUCN offices in both regions.
- The Secretariat organizes the quadrennial Regional Conservation Forum as an interregional event and an Interregional Committee would give the membership greater opportunity to participate in the planning, preparation and engagement for this.

Governance matters
In 2017 and 2018 an extensive amount of work was done on creating draft by-laws (in good cooperation with IUCN's Legal Advisor and the Secretariat) and an organizational structure for a prospective Interregional Committee. As is shown in the draft by-laws (Appendix 2), the participation in the Interregional Committee is open to all Members in the two regions, which meets the criteria in regulation 62.

During this work, it was identified that a previous Council decision in 2008 (C/69/54) did create a formal structure for how an Interregional Committee could be formed. This structure differs from the previously established Regional Committees in such a way that it sets the level for requiring a majority of all Members (a minimum of 50%+1) in each region to be positive to the establishment of the Interregional Committee.

In 2018 and 2019 consultations were set up to secure the required amount of support in each region. The possible establishment of an Interregional Committee was extensively discussed during WGNCD meetings, at an informal interregional Member meeting in Prague (2018) and in the formal Regional Conservation Forum in Amsterdam (June 2019).

Methodology

An open-ended online survey was set up to gather views from all Members in both regions regarding the establishment of an Interregional Committee. More specifically, the members had the opportunity to clearly express support or non-support to the initiative as a YES/NO expression of interest.

The WGNCD, the IUCN Secretariat, individual National Committees and Regional Councillors jointly collaborated to mobilize the membership to respond to this survey whether positive or negative. The survey was launched in the autumn of 2018 and remained open until 3 months after the Regional Conservation Forum.

This method ensured meeting the requirements of Regulation 62.

Results

As of the 18th of October 2019, a total of 220 of the then 383 members within the two regions had expressed their views through the online survey. All responses have been recorded (Appendix 3).

Region	Answered	In favour	Against
West Europe	173	159	14
	55.6%	51.1%	4.5%
East Europe, North and Central Asia	43	37	6
	62.3%	53.6%	8.7%
Total of all	216	196	20
	56.9%	51.6%	5.3%
Total answered % West Europe		91.9%	8.1%
Total answered % East Europe, North and Central Asia		86%	14%

The formal requirement of Council's decision C/69/54 that 50%+1 of all Members in each region should support the establishment of an Interregional Committee has therefore been met.

Next steps

Having met the above criteria, this letter aims to inform the Acting Director General and the IUCN Council of the intention to establish an Interregional Committee for West Europe, East Europe, North and Central Asia and presents the corresponding draft by-laws.

The next steps would be:

1. The appointment by the WGNCD, of an interim Steering Committee in line with the draft by-laws. The interim Steering Committee shall prepare subsequent steps
2. Notification to Members in February 2020 for the first General Meeting of the Interregional Committee which shall be called for June 2020
3. The notification will also call for nominations for positions on the first Steering Committee as well as the formal proposal for its formation
4. At the World Conservation Congress in June 2020 the Regional Members meeting(s) can establish the Interregional Committee by adopting the by-laws and electing the Steering Committee.

Once the Steering Committee is formed, the relevant forms will be completed and submitted to Council 2020-2024, requesting formal recognition of the Interregional Committee.

Conclusion

On behalf of the WGNCD, the signatories of this document herewith inform the Acting Director General of the intention and planned steps to establish an Interregional Committee for West Europe, East Europe, North and Central Asia.

The required threshold for positive expressions of interest from IUCN Members of 50%+1 in each of the two regions of West Europe and East Europe, North and Central Asia has been achieved in accordance with the 2008 Council decision C/69/54.

This demonstrates the wishes of a majority of Members in the two regions to work more closely together through the establishment of an Interregional Committee.

With our sincere regards,

Chris Mahon
Chair, WGNCD
Executive Director, IUCN NC UK

Ann-Katrine Garn
Secretary, WGNCD
Chair, IUCN NC Denmark

Signed on behalf of the Working Group for National Committee Development

Appendices

1. Rome Charter
2. Draft bylaws
3. Members expressions of interest results list

European National Committees Charter

Objective

The European National Committee Charter is developed to provide the National Committees of IUCN Members in Europe and the IUCN Secretariat an enhanced understanding of their mutual roles and responsibilities in working together, with a view to further strengthening and developing the role of National Committees in the implementation of the IUCN Programme. To that end, the Charter is rooted in the belief that strong cooperation delivers the best results, and is based on the spirit of uniting European National Committees through their commonalities rather than dividing them by their differences.

The IUCN National Committees in Europe

The IUCN European region extends from the far West of Greenland to the Kamchatka peninsula, in the East, and from the Northern shores of the Mediterranean Sea to the Arctic territories. It covers approximately 28.300.000 Km2 (19% of the Earth's land surface) and represents some 908.000.000 inhabitants (about 13% of the world's population). Statutorily, the IUCN European region includes two statutory regions (Article 16 of the IUCN Statutes):

- West Europe; and
- East Europe, North and Central Asia.

IUCN's present membership in Europe counts a bit more than 400 institutional Members and 1300 individual members in the six thematic Commissions. As of April 2013, these Members had organised themselves into National Committees in 16 countries[1].

In agreement with the IUCN Statutes, National Committees are recognised as an integral component of IUCN (Art. 15). The IUCN Statutes also recognise the right of IUCN Members to participate in a National and Regional Committee (Art. 12.a.ii) and to organise themselves in Committees, within a State, a Region, or part of a Region, to facilitate cooperation among Members, the coordination of the components of IUCN and the participation of Members in the programme and governance of IUCN (Art. 66).

The One Programme Charter – developed and adopted by the IUCN Council in 2011 – assigns further responsibilities to National Committees, namely:

- the identification of expertise and resources which aligns to the Programme;
- the delivery of work with Members and the Secretariat to show the return on investment for IUCN resources used;
- the coordination of fundraising activities with the Secretariat, and the leverage, with Members, of additional financial and human resources to support programme delivery;
- the development, with the Secretariat and the Members, of mechanisms for cooperation and working together;
- the adherence to accountability standards for and reporting on activities which contribute to the Programme.

[1] In 2013, the IUCN Council had officially recognised IUCN National Committees of Members in Denmark, Finland, France, Hungary, Israel, Italy, Netherlands, Poland, Russian, Spain, Sweden, Switzerland (incl. Liechtenstein), Turkey and the United Kingdom. Additional National Committees have been established in the Czech Republic and in Slovakia but have not been officially recognised by the IUCN Council yet, and a National IUCN Focal Point exists in Germany.

The European National Committee Charter also aims at contributing to the implementation of World Conservation Congress resolutions, including Resolutions WCC.2012.Res.005 on Strengthening of the IUCN National and Regional Committees and the use of the three official languages in documents for internal and external communication by IUCN and its Members, WCC.2012.Res.001 on Strengthening the motions process and enhancing implementation of IUCN Resolutions, Res.4.003 on Strengthening IUCN's National and Regional Committees, and Res.1.009 on IUCN's Work in Europe, among others.

With a view to formalizing the role of National Committees in the implementation of the IUCN Programme, the European National Committees agree on the present document to facilitate, guide and support the development of existing and new National and Sub-regional Committees in the region in accordance with the following principles.

Areas of cooperation/activities

The European National Committees and the IUCN Secretariat will cooperate and support each other in working towards the achievement of shared objectives and the fulfilment of their respective missions and by drawing on respective resources and strengths; while avoiding unnecessary duplication of effort.

This Charter calls on all of us – European National Committees and the IUCN Secretariat – to contribute to and participate in the development, delivery and financing of the IUCN Programme, as adopted by the Members at the World Conservation Congress. It calls on us to work together cooperatively, with respect for, and enabling of, our respective roles and capacities to have maximum impact in achieving our conservation goals and delivering IUCN Programme results.

Roles and responsibilities of the European National Committee

The role and responsibilities of the National Committee are detailed hereafter as minimum standards of effectiveness of the Committee. Therefore, a National Committee will:

- have the means and intention to generate Members' input to the implementation of the IUCN Global Programme and its Implementation Plan in Europe;
- comprise the majority of NGOs and State Members in its country (in accordance with Article 61 (b) of the IUCN Regulations);
- meet on a regular basis;
- have robust means of coordination through use of sustainable financial means or equivalent voluntary support to carry out its activities;
- have means of communicating with its Members, Commission members and IUCN partners;
- seek the most appropriate legal status in its country as well as official recognition by the IUCN Council;
- be willing to cooperate and collaborate with other National Committees, the IUCN Secretariat, IUCN Council and IUCN Commissions;
- provide annual reports and feedback to consultations as required by the IUCN Statutes;
- have the means and intention to attend European Regional Members Forums;
- extend IUCN's reach and influence in its country by raising IUCN's profile and increasing the number of Members therein.

The Chair of the National Committee shall be responsible, or shall nominate a person in the Committee responsible, for liaising with the IUCN Secretariat and ensure the proper delivery of and reporting on the actions defined above.

Roles and responsibilities of the IUCN Secretariat

The IUCN Secretariat, in addition to keeping regular contact with all IUCN Members in the region, will continue to implement the requirements of Regulation 68 of the IUCN Statutes and:

- keep the National Committee informed of IUCN activities (particularly those most relevant to the State or Region);
- consult the National Committee on applications for IUCN membership, on mechanisms for participation in the IUCN Programme and on the implementation of the decisions of the World Conservation Congress relevant to the State or Region;
- involve the National Committee in preparations for sessions of the World Conservation Congress, regional meetings and other important events;
- consult with the National Committee about the development of IUCN initiatives in its State or Region;
- inform the National Committee when IUCN has been consulted on issues of importance to the State or Region; and
- inform the National Committee as appropriate of forthcoming official visits by officers and senior staff of IUCN.

As further set forth in regulation 68, The Director General shall nominate a Secretariat official responsible for liaising with the National Committees and ensuring the proper delivery of the actions above.

Duration and reporting

This Charter should be seen as a "minimum standard requirement" for the development of new and existing European National Committees. Reporting on and review of the progress made towards compliance with the principles defined in the Charter shall take place annually, during a meeting of the IUCN European National Committees to be organised, depending upon available resources, in IUCN Headquarters or in another State that agrees to host the meeting.

The content of the Charter shall be reviewed and updated, as necessary, before each World Conservation Congress.

Financial provisions

The implementation of activities and projects envisaged in the IUCN Programme will depend on the availability of the necessary financial resources and will be made in accordance with the regulations, rules, instructions, directives and procedures in force for the European National Committees and the IUCN Secretariat. Each Party shall be responsible for its own administrative expenses.

Conformity with other existing strategic documents

This Charter shall not be seen as a replacement but rather as a complement to existing strategic documents including, but not limited to the IUCN Statutes, the IUCN Programme, the One Programme Charter, or the Operational Guide for IUCN National and Regional Committees.

This Charter is signed in Rome, on 24 September 2013, in eleven originals in the English language.

For the European National Committees:

Ann-Katrine Garn Blom Chair, IUCN National Committee of Denmark	Matti Numellin Chair, IUCN National Committee of Finland
Christophe Lefebvre Chair, IUCN National Committee of France	Renato Grimaldi Chair, IUCN National Committee of Italy
Maas Goote Executive Director, IUCN National Committee of the Netherlands	Rustam Sagitov Chair, IUCN National Committee of the Russian Federation
Carlos Sánchez Martínez Chair, IUCN National Committee of Spain	Jan-Olov Westerberg Chair, IUCN National Committee of Sweden
Bertrand de Montmollin Chair, IUCN National Committee of Switzerland	Stuart Brooks Chair, IUCN National Committee for the United Kingdom

For the International Union for Conservation of Nature:

Ms. Julia Marton-Lefèvre
Director General

Draft By-Laws for the

IUCN Interregional Committee for the

West Europe, East Europe, North and Central Asia statutory regions

(the “Interregional Committee” or “Committee”)

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Preamble

Whereas,

Interregional, Regional and National Committees of IUCN Members are core components of IUCN, facilitating cooperation among Members within a country and a region, and supporting coordination with other components of IUCN and participation of Members in the programme and governance of IUCN,

Whereas,

Participation of the Members in their national and regional programmes and in the governance of IUCN is essential for programme growth and development,

Whereas,

Members are enabled to participate in the preparation and evaluation of IUCN Programmes and strategies and to prepare for each World Conservation Congress;

Whereas,

"West Europe" and "East Europe, North and Central Asia" are two IUCN statutory regions with a great importance for both IUCN and the global environment and which have built long lasting collaboration through, amongst others, the Working Group for National Committee Development (WGNCD) consisting of representatives from both regions;

Whereas,

The Working Group for National Committee Development (WGNCD) has discussed the possibilities in the forming of an Interregional Committee for the two statutory regions West Europe, East Europe, North and Central Asia.

Whereas,

An electronic consultation of all Members in both statutory regions took place from autumn 2018 until October 2019, allowing Members to express their views and raise questions in relation with the proposition to establish an Interregional Committee for West Europe and East Europe, North and Central Asia.

Whereas

The electronic survey showed that a majority of IUCN Members in each statutory region expressed their support for the establishment of an IUCN Interregional Committee covering both regions, as authorized under Part VII of the IUCN Statutes (Article 66 and 67(b)) and section VI of the Regulations.

Whereas

At its constitutive meeting held at the World Conservation Congress in Marseille in June 2020, the Members of both statutory regions agreed to establish the Interregional Committee of "West Europe, East Europe and North and Central Asia" and to operate in accordance with following by-laws.

1. Establishment of the IUCN Interregional Committee for West Europe, East Europe, North and Central Asia

1.1 A majority of the Members in each of the IUCN statutory Regions of "West Europe" and of "East Europe, North and Central Asia" hereby establish the IUCN Interregional Committee of "West Europe, East Europe and North and Central Asia" covering both statutory regions as a forum of Members.

2. Purpose and activities

2.1 The purpose of the Interregional Committee is

(i) to facilitate cooperation amongst Members within and amongst the Regions covered by the Committee, as well as with the other components of IUCN (National and Regional Committees, Council, Commissions and Secretariat) as to guide and facilitate the One Programme Approach;

(ii) to share best practices amongst the Members of the Committee, and with other components of the Union and other regions.

2.2 The Interregional Committee should, funding permitting, further work to:

a) Encourage suitable partners to become or remain Members of IUCN;
b) Take positions relevant to the objectives of IUCN on behalf of the Committee on issues of interest and concern to IUCN Members in the regions of the Committee;
c) Undertake advocacy and awareness-raising activities on behalf of IUCN Members in the regions of the Committee;
d) In cooperation with the Secretariat and Commissions, facilitate the development of common activities, awareness processes, education and training to strengthen the skills and expertise of IUCN Members;
e) Motivate actions for the conservation and sustainable management of nature, and for the wellbeing of present and future generations in Western Europe, Eastern Europe and North and Central Asia;
f) Facilitate and promote discussion, communication and exchange of information among the Members in the regions of the Committee on the environment through forums, networks or other channels;
g) Support the implementation of the decisions reached at the World Conservation Congress in relation with the regions of the Committee;
h) Support the development and implementation of the regional Programme within the One Programme framework
i) Promote communication between Commissions and Members in the regions of the Committee;
j) Encourage the establishment of National Committees in the regions of the Committee, and to support development and work of the National Committees;
k) Assisting in the review process of motions for discussion at IUCN´s World Conservation Congress;
l) Actively support the Secretariat in the planning and execution of the Regional Conservation Fora.

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3. Membership

3.1 The membership of the Interregional Committee is open to all IUCN Members in the statutory regions of West Europe and East Europe and North and Central Asia.

3.2 Every IUCN Member in the above-mentioned regions shall be invited to become a Member of the Interregional Committee and have the right to vote on all decisions of the Committee and on the election of the Chair and the Steering Committee.

3.3 The Interregional Committee will endeavour to ensure that it represents the interests of all IUCN Members within the two IUCN statutory regions and to support an active participation of the IUCN Members of each of the two regions.

3.4 Any IUCN Member in the regions of the Committee has the right to disassociate itself from any decision of the Committee or statement of the Committee, and, if requested, the Committee shall clearly indicate that disassociation as provided for in IUCN's Regulation 66 (e) and communicate this to the members.

4. Organization

4.1 The Member's Assembly of the Interregional Committee shall be the highest organ of the Interregional Committee.

4.2 It shall establish and elect a Steering Committee, authorized to manage the affairs of the Interregional Committee in between meetings of the Members' Assembly.

4.3 The Interregional Committee shall be self-governing and autonomous and shall not undertake or impose financial obligations or liabilities upon IUCN or its Members, which is not responsible for commitments entered by the Interregional Committee.

4.4 The work of the Interregional Committee shall be conducted with transparency. Agendas, minutes and programmes of work of the meetings being held shall be shared with all Members in the regions of the Committee, the Council and the Secretariat.

5. Member's Assembly

Composition

5.1 The Member's Assembly shall consist of the representatives of the voting members of the Interregional Committee.

Function

5.2 The Member´s Assembly may adopt its own operational procedures consistent with these by-laws.

5.3 The Member´s Assembly shall define or approve policies as set forth in section 5.

5.4 The Member's Assembly shall elect:

a. An individual to serve as the Chair of the Member's Assembly and as the Chair of the Steering Committee;

b. An individual to serve as the Vice Chair of the Member's Assembly and as the Vice-Chair of the Steering Committee in case of absence of the Chair;
c. An individual to serve as the Secretary of the Member's Assembly and as the Chair of the Steering Committee;
d. Six individuals to be members of the Steering Committee.

Quorum and Voting

5.5 All elections and decisions taken by the Member's Assembly shall be taken by a simple majority of votes cast for the statutory regions of "West Europe" and of "East Europe and North and Central Asia" (double majority). For decisions regarding the amendment of the by-laws, a two-third majority of the vote casts for each Region is required (see section 12). Abstentions shall not be counted as votes casts.

5.6 All matters within the competence of the Members of the Interregional Committee may be decided either i) at the Member's Assembly or ii) by electronic voting.

5.7 Half of the Members of each of the regions of the Committee, whether in person or by proxy, shall constitute a quorum. In case of electronic voting, all IUCN Members receiving the voting material are considered to be participating to the vote.

5.8 Only Members of the Interregional Committee, who are also Members of IUCN, have the right to vote. Each Member shall be entitled to one vote.

Holding of Meetings

5.9 The Members of the Interregional Committee shall meet in the form of a Member's Assembly at least once every four years, when possible, at the occasion of the IUCN Regional Conservation Fora.

5.10 The Steering Committee decides upon the place of the Members Assembly.

5.11 The Chair may convene additional meetings upon request of 5 regular members or of its Steering Committee

5.12 The Chair or Vice-Chair preside over the meetings and have general responsibility for implementing the decisions of the Interregional Committee.

6. The Steering Committee

6.1 The Steering Committee shall manage the affairs of the Interregional Committee in between meetings of the Members Assembly.

Composition

6.2 The members of the Steering Committee are:

a. The Chair;
b. The Vice Chair;
c. The Secretary; and
d. Six additional individuals.

elected by the Members' Assembly as set forth in clause 5.4.

6.3. There shall be a total of nine elected members of the Steering Committee. To the extent possible, they shall reflect a balance of gender, age and expertise in line with IUCN's diversity principle. The Chair and Vice Chair shall not come from the same statutory region. In addition, there shall be a minimum of two elected members from each of the statutory regions.

6.4. Two additional members may be appointed by the elected members of the Steering Committee considering any gaps in skills, gender or representation as well as representation from other strategic institutions. If two members are appointed, they should not come from the same region.

6.5 Only one member of the Steering Committee shall be from the same State.

6.6. The members in the Steering Committee shall not be members of the IUCN Council or of the Steering Committees of any of the Commissions.

6.7 Each member of the Steering Committee will serve for an initial term of four year and shall be eligible for re-election for another term but not exceeding two consecutive terms. The time served to fill the balance of the term following a vacancy as set forth in clause 6.8, shall not be counted.

6.8 The Steering Committee may fill vacancies for any member of the Steering Committee that may occur for the balance of the term concerned.

6.9 A member of the Steering Committee may terminate his/her mandate through resignation.

Quorum and voting

6.10 Half of the members of the Steering Committee, whether in person or by proxy, shall constitute a quorum.

6. 11 Decisions of the Steering Committee shall be taken by a simple majority of vote casts.

Roles in the Steering Committee

Role of the Chair

6.12 The Chair, or Vice-Chair, shall preside over meetings of Member's Assembly and the Steering Committee, and have general responsibility for promoting the implementation of the decisions of the Committee.

6.13 The functions and responsibilities of the Chair shall be to;

a) Represent the Committee and ensure implementation of the decisions of the Committee;
b) Monitor and ensure the application of the Operational Guide for IUCN National and Regional Committee and of Logo Rules for IUCN National and Regional Committees currently applicable and include corresponding feedback in the annual report;
c) With support of the Secretary, convene meetings of the Member's Assembly and of the Steering Committee and preside those meetings;
d) Disseminate official communications in the name and on behalf of the Committee
e) Serve as the liaison between the Committee and the Director General of IUCN, or

their designated nominee responsible for liaising with the Interregional Committee and convey the communications of the Director General of IUCN or of the designated nominee responsible for liaising with the Interregional Committee to the members of the Interregional Committee, as provided for in Regulation 68;

f) Ensure preparation and presentation of an annual report covering the activities of the Committee and transmission to all the Members of the regions of the Committee, the Director General and the IUCN Council;
g) Maintain contact with IUCN Members, National Committees, ECARO and EURO offices, the Council Members, Commissions members in both regions, and IUCN Secretariat through the Director general or the designated nominee responsible for liaising with the Interregional Committee;
h) Act as mediator in the resolution of problems between Members of the regions of the Committee, where necessary;
i) Endeavour to ensure the full participation of the Members in both regions

Role of the Secretary

6.14 The Secretary shall send invitations to the different meetings, prepare the agenda and record written minutes of all the meetings of the Member's Assembly and of the Steering Committee, to the Director General of IUCN and to the IUCN Council. The Secretary shall prepare an annual report of the Interregional Committee in English for the approval of the Steering Committee before transmission to the Director General of IUCN and the IUCN Council.

Role of the Treasurer

6.15 If elected by the Steering Committee from within its composition, the Treasurer shall be responsible for all funds raised by, and the financial affairs of the Interregional Committee in line with the regulations and guidelines established by the Committee and within the framework of IUCN regulations.

Holding of Meetings

6.16 The Steering Committee will meet at least twice a year. The main form of the meetings shall be by teleconferencing. Special meetings may be convened at the discretion of the Chair or if requested by five or more members of the Steering Committee

6.17 The Interregional Committee will, funding permitting, cover the costs of transport and accommodation for the meetings of the Steering Committee. In addition, Members will be reimbursed for their expenses in the way adopted by the IUCN.

Suspension and expulsion of a member of the Steering Committee

6.18 If a member of the Steering Committee is absent at two or more consecutive meetings without good reasons or acts in a manner seriously inconsistent with that member's duties, the Chair or two other members of the Steering Committee may propose that the Steering committee suspend that member. If, after due process, the

Steering Committee considers that they are valid grounds, it may decide on the expulsion of a member appointed by the Steering Committee or propose the expulsion of an elected member to the Members' Assembly for its decision.

7. Observers

7.1 A member of the Council resident in a State within one of the statutory region of the Committee, shall be invited to participate in the meetings both of the Member's Assembly and the Steering Committee, as well as other activities of the Interregional Committee without voting powers but with speaking rights.

7.2 Individuals who have been appointed as a member of a Commission resident in a State within one of the statutory region of the Committee, may be invited to participate in the meetings of the Member's Assembly and other activities of the Interregional Committee, as appropriate.

7.3 The Director General or the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Interregional Committee, and the IUCN Legal Advisor have the right to attend.

7.4 The Regional Directors of the regional offices [ECARO and EURO] or their nominee, shall be invited to participate in all the meetings of the Interregional Committee.

8. IUCN Programme within both regions of the Committee

8.1 The Interregional Committee may adopt its own programmatic policies consistent with the policies and objectives of IUCN and may exchange views on conservation with IUCN Members in the regions of the Committee or internationally.

8.2 The Interregional Committee shall adopt the "One Programme Approach" model and work with the Secretariat offices within the regions, National Committees where they exist or directly with Members where no National Committee exists, and Commissions to raise the profile of IUCN, formulate, coordinate, implement and monitor the Programme of IUCN within the regions of the Committee.

8.3 The Interregional Committee shall promote the active engagement of Members in both regions of the Committee and participate in the formulation, implementation, monitoring and reporting of the IUCN regional Programme and agree to a written work plan with respect to the implementation of the Programme of IUCN within both regions of the Committee.

8.4 The Interregional Committee may assist its members with respect to the realization of the rights and obligations of IUCN Members, as set forth in Article 12 of the Statutes of IUCN.

9. Communication and use of IUCN's name and Logo

9.1 Once recognized by the Council of IUCN as an Interregional Committee, the Interregional Committee, may use the name of IUCN and the logo of IUCN in conjunction

with the name of the regions covered by the Interregional Committee in accordance with Logo Rules for IUCN National and Regional Committees currently applicable, and subject to the conclusion of a license agreement with IUCN.

9.2 Once recognized by the Council of IUCN as an Interregional Committee, the Committee may take positions, announce policies, and issue statements in the name and on behalf of the Committee on matters relevant to the objectives of IUCN and arising solely within the statutory regions of the Committee. Such policies, positions or statements shall be solely in the name and on behalf of the Interregional Committee and shall not commit IUCN to any financial, legal or policy obligation.

9.3 The Committee shall align its messages with the principles, values and general policy approved by the World Conservation Congress, with the rulings and guidance of the IUCN Council to elaborate that policy, and with official statements issued from time to time by the Director General to implement the policy.

9.4 The Chair of the Committee shall communicate such positions and policies at once upon their adoption by the Committee to the Director General of IUCN or to the IUCN Secretariat official nominated by the Director General to be responsible for liaison with the Committee. Should the Director General find that such positions and policies may be inconsistent with the objectives, rules and regulations of IUCN, the Chair of the Interregional Committee shall make all reasonable efforts to resolve such problems, and if the problems cannot be resolved with the Director General, Director General and/or the Chair of the Committee may address the issue to the Council of IUCN.

10. Interregional Committee Operations

10.1 The interregional committee shall not be a legal entity in itself.

10.2 The Interregional Committee shall not undertake any activities, including but not limited to direct projects implementation or fundraising, which are inconsistent with the IUCN programme or which would be in competition with activities and work undertaken or monitored by IUCN Members, National Committees, the Secretariat or Commissions.

In particular, the Interregional Committee will - in accordance with the Operational Guide:

a) coordinate its fundraising activities with the Secretariat in a spirit of openness and transparency;

b) When proposing to work outside its own State or Region as set forth in Regulation 66bis, undertake prior, meaningful consultation with its counterpart Committee(s) in the country(ies) or Region(s) concerned (hereafter referred to as “focal” country(ies) or region(s)) in order to avoid conflicts and to ensure that its activities are consistent with the IUCN Programme, including any agreed regional or national programmes or work plans.

11. Regional Conservation Forum

11.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the

participation of all IUCN members in the IUCN Regional Conservation Forum and any other fora of IUCN Members within the Region of the Committee.

12. World Conservation Congress

12.1 The Interregional Committee shall, in so far as possible, facilitate and encourage the effective participation of its Members in the World Conservation Congress especially in the formulation of common positions on issues.

13. Amendments

13.1 These by-laws may be amended by an affirmative vote of two-thirds of the IUCN Members for each statutory Region of the Committee.

13.2 Any IUCN Member in the regions of the Committee may propose an amendment to these by-laws, and the Chair of the Interregional Committee shall circulate the proposal to all IUCN Members in both regions, to the Regional Directors of the [ECARO and EURO] and to the Director General of IUCN. Three months after the Chair of the Committee has circulated the proposed amendment, it may be voted upon by an electronic ballot of all the Members of the Committee.

13.3 Where an amendment fundamentally changes the current by-laws of the Committee, the Chair shall highlight this in his/her communication about the proposed amendment. The Director General, after consideration of the proposed changes, shall advise the Interregional Committee on their conformity with IUCN Statutes and Regulations, and if not satisfied of that conformity, shall inform Council at its next meeting so that Council may reconsider its recognition.

14. Dissolution of the Committee

14.1 Should the Members of the Interregional Committee decide to dissolve the Committee, they should inform the Council, through the Director General.

DRAFT

Final status on survey status on IRC

Yes
No
Not answered

Statutory State (Count	Organization Name	YES	NO	N/A	Statutory region	Member Category
Albania	Institute for Nature Conservation in Albania		1		East Europe, North and Central Asia	A
Albania	National Agency of Protected Areas	1			East Europe, North and Central Asia	B
Albania	Ruajtja dhe Mbrojtja e Mejedisit Natyror ne Shqiperi			1	East Europe, North and Central Asia	A
Armenia	Foundation for the Preservation of Wildlife and Cultural Assets			1	East Europe, North and Central Asia	B
Armenia	Hayastani Trchyunneri Pahpanman Miutyun			1	East Europe, North and Central Asia	A
Azerbaijan	Azerbaijan Ornithological Society	1		1	East Europe, North and Central Asia	B
Azerbaijan	International Dialogue for Environmental Action Public Association	1			East Europe, North and Central Asia	B
Azerbaijan	Ministry of Ecology and Natural Resources of Azerbaijan			1	East Europe, North and Central Asia	B
Bosnia and Herzegovin	Društvo za zaštitu prirodnog naslijeđa - ARBOR MAGNA, Banja Luka	1			East Europe, North and Central Asia	B
Bulgaria	Bâlgarska Fondatzia Bioraznoobrazie	1			East Europe, North and Central Asia	B
Bulgaria	Ministry of Environment and Water	1			East Europe, North and Central Asia	B
Bulgaria	WWF - World Wide Fund for Nature, Danube-Carpathian Program Bulgaria	1			East Europe, North and Central Asia	A
Croatia	Hrvatsko Biolosko Drustvo	1			East Europe, North and Central Asia	B
Croatia	Ministarstvo zaštite okoliša i energetike	1			East Europe, North and Central Asia	A
Croatia	Udruga BIOM	1		1	East Europe, North and Central Asia	A
Croatia	Udruga Hyla	1			East Europe, North and Central Asia	A
Czech Republic	Agentura ochrany prirody a krajiny CR	1			East Europe, North and Central Asia	B
Czech Republic	Český svaz ochránců přírody	1			East Europe, North and Central Asia	A
Czech Republic	Ministerstvo životního prostředí			1	East Europe, North and Central Asia	B
Czech Republic	Správa Krkonosského národního parku			1	East Europe, North and Central Asia	B
Czech Republic	Unie Ceskych a Slovenskych Zoologickych Zahrad			1	East Europe, North and Central Asia	B
Estonia	Eestimaa Looduse Fond	1			East Europe, North and Central Asia	B
Estonia	Keskkonnaministeerium	1			East Europe, North and Central Asia	B
Georgia	Caucasus Environmental NGO Network	1			East Europe, North and Central Asia	A
Georgia	Centre for Biodiversity Conservation & Research	1			East Europe, North and Central Asia	B
Georgia	Field researchers` Union - CAMPESTER	1			East Europe, North and Central Asia	B
Georgia	Ministry of Environment and Natural Resources Protection of Georgia	1			East Europe, North and Central Asia	B
Hungary	Földművelésügyi Minisztérium			1	East Europe, North and Central Asia	A
Hungary	Goncol Alapitvany	1			East Europe, North and Central Asia	B
Hungary	International Council for Game and Wildlife Conservation	1			East Europe, North and Central Asia	B
Hungary	Magyar Madártani és Természetvédelmi Egyesület / Birdlife Hungary	1			East Europe, North and Central Asia	B
Hungary	Magyar Természetvédok Szovetsége	1			East Europe, North and Central Asia	B
Hungary	WWF Vilag Termeszeti Alap Magyarorszag Alapitvany	1			East Europe, North and Central Asia	B
Kazakhstan	Nauchnoe obschestvo Tetis	1			East Europe, North and Central Asia	B
Kyrgyzstan	Youth Ecological Movement	1			East Europe, North and Central Asia	B
Lithuania	Lietuvos Gamtos Fondas	1			East Europe, North and Central Asia	B
Montenegro	Centar za zastitu i proucavanje ptica Crne Gore	1			East Europe, North and Central Asia	B
Montenegro	Javno preduzeće za nacionalne parkove Crne Gore			1	East Europe, North and Central Asia	B

Montenegro	Ministarstvo održivog razvoja i turizma (MRT)	1			East Europe, North and Central Asia	A
Poland	Fundacja Dziedzictwo Przyrodnicze			1	East Europe, North and Central Asia	A
Poland	Fundacja WWF Polska	1			East Europe, North and Central Asia	D
Poland	Instytut Ochrony Przyrody Polskiej Akademii Nauk			1	East Europe, North and Central Asia	A
Poland	International Association for Falconry and Conservation of Birds of Prey	1			East Europe, North and Central Asia	B
Poland	Panstwowa Rada Ochrony Przyrody	1			East Europe, North and Central Asia	B
Poland	Polskie Towarzystwo Ochrony Przyrody "Salamandra"			1	East Europe, North and Central Asia	B
Romania	Asociatia Speologica Exploratorii			1	East Europe, North and Central Asia	B
Romania	Fundatia Carpati			1	East Europe, North and Central Asia	B
Romania	Ministry of Environment		1		East Europe, North and Central Asia	B
Russian Federation	All-Russian Society of Nature Protection-Leningrad region office			1	East Europe, North and Central Asia	B
Russian Federation	Autonomous noncommercial organization "Eurasian center of saving far eastern leopards"			1	East Europe, North and Central Asia	B
Russian Federation	Biodiversity Conservation Center		1		East Europe, North and Central Asia	B
Russian Federation	Environmental Education Center Zapovedniks		1		East Europe, North and Central Asia	A
Russian Federation	ICPO Biologists for nature conservation	1			East Europe, North and Central Asia	B
Russian Federation	Ministry of Natural Resources and Environment of the Russian Federation			1	East Europe, North and Central Asia	A
Russian Federation	Saint-Petersburg Charitable Public Organisation "Biologists for nature conservation"			1	East Europe, North and Central Asia	B
Russian Federation	World Wide Fund for Nature - Russia		1		East Europe, North and Central Asia	B
Serbia	Ministarstvo zastite zivotne sredine			1	East Europe, North and Central Asia	B
Serbia	Pokrajinski Zavod Za Zastitu Prirode			1	East Europe, North and Central Asia	B
Serbia	Zavod Za Zastitu Prirode Srbije	1			East Europe, North and Central Asia	B
Slovakia	Statna ochrana prírody Slovenskej republiky	1			East Europe, North and Central Asia	A
Slovenia	Ministrstvo za okolje in prostor		1		East Europe, North and Central Asia	A
Tajikistan	Hunting and Conservation Alliance of Tajikistan	1			East Europe, North and Central Asia	B
Macedonia	Macedonian Ecological Society			1	East Europe, North and Central Asia	B
Macedonia	Ministerstvo za zivotna sredina i prostorno planiranje / Uprava za zivotna sredina			1	East Europe, North and Central Asia	B
Macedonia	Stichting Connecting Natural Values and People Foundation	1			East Europe, North and Central Asia	A
Turkmenistan	Turkmenian Society for Conservation of Nature			1	East Europe, North and Central Asia	A
Ukraine	Environment-People-Law			1	East Europe, North and Central Asia	B
		37	6	26		

Statutory State	Organization Name	YES	NO	NO VOTE	Statutory region	Member Category
Austria	Bundesministerium für Land- und Forstwirtschaft, Umwelt und Wasserwirtschaft	1			West Europe	A
Austria	Nationalpark Hohe Tauern			1	West Europe	B
Austria	Oesterreichischer Naturschutzbund			1	West Europe	B
Austria	Salzburg Global Seminar	1			West Europe	A
Austria	Umweltdachverband	1			West Europe	B
Austria	WWF Osterreich	1			West Europe	B
Belgium	Agentschap voor Natuur en Bos van het Vlaams Ministerie voor Leefmilieu, Natuur en Energie	1			West Europe	A
Belgium	Bruxelles Environnement - Institut Bruxellois pour la Gestion de l'Environnement	1			West Europe	A
Belgium	Confédération Européenne des Propriétaires Forestiers	1			West Europe	B
Belgium	Direction Générale Agriculture, des Ressources Naturelles et de l'Environnement	1			West Europe	A
Belgium	European Bureau for Conservation and Development	1			West Europe	B
Belgium	Fédération des Associations de Chasse et Conservation de la Faune Sauvage de l`UE			1	West Europe	B
Belgium	Institut de Zoologie - Département des Sciences et Gestion de l'Environnement - Université de Liège			1	West Europe	B
Belgium	International Association for Falconry and Conservation of Birds of Prey	1			West Europe	B
Belgium	Koninklijke Maatschappij voor Dierkunde van Antwerpen			1	West Europe	B
Belgium	Politique scientifique fédérale	1			West Europe	A
Belgium	Regionaal Landschap Kempen en Maasland	1			West Europe	B
Belgium	Service Public Fédéral Santé publique, Sécurité de la Chaîne Alimentaire et Environnement	1			West Europe	A
Belgium	World Wide Fund for Nature - Belgium	1			West Europe	B
Cyprus	Ministry of Agriculture, Rural Development and Environment of Cyprus			1	West Europe	A
Cyprus	Omospondia Perivallontikon Organoseon Kyprou	1			West Europe	B
Cyprus	Terra Cypria, The Cyprus Conservation Foundation	1			West Europe	B
Denmark	Danmarks Naturfredningsforening	1			West Europe	B
Denmark	Dansk Ornitologisk Forening - Birdlife Denmark	1			West Europe	B
Denmark	Friluftsrådet	1			West Europe	B
Denmark	Ministry of Environment and Food of Denmark, Agency for Water and Nature Management	1			West Europe	A
Denmark	Nordic Hunters' Alliance	1			West Europe	B
Denmark	Verdens Skove			1	West Europe	B
Denmark	World Wide Fund for Nature - Verdensnaturfonden	1			West Europe	B
Denmark	Zoologisk Have København	1			West Europe	B
Finland	BirdLife Suomi	1			West Europe	B
Finland	Korkeasaaren eläintarhan Säätion		1		West Europe	B
Finland	Ministry of the Environment of Finland		1		West Europe	A
Finland	Natur och Miljö r.f.	1			West Europe	B
Finland	Suomen Luonnonsuojeluliitto		1		West Europe	B
Finland	Suomen riistakeskus	1			West Europe	A
Finland	World Wide Fund for Nature - Finland		1		West Europe	B
France	Agence des Espaces Verts de la région Ile-de-France			1	West Europe	D
France	Association des Naturalistes de la Vallée du Loing et du Massif de Fontainebleau	1			West Europe	B
France	Association Française des Parcs Zoologiques	1			West Europe	B
France	Association Française du Fonds Mondial pour la Nature - France			1	West Europe	B
France	Association Française Interprofessionelle des Ecologues			1	West Europe	B
France	Association Kwata	1			West Europe	B
France	Association Les Eco Maires			1	West Europe	B
France	Association PAÏOLIVE			1	West Europe	B
France	Awely, des animaux et des hommes			1	West Europe	B

France	Centre de Coopération Internationale en Recherche Agronomique pour le Développement			1	West Europe	D
France	Centre de Culture Scientifique, Technique et Industrielle de la Mer OCEANOPOLIS BREST	1			West Europe	D
France	Centre de Découverte du Monde Marin			1	West Europe	B
France	Centre international de droit comparé de l`environnement	1			West Europe	B
France	Climate Change and Environmental Sustainability Programme, Pacific Community			1	West Europe	B
France	Conseil Régional de La Réunion	1			West Europe	B
France	Conservation Sauvage Internationale			1	West Europe	B
France	Conservatoire du littoral			1	West Europe	D
France	Conservatoire pour la Protection des Primates	1			West Europe	B
France	Direction de l'environnement de la province Sud			1	West Europe	D
France	Direction Energie-Environnement - Conseil Régional de La Réunion			1	West Europe	A
France	Fédération des conservatoires d'espaces naturels			1	West Europe	B
France	Fédération des parcs naturels régionaux de France	1			West Europe	B
France	Fédération Française des Clubs Alpins et de Montagne			1	West Europe	B
France	Fédération Nationale des Chasseurs			1	West Europe	B
France	FNE Saint Pierre et Miquelon			1	West Europe	B
France	Fondation Internationale pour la Gestion de la Faune			1	West Europe	B
France	Fondation Nature et Découvertes			1	West Europe	B
France	Fondation Nicolas Hulot pour la Nature et l'Homme	1			West Europe	B
France	Fondation Yves Rocher - Institut de France			1	West Europe	D
France	France Nature Environnement			1	West Europe	B
France	Groupe Local d'Observation et d`Identification des cétacés de la Réunion			1	West Europe	B
France	Humanité et Biodiversité			1	West Europe	B
France	Jardin Botanique de la Ville de Lyon			1	West Europe	B
France	Ministère des Affaires étrangères et du Développement international	1			West Europe	A
France	Muséum National d'Histoire Naturelle	1			West Europe	B
France	NAUSICAA, Centre National de la Mer	1			West Europe	D
France	Noé Conservation			1	West Europe	B
France	Office National de la Chasse et de la Faune Sauvage			1	West Europe	D
France	Office National des Forêts			1	West Europe	D
France	Office pour les insectes et leur environment			1	West Europe	B
France	Oiseaux Migrateurs du Palearctique Occidental			1	West Europe	B
France	Pro-Natura International			1	West Europe	B
France	Reserves Naturelles de France			1	West Europe	B
France	Service des Parcs naturels régionaux et biodiversité - Conseil Régional Provence - Alpes - Côte d'Azur			1	West Europe	D
France	Société Française pour le Droit de l'Environnement	1			West Europe	B
France	Société Réunionnaise pour l'Etude et la Protection de l'Environnement Ile de la Réunion			1	West Europe	B
France	Tchendukua - Ici et Ailleurs			1	West Europe	B
France	Te Mana o te Moana	1			West Europe	B
France	The Cousteau Society			1	West Europe	B
France	Tour du Valat	1			West Europe	B
Germany	Bayerische Akademie für Naturschutz und Landschaftspflege (ANL)			1	West Europe	D
Germany	Bund Naturschutz in Bayern			1	West Europe	B
Germany	Bundesamt für Naturschutz		1		West Europe	A
Germany	Bundesministerium für Umwelt, Naturschutz und Reaktorsicherheit		1		West Europe	A
Germany	Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH	1			West Europe	A
Germany	Deutscher Angelfischer-Verband e.V.				West Europe	B

Germany	Deutscher Jagdverband e. V	1			West Europe	B
Germany	Deutscher Naturschutzring			1	West Europe	B
Germany	Ecologic Institut			1	West Europe	B
Germany	EUROPARC Federation	1			West Europe	B
Germany	Global Nature Fund			1	West Europe	B
Germany	ICLEI - Local Governments for Sustainability	1			West Europe	B
Germany	Naturschutzbund Deutschland			1	West Europe	B
Germany	SHARKPROJECT Germany e.V.	1			West Europe	B
Germany	Societas Europaea Herpetologica			1	West Europe	B
Germany	Stiftung Europäisches Naturerbe - EuroNatur			1	West Europe	B
Germany	WWF - Deutschland	1			West Europe	B
Germany	Zoo Leipzig GmbH		1		West Europe	B
Germany	Zoologische Gesellschaft Frankfurt von 1858 - Hilfe für die bedrohte Tierwelt	1			West Europe	B
Germany	Zoologische Gesellschaft für Arten- und Populationsschutz e.V.		1		West Europe	B
Germany	Zoologischer Garten Köln		1		West Europe	B
Greece	Elliniki Etairia Meleths kai Prostasias Mesogeiakis Fwkias			1	West Europe	B
Greece	Hellenic Botanical Society			1	West Europe	B
Greece	Hellenic Society for the Protection of Nature	1			West Europe	B
Greece	Mediterranean Institute for Nature and Anthropos	1			West Europe	B
Greece	World Wide Fund for Nature - Greece	1			West Europe	B
Iceland	Landvernd, landgraedslu- og umhverfisverndarsamtök Íslands			1	West Europe	B
Iceland	Umhverfis- og auðlindaráðuneytið			1	West Europe	A
Ireland	Biosphere Expeditions			1	West Europe	B
Ireland	Department of Culture, Heritage and the Gaeltacht			1	West Europe	A
Ireland	Irish Environmental Network	1			West Europe	B
Israel	Israel Nature and Heritage Foundation			1	West Europe	B
Israel	Israel Nature and Parks Authority	1			West Europe	A
Israel	The Society for the Protection of Nature in Israel			1	West Europe	B
Italy	Associazione Italiana per il World Wildlife Fund (WWF-Italy)	1			West Europe	B
Italy	CED-PPN Centro Europeo di Documentazione sulla Pianificazione dei Parchi Naturali (DIST-Politecnico di Torino)	1			West Europe	B
Italy	Confédération Mondiale des Activités Subaquatiques			1	West Europe	B
Italy	Consiglio Nazionale delle Ricerche	1			West Europe	A
Italy	Emergenza Sorrisi - Doctors for Smiling Children			1	West Europe	B
Italy	Ente Parco Nazionale del Cilento, Vallo di Diano e Alburni			1	West Europe	A
Italy	Federazione Italiana Parchi e Riserve Naturali	1			West Europe	B
Italy	Federazione Nazionale Pro Natura			1	West Europe	B
Italy	Fondazione Europea Il Nibbio			1	West Europe	B
Italy	Istituto Oikos			1	West Europe	B
Italy	Istituto Pangea -Onlus- Istituto Europeo per l`Educazione e la Formazione Professionale per l`Ambiente	1			West Europe	B
Italy	Istituto Superiore per la Protezione e la Ricerca Ambientale	1			West Europe	A
Italy	LANDS ONLUS	1			West Europe	B
Italy	Lega Italiana Protezione Uccelli	1			West Europe	B
Italy	Legambiente	1			West Europe	B
Italy	Ministero dell Ambiente e della Tutela del Territorio e del Mare			1	West Europe	A
Italy	Organization for the Phyto-Taxonomic Investigation of the Mediterranean Area	1			West Europe	B
Italy	Parco dell`Etna			1	West Europe	D
Italy	Societa Zoologica La Torbiera	1			West Europe	B

Italy	Unione Zoologica Italiana onlus	1		West Europe	B
Italy	Università degli Studi di Catania	1		West Europe	B
Liechtenstein	Amt für Umwelt	1		West Europe	A
Liechtenstein	Commission Internationale pour la Protection des Alpes		1	West Europe	B
Luxembourg	Ministère de l'Environnement		1	West Europe	A
Luxembourg	natur&ëmwelt a.s.b.l.	1		West Europe	B
Malta	Awtorità għall-Ambjent u r-Riżorsi		1	West Europe	A
Monaco	Centre Scientifique de Monaco	1		West Europe	D
Monaco	Fondation Prince Albert II de Monaco		1	West Europe	A
Monaco	Ministre des Relations Extérieures et de la Coopération de Monaco	1		West Europe	A
Norway	Klima- og miljødepartementet		1	West Europe	A
Norway	Norwegian Environment Agency		1	West Europe	A
Norway	World Wide Fund for Nature - Norway		1	West Europe	B
Portugal	Associação de Defesa do Património de Mértola		1	West Europe	B
Portugal	Instituto da Conservação da Natureza e das Florestas	1		West Europe	A
Portugal	Liga para a Protecçao da Natureza	1		West Europe	B
Portugal	Quercus - Associaçao Nacional, de Conservação da Natureza	1		West Europe	B
Spain	Acción por el Mundo Salvaje		1	West Europe	B
Spain	Agencia Española de Cooperación Internacional para el Desarrollo, Ministerio de Asuntos Exteriores y de Cooperación		1	West Europe	A
Spain	Asociación Española de Entomología		1	West Europe	B
Spain	Asociación Herpetológica Española	1		West Europe	B
Spain	Asociación para la Defensa de la Naturaleza/WWF - España		1	West Europe	B
Spain	Aula del Mar - Malaga Asociación para la Conservación del Medio Marino	1		West Europe	B
Spain	Ayuntamiento de Málaga		1	West Europe	D
Spain	Centro de Extensión Universitaria e Divulgación Ambiental de Galicia	1		West Europe	B
Spain	Consejería de Medio Ambiente y Ordenación del Territorio, Junta de Andalucía		1	West Europe	A
Spain	Consellería de Medio Ambiente e Ordenación do Territorio, Xunta de Galicia	1		West Europe	A
Spain	Departament de Territori i Sostenibilitat, Generalitat de Catalunya	1		West Europe	A
Spain	Diputació de Barcelona		1	West Europe	D
Spain	Ecologistas en Acción	1		West Europe	B
Spain	Fundació Catalunya-La Pedrera	1		West Europe	B
Spain	Fundació Monjos Budistes Sakya Tashi Ling, Fundació Privada		1	West Europe	B
Spain	Fundación Biodiversidad	1		West Europe	A
Spain	Fundación CBD para la Conservación de la Biodiversidad y su Hábitat		1	West Europe	B
Spain	Fundación Entretantos	1		West Europe	B
Spain	Fundación Lonxanet para la Pesca Sostenible	1		West Europe	B
Spain	Fundación Lurgaia	1		West Europe	B
Spain	Fundación Monte Mediterráneo		1	West Europe	B
Spain	Fundación Naturaleza y Hombre	1		West Europe	B
Spain	Fundación Oxigeno		1	West Europe	B
Spain	Fundación para la Conservación del Quebrantahuesos	1		West Europe	B
Spain	Grup Balear d`Ornitologia i Defensa de la Naturalesa		1	West Europe	B
Spain	Grupo para la Rehabilitación de la Fauna Autóctona y su Hábitat	1		West Europe	B
Spain	Lliga per a la Defensa del Patrimoni Natural	1		West Europe	B
Spain	Loro Parque Fundación	1		West Europe	B
Spain	Mare Terra, Fundació Mediterrània, Fundació Privada		1	West Europe	B
Spain	Ministerio de Agricultura y Pesca, Alimentación y Medio Ambiente		1	West Europe	A

Spain	Ministerio para la Transición Ecológica		1	West Europe	B
Spain	Océanidas		1	West Europe	B
Spain	Parc Zoològic de Barcelona	1		West Europe	D
Spain	SEO/BirdLife, Sociedad Española de Ornitología		1	West Europe	B
Spain	Sociedad Española de Biología de la Conservación de Plantas	1		West Europe	B
Spain	Sociedad Española para la Defensa del Patrimonio Geológico y Minero	1		West Europe	B
Spain	Sociedad Geológica de España	1		West Europe	B
Spain	Un bosque para el Planeta Tierra	1		West Europe	B
Spain	Xunta de Galicia	1		West Europe	B
Sweden	ArtDatabanken, Sveriges Lantbruksuniversitet	1		West Europe	A
Sweden	Centrum för biologisk mångfald	1		West Europe	A
Sweden	Coalition Clean Baltic	1		West Europe	B
Sweden	Naturhistoriska Riksmuseet	1		West Europe	B
Sweden	Regeringskansliet (Sweden)	1		West Europe	A
Sweden	Stiftelsen Nordens Ark	1		West Europe	B
Sweden	Stiftelsen Skansen	1		West Europe	B
Sweden	Svenska Jägareförbundet	1		West Europe	B
Sweden	Svenska Naturskyddsföreningen	1		West Europe	B
Sweden	The European Association for the Conservation of the Geological Heritage	1		West Europe	B
Sweden	Varldsnaturfonden WWF	1		West Europe	B
Switzerland	European Association of Zoo and Wildlife Veterinarians		1	West Europe	B
Switzerland	Fondation Save Our Seas		1	West Europe	B
Switzerland	JagdSchweiz	1		West Europe	B
Switzerland	Marinecultures.org		1	West Europe	B
Switzerland	Netzwerk Schweizer Pärke / Réseau des parcs suisses / Rete dei parchi svizzeri / Rait dals parcs svizzers	1		West Europe	B
Switzerland	Office fédéral de l'environnement	1		West Europe	A
Switzerland	Pro Natura / Friends of the Earth Switzerland	1		West Europe	B
Switzerland	Programme for the Endorsement of Forest Certification Schemes PEFC Council		1	West Europe	B
Switzerland	Resource Africa		1	West Europe	B
Switzerland	Sicherung der landwirtschaftlichen Arten Vielfalt in Europa (SAVE)	1		West Europe	B
Switzerland	Société suisse d'étude et de protection des cétacés	1		West Europe	B
Switzerland	Swiss Academy of Sciences	1		West Europe	B
Switzerland	Swiss Association for the Protection of Birds - BirdLife Switzerland	1		West Europe	B
Switzerland	The European Outdoor Conservation Association	1		West Europe	B
Switzerland	World Association of Zoos and Aquariums		1	West Europe	B
Switzerland	World Business Council for Sustainable Development		1	West Europe	B
Switzerland	World Wide Fund for Nature - International		1	West Europe	B
Switzerland	World Wide Fund for Nature - Switzerland		1	West Europe	B
Switzerland	Zooschweiz	1		West Europe	B
The Netherlands	Bears in Mind	1		West Europe	B
The Netherlands	Both Ends - Environment and Development Service for NGOs	1		West Europe	B
The Netherlands	Caribbean Research & Management of Biodiversity Foundation		1	West Europe	B
The Netherlands	De Vlinderstichting	1		West Europe	B
The Netherlands	Dutch Caribbean Nature Alliance		1	West Europe	B
The Netherlands	European Association of Zoos and Aquaria	1		West Europe	B
The Netherlands	Faculteit der Natuurwetenschappen, Wiskunde en Informatica - Universiteit van Amsterdam		1	West Europe	B
The Netherlands	Koninklijke Nederlandse Natuurhistorische Vereniging	1		West Europe	B

The Netherlands	LandschappenNL	1			West Europe	B
The Netherlands	Leo Foundation	1			West Europe	B
The Netherlands	Ministerie van Landbouw, Natuur en Voedselkwaliteit	1			West Europe	A
The Netherlands	Naturalis Biodiversity Center			1	West Europe	D
The Netherlands	Natuur & Milieu			1	West Europe	B
The Netherlands	Nederlands Centrum voor Inheemse Volken			1	West Europe	B
The Netherlands	Nederlandse Vereniging van Dierentuinen	1			West Europe	B
The Netherlands	Reptile Amfibieën Vissen Onderzoek Nederland	1			West Europe	B
The Netherlands	Rewilding Europe	1			West Europe	B
The Netherlands	SOVON Vogelonderzoek Nederland		1		West Europe	B
The Netherlands	Staatsbosbeheer			1	West Europe	A
The Netherlands	Stichting CHIMBO		1		West Europe	B
The Netherlands	Stichting Floristisch Onderzoek Nederland			1	West Europe	B
The Netherlands	Stichting Leerstoel Prins Bernhard			1	West Europe	B
The Netherlands	Stichting Lippe - Biesterfeld Natuurcollege	1			West Europe	B
The Netherlands	Stichting tot Behoud en ter Bescherming van het Przewalski-paard			1	West Europe	B
The Netherlands	Stichting tot instandhouding van de diergaarde van het koninklijk zoölogisch genootschap, Natura Artis Magistra			1	West Europe	B
The Netherlands	The Avalon Foundation			1	West Europe	B
The Netherlands	Tropenbos International			1	West Europe	B
The Netherlands	Van Tienhoven Stichting voor Internationale Natuurbescherming			1	West Europe	B
The Netherlands	Vereniging Milieudefensie			1	West Europe	D
The Netherlands	Vereniging tot Behoud van Natuurmonumenten in Nederland	1			West Europe	B
The Netherlands	Vereniging voor Instituut voor Natuureducatie en Duurzaamheid	1			West Europe	B
The Netherlands	Vereniging voor Zoogdierkunde en Zoogdierbescherming	1			West Europe	B
The Netherlands	Vogelbescherming Nederland	1			West Europe	B
The Netherlands	Waddenvereniging			1	West Europe	B
The Netherlands	Wereld Natuur Fonds - Nederland	1			West Europe	B
The Netherlands	Wetlands International			1	West Europe	B
The Netherlands	Wiskunde en Natuurwetenschappen, Centrum voor Milieuwetenschappen Leiden	1			West Europe	B
Turkey	Doğa Derneği (BirdLife Turkey)	1			West Europe	B
Turkey	Doğa Koruma Merkezi Vakfi	1			West Europe	B
Turkey	Dogal Hayati Koruma Vakfi - WWF Türkiye	1			West Europe	B
Turkey	Ege ve Marmara Çevre Belediyeler Birliği			1	West Europe	B
Turkey	KuzeyDoğa Derneği	1			West Europe	B
Turkey	Ministry of agriculture and forestry of Turkey	1			West Europe	A
Turkey	Türkiye Erozyonla Mücadele, Agaçlandirma ve Dogal Varliklari Koruma Vakfi (Tema Vakfi)			1	West Europe	B
Turkey	Türkiye Tabiatini Koruma Dernegi			1	West Europe	B
UK	A Rocha International	1			West Europe	B
UK	BirdLife International			1	West Europe	B
UK	Blue Ventures Conservation			1	West Europe	B
UK	Bristol Clifton and West of England Zoological Society	1			West Europe	B
UK	British and Irish Association of Zoos and Aquariums	1			West Europe	B
UK	British Ecological Society			1	West Europe	B
UK	Chartered Institute of Ecology and Environmental Management	1			West Europe	B
UK	Department for Environment, Food and Rural Affairs	1			West Europe	A
UK	Department for Natural Resources, Welsh Government			1	West Europe	A
UK	Department of the Environment & Climate Change, Government of Gibraltar			1	West Europe	A

UK	Durrell Wildlife Conservation Trust			1	West Europe	B
UK	Earthwatch Institute (Europe)	1			West Europe	B
UK	Falklands Conservation			1	West Europe	B
UK	Fauna & Flora International			1	West Europe	B
UK	Forest Peoples Programme	1			West Europe	B
UK	Gibraltar Ornithological and Natural History Society	1			West Europe	B
UK	International Fur Trade Federation			1	West Europe	B
UK	International Institute for Environment and Development	1			West Europe	B
UK	Margaret Pyke Trust, with the Population & Sustainability Network	1			West Europe	B
UK	Marwell Wildlife	1			West Europe	B
UK	National Parks Trust of the Virgin Islands	1			West Europe	D
UK	Natural History Museum, London			1	West Europe	D
UK	North of England Zoological Society (Chester Zoo)			1	West Europe	B
UK	People`s Trust for Endangered Species	1			West Europe	B
UK	Plantlife International			1	West Europe	B
UK	Rainforest Concern	1			West Europe	B
UK	ResourceAfrica United Kingdom			1	West Europe	B
UK	Royal Society for the Protection of Birds			1	West Europe	B
UK	Scottish Environment Link	1			West Europe	B
UK	Synchronicity Earth	1			West Europe	B
UK	The Born Free Foundation			1	West Europe	B
UK	The Royal Zoological Society of Scotland	1			West Europe	B
UK	The Scottish Government (Environment and Forestry Directorate)			1	West Europe	A
UK	The Sibthorp Trust	1			West Europe	B
UK	The Wildlife Trusts			1	West Europe	B
UK	The World Parrot Trust			1	West Europe	B
UK	TREE AID		1		West Europe	B
UK	Twycross Zoo, East Midland Zoological Society	1			West Europe	B
UK	Wildfowl & Wetlands Trust	1			West Europe	B
UK	Wildscreen			1	West Europe	B
UK	World Land Trust				West Europe	B
UK	World Wide Fund for Nature - U.K.			1	West Europe	B
UK	Zoological Society of London	1			West Europe	B
		159	***14***	***138***		

SUMMARY

	WE	EENCA	ALL	#
Members	311	69	380	
Given answers	173	43	216	
Not answered	138	26	164	
Positive	159	37	196	
Negative	14	6	20	
Percentage given of all	55.6%	62.3%	56.8%	
Percentage positive of all	51.1%	53.6%	51.6%	
Percentage negative of all	4.5%	8.7%	5.3%	
Percentage positive of given	91.9%	86.0%	90.7%	
Percentage negative of given	8.1%	14.0%	9.3%	

98th Meeting of the IUCN Council, Gland, Switzerland, 11-13 April 2016

25th Meeting of the Governance and Constituency Committee
70th Meeting of the Finance and Audit Committee

Agenda Items GCC25/2.5.1 and FAC70/15

Approval of a proposal for the 2021-2024 membership dues

Origin: Director General

REQUIRED ACTION:

The Governance and Constituency Committee and the Finance and Audit Committee are invited to:

1. REVIEW the proposal for the 2021-2024 IUCN Membership Dues;
2. MAKE A RECOMMENDATION to Council for decision and onward submission to the 2020 World Conservation Congress for approval.

Background

1) Proposal for the 2021-2024 IUCN Membership Dues

The Governance and Constituency Committee is invited to consider the proposal for the 2021-2024 IUCN Membership Dues and to make a recommendation to the IUCN 98th meeting of Council for decision. The approved proposal should be submitted to the 2020 World Conservation Congress in Marseille in June 2020 for decision.

According to Article 20(f) of the IUCN Statutes, the functions of the World Congress shall be *inter alia*: to determine the dues of Members of IUCN.

In May 2014, Council approved the fact that the Dues Guide will be prepared every four years and be valid for a four-year period following Congress approval of the scale of dues (decision C/83/15).

During the 94th meeting of Council in April 2018 the Governance and Constituency Committee and the Finance and Audit Committee of Council decided to establish a joint working group (The Membership Dues Task Force) to review various aspects of the membership dues, including:

1. A review of the membership dues for membership Category C, Indigenous peoples' organisations (IPOs)

2. The consideration of the establishment of a lower membership dues group for smaller civil society environmental organizations (categories B and C)

3. A reassessment of the basis for determining the membership dues of Members in category B and C.

As a result of its work, the Membership Dues Task Force wishes to make the following proposals to Council for its consideration at its 98th meeting to be held from 8-11 February 2020. Members were

consulted on these proposals from 24 December 2019 to 23 January 2020. Comments received can be viewed here.

Proposals for the Membership Dues Guide

a. Membership dues for Members in Categories B (National and International NGOs) and C (Indigenous peoples' organisations)

(these three proposals are complementary to each other)

Proposal 1

The basis of assessment of membership dues for Members in category C, Indigenous Peoples' Organisations, will remain the same as for Members in category B, National and International non-governmental organisations. Indigenous Peoples' Organisations with low levels of expenditure will be eligible to pay a lower level of membership dues than is currently the case in accordance with Proposal 2, below.

Proposal 2

A news dues group with a reduced fee will be established for Members in categories B and C with low levels of total expenditure (below USD 100,000). This dues group will be titled Group 1. All other dues group will be renumbered accordingly. Thus, current group 1 becomes group 2, and current group 2 becomes group 3 etc.

Proposal 3

The methodology for determining the dues group for Members in categories B and C will be changed from using ***operating expenditure*** to total ***expenditure*** as the basis for the classification in a specific dues group. The bands of total expenditure will be set such that the distribution of Members across the dues groups is broadly in line with the current methodology.

The rationale for moving from operating expenditure to total expenditure is explained in Annex 1.

Impact of the change

Current scale based on operating expenditure:

Group	Operating expenditure US dollars FROM (≥)	TO (<)	Membership dues scale 2017-2020 (CHF)
1	≥ 0	< 100'000	445
2	≥ 100'000	< 500'000	713
3	≥ 500'000	< 1 M	1,338
4	≥ 1 M	< 2 M	2,678
5	≥ 2 M	< 4 M	5,353
6	≥ 4 M	< 6 M	8,922
7	≥ 6 M	< 8 M	12,490
8	≥ 8 M	< 10 M	16,059
9	≥ 10 M		21,412

Revised scale based on total expenditure:

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

A proposal for dues for **venue-based organizations** (within Category B) is being discussed by the Dues Task Force but no decision has been made at this stage. Venue-based organisations are characterised by major physical infrastructures that represent their primary annual expenditure. These venues serve large groups of members, users or visitors, and include universities, museums, botanical gardens, aquariums and zoos.

The proposal made so far is to have a fixed fee of CHF 5030, regardless of the organisation's expenditure[1]. This would correspond to group 7 of the proposed membership dues scale for Members in category B and C. They would have the same voting rights as any other Member in category B and C. The rationale is that Affiliates, which have no voting rights, are paying a fee equivalent to group 6 (CHF 3150). It makes sense that venue-based organisations are in the next dues group in order to have full rights, including voting rights. Smaller venue-based organisations would have the option of paying the fixed fee or paying on the basis of their total expenditure if this would result in them being in a lower dues group.

Following feedback received at last Council, the amount and the value for a separate dues category needs to be reviewed by the Dues TF.

Membership Dues Reassessment process for Members in Categories B and C

Every four years, after the IUCN World Conservation Congress, the classification of Members in Categories B and C in the different dues groups will be re-assessed, as approved by Council at its 88th meeting in April 2016 (decision C/88/22). The process was included in the 2017-2020 Membership Dues Guide, which was approved by Members at the World Conservation Congress in 2016.

The process was initiated by the Secretariat in 2018 but it was not concluded given the work undertaken in parallel by the Membership Dues Task Force. Based on the above proposals from the Dues Task Force, it is proposed to include the following process in the 2021-2024 Dues Guide:

"Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of total expenditure together with their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. If a Member does not submit a declaration together with their latest statements, the Secretariat will use financial statements submitted in the recent years to the Secretariat or those available from public sources such as the organisation´s website, if published. In the event that a Member fails to submit its financial statements and the Secretariat is unable to obtain the financial statements from public sources, the organisation will be reclassified into the dues group immediately above the one it is currently in".

[1] This is taking into consideration a survey made by the US Washington Office/SSC to zoos and aquaria, which showed the interest from zoos, to join the Union if the dues were lower.

b. Membership dues for Members in Category A (States and government agencies, and political and/or economic integration organisations)

As per Regulation 22[2] 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 of Membership Dues Guide) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4 of Dues Guide is a Congress decision.

The latest "UN scale of assessments for the period 2019-2021[3]" 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. States affected by the new scale of assessment are indicated in the table on the next page.

The full process and membership dues tables are included in the draft Membership Dues Guide (Annex 2).

On the issue of Subnational Governments, the working group has made a proposal detailed in a draft Council motion, that the dues for Subnational Governments be those of the Government Agencies Group A (Government Agencies of a State where the State is a Member of IUCN) proposed for 2021-2024. (refer to Dues Guide – Annex 2)".

Country	UN scale 2016-2018	UN Scale 2019-2021	Actual ST 2019 dues invoiced	ST dues, if invoiced according to UN Scale 2019-2021 (based on 2017-2020 dues)	Difference (ST)
Azerbaijan	2	1	31,044	15,520	15,524
Bahrain	1	2	15,520	31,044	-15,524
Costa Rica	1	2	15,520	31,044	-15,524
Dominican Republic	1	2	15,520	31,044	-15,524
Ecuador	2	3	31,044	51,338	-20,294
Hungary	4	5	78,721	118,079	-39,358
Ireland	5	6	118,079	180,643	-62,564
Mexico	8	7	294,261	246,801	47,460
Namibia	1	0	15,520	7,760	7,760
Pakistan	3	4	51,338	78,721	-27,383
Romania	4	5	78,721	118,079	-39,358
Russian Federation	9	8	394,879	294,261	100,618
South Africa	6	5	180,643	118,079	62,564
Turkey	7	8	246,801	294,261	-47,460
Viet Nam	2	3	31,044	51,338	-20,294

Affected countries which have no IUCN States or Governmental Agency Members have not been indicated in this table. 22 Members (10 States and 12 GAs) are impacted by the new UN scale (they will move to a higher or lower group). All in all, this shows an increased revenue of CHF 100K for IUCN.

[2] 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...*".
[3] https://undocs.org/en/A/RES/73/271

Use of the Swiss Consumer Price Index (CPI) to index IUCN membership dues for States and government agencies[4]
Membership dues for States and government agencies are indexed using the Swiss Consumer Price Index (CPI), as per the decision made by the World Conservation Congress in Bangkok in 2004. The dues indicated in the Dues Guide (Annex 2) include an increase corresponding to the average of the 2016 to 2019 Swiss Consumer Price Index (0.35%).

c. Membership dues for Members in Category D (Affiliates)

The proposal is detailed in the Membership Dues Guide (Annex 2).

Additional considerations

The Dues Task Force also looked into Membership values including Members withdrawing or not being able to pay their dues because of situations they face in their country (political, economic, etc). (Annex 3). A proposal for a Solidarity Fund is being considered by the Dues Task Force (Annex 4).

Draft Council decision

The IUCN Council,
Based on the recommendation from its Governance and Constituency Committee and Finance and Audit Committee, following the proposal from the Membership Dues Task Force,

1. Approves the proposal for the 2021-2024 IUCN Membership Dues Guide;
2. Submits the proposal for the 2021-2024 IUCN Membership Dues Guide to the 2020 World Conservation Congress for approval, according to Article 20(f) of IUCN Statutes.

[4] Dues for Members in Categories B, C and D have not been indexed given that a new dues scale was proposed

Rationale for moving to Total Expenditure as a basis for setting the membership dues of members in category B, National and International Non-government organisations & C, Indigenous peoples' organisations

Current methodology

In accordance with the Membership Dues Guide 2017-2020, membership dues for national and international non-governmental organisations and for Indigenous peoples' organisations are calculated on the basis of the organisation's ***operating expenditure***.

Operating expenditure is defined as *"expenditure arising in the course of ordinary activities of the organisation and which is considered to be recurrent and annual. It does not include one-time investments."*

The underlying principle is that the larger the organisation the higher the level of membership dues it should pay. Operating expenditure is thus considered to be reflective of size and ability to pay.

The use of operating expenditure as a proxy for size and ability to pay has several drawbacks:

1. **Operating expenditure is subjective**

Although IUCN provides guidance on what to include in operating expenditure, Members declare their operating expenditure on the basis of a self-assessment. It is therefore very subjective.

As an example, IUCN defines operating expenditure as "recurrent and annual". This is open to interpretation. For example, should expenditure funded by project restricted funding be excluded from the calculation of operating expenditure?

In general, IUCN Members exclude project funding from their declaration of operating expenditure. This has resulted in large organisations funded principally by project restricted funds contributing a lower level of membership dues than organisations of a comparable size funded principally by unrestricted funding.

2. **Operating expenditure is difficult to verify**

There is no universal way for presenting expenditure information in financial statements, nor is there one universal accounting standard that can be applied to determine an organisations level of operating expenditure. Although some organisations may have a line in their financial statements termed "operating expenditure" many do not, as their accounts are presented by activity or business segment or in some other format. Consequently, verifying declarations of operating expenditure from Members is often problematic.

3. **Operating expenditure is not an equitable measure of either financial resources or ability to pay**

This follows from points 1 and 2 above. In addition, it can result in an inequitable application of the methodology on the part of the Secretariat as judgement needs to be used.

4. **Determining operating expenditure is often lengthy and time consuming**

The process for determining operating expenditure is administratively heavy because of its subjective nature. It frequently results in differences of opinion between the Member and the Secretariat. Resolution of differences is time consuming and, as a consequence, costly.

Proposed methodology

It is proposed to use total expenditure as a basis for assessing membership dues. The key advantages of the methodology are:

1. **It is not subjective**

Total expenditure would be defined as the total of all expenditures shown in the income and expenditure statement of an organisation, irrespective of the funding source. It would not include capital expenditure but would include the corresponding depreciation charge recorded as an expense in the income and expenditure statement. Total expenditure is a more objective measure than operating expenditure.

2. **It is easily verifiable**

Total expenditure is easily verifiable in that it can normally be extracted directly from the income and expenditure statement of the financial statement of an organisation.

3. **It is equitable**

Total expenditure is more reflective of the size of an organisation and its ability to pay. It is therefore a more equitable method of assessment than operating expenditure.

IUCN Membership Dues Guide

2021 – 2024

The presentation of material in this publication and the geographical designations employed do not imply the expression of any opinion whatsoever on the part of IUCN concerning the legal status of any country, territory or area, or of its authorities, or concerning the delimitations of its frontiers or boundaries.

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Introduction

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.

For additional information, please contact the Membership Focal Point in your region.

IUCN is most grateful for your invaluable support.

Union Development Group
June 2020

Categories of membership

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 Congress in Marseille, Members approved the 2021-2024 Membership Dues Guide (Decision WCC-2020-Dec-XXX). 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 17th 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[1] (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.

[1] 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[2] 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[3]" 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.

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:			
0				Less than	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 (2021-2024)** at the end of this guide.

Category A: States

Table 2: States

Group	0	1	2	3	4	5	6	7	8	9	10
2021-2024	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).

[2] 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...*".
[3] https://undocs.org/en/A/RES/73/271

Category A: Government agencies

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

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

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

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

Government agencies - Group A:

Table 3: Government agencies - 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)

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[4]. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A (2021-2024)** at the end of this guide.

Government agencies - Group B:

Table 4: Government agencies - 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)

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[4]. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A (2021-2024)** 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.

[4] Decision made by the 17th 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[5].

The dues scale for national and international non-governmental organisations and Indigenous peoples' organisations comprise ten different dues groups. 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 reconciliation to the 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.

Every four years, after the IUCN World Conservation Congress, the classification of Members in Category B and C in the different dues groups will be re-assessed. Each Member will be requested to submit to the Secretariat a declaration of total expenditure with a reconciliation to their latest annual audited financial statements. This information will be used by the Secretariat to determine which dues group corresponds to each Member organisation for the following four years. Failure by an organisation to provide this information to the Secretariat will result in the organisation being 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

Category D: Affiliates[6]

Dues for Affiliate Members, shown in Table 6, are valid for the years 2021-2024, and were established according to Regulation 23[6]–[7].

[5] Regulation 23: "*Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council*".
[6] Government agencies, Political and/or economic integration organizations and national & international non-governmental organizations can apply as Affiliates.
[7] Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica

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 2021 should be received no later than 1 January 2021; dues for 2022 should be received no later than 1 January 2022, 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 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[8].

For payments which are not made in CHF, we ask you 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 for your organisation when your payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in your next year's invoice.

In the case of outstanding dues from previous years, payments received will be first used to offset those 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.

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

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

Membership dues of amounts up to 5,000 CHF can be settled by credit card via the member profile page on the Union Portal[9]. Only Visa and Mastercard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

Payment receipts are available via your Member organisational page 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 in full.

Adhesion of States

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

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 which 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.

[9] please refer to section 4.15 of the Union Portal Guide

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)

GROUP "0"

Afghanistan
Albania
Andorra
Antigua and Barbuda
Armenia
Barbados
Belize
Benin
Bhutan
Burkina Faso
Burundi
Cambodia
Cape Verde
Central African Republic
Chad
Comoros
Congo
*Cook Islands
Côte d'Ivoire
Democratic People's Republic of Korea
Democratic Republic of the Congo
Djibouti
Dominica
Eritrea
Fiji
Gambia
Georgia
Grenada
Guinea
Guinea-Bissau
Guyana
Haiti
Honduras
Jamaica
Kiribati
*Kosovo
Kyrgyzstan
Lao People's Democratic Republic
Lesotho
Liberia
Madagascar
Malawi
Maldives
Mali
Marshall Islands
Mauritania
Micronesia (Federated States of)
Mongolia
Montenegro
Mozambique
Namibia
Nauru
Nepal
Nicaragua
Niger
*Niue
Palau
Papua New Guinea
*Palestine
Republic of Moldova
Rwanda
Saint Kitts and Nevis
Saint Lucia
Saint Vincent and the Grenadines
Samoa
San Marino
Sao Tome and Principe
Senegal
Seychelles
Sierra Leone
Solomon Islands
Somalia
South Sudan
Suriname
Swaziland
Tajikistan
The Former Yugoslav Republic of Macedonia
Timor-Leste
Togo
Tonga
Tuvalu
Uganda
Vanuatu
Zambia
Zimbabwe

GROUP 1

Angola
Azerbaijan
Bahamas
Bangladesh
Bolivia (Plurinational State of)
Bosnia and Herzegovina
Botswana
Brunei Darussalam
Bulgaria
Cameroon
Cyprus
El Salvador
Equatorial Guinea
Estonia
Ethiopia
Gabon
Ghana
Guatemala
Iceland
Jordan
Kenya
Latvia

Lebanon
Liechtenstein
Malta
Mauritius
Monaco
Myanmar
Panama
Paraguay
Serbia
Sri Lanka
Sudan
Syrian Arab Republic
Trinidad and Tobago
Tunisia
Turkmenistan
United Republic of Tanzania
Uzbekistan
Yemen

GROUP 2

Bahrain
Belarus
Costa Rica
Dominican Republic
Cuba
Luxembourg
Morocco

GROUP 3

Croatia
Ecuador
Lithuania
Slovenia
Ukraine
Uruguay
Viet Nam

GROUP 4

Algeria
Egypt
Iraq
Libya
Oman
Pakistan
Peru
Philippines
Slovakia

GROUP 5

Colombia
Czech Republic
Hungary
Kazakhstan
Kuwait
Malaysia
New Zealand
Nigeria
Qatar
Romania
South Africa
Thailand

GROUP 6

Chile
Denmark
Finland
Greece
Indonesia
Iran (Islamic Republic of)
Ireland
Israel
Portugal
Singapore
United Arab Emirates
Venezuela (Bolivarian Republic of)

GROUP 7

Austria
Argentina
Belgium
India
Mexico
Norway
Poland
Saudi Arabia
Sweden

GROUP 8

Australia
Netherlands
Republic of Korea
Russian Federation
Spain
Turkey

GROUP 9

Brazil
Canada
France
Italy
United Kingdom of Great Britain and Northern Ireland

GROUP 10

China
Germany
Japan
Switzerland
United States of America

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

INTERNATIONAL UNION
FOR CONSERVATION OF NATURE

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Membership Dues Task Force - The Value of IUCN Membership

The TORs of the Membership dues Task Force (TF) include an analysis of the current membership dues, considering the value Members receive from their membership.

The financial challenges some Members face and their expectations versus what they are paying is a key element to consider. The new Membership Strategy addresses a number of these aspects.

In addition to Council's interest in maintaining a diverse membership across regions and categories, it is important to remember that membership dues are both one of the main sources of IUCN core income as well as one of the few elements of unrestricted income that the Union receives. In considering any changes, the TF needs to bear in mind any financial implications changes to the dues would make.

Value of IUCN Membership

By joining IUCN, organisations/institutions 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. Being a Member of IUCN should enable Members to advance both their own cause and to strengthen common action in overcoming barriers to a sustainable future.

Global networking and partnership opportunities. Members can identify common interests, new partners and potential funding sources within the IUCN family. The Union's global reach and resources play an important role in supporting regional and local initiatives, with scientific back-up and connections helping to advance the work of Members.

Influence IUCN's has a huge potential to influence by working with its Members and adds weight and authority to Members' conservation agendas. The inter-relationship between IUCN and its Members is productive. Members bring the specialist knowledge and expertise from a wide range of perspectives to contribute to the formation of IUCN policies, the prioritisation of programmes and the capacity to implement them. The sum of the parts is a powerful force that has proportionately greater influence on political, economic and social decision making.

Collective Voice Through IUCN, Members become part of a collective and global voice on important issues of our age. The Union convenes the World Conservation Congress and other platforms for discussing conservation issues. During the Members' Assembly, a unique global environmental parliament of governments and NGOs, Members debate and vote on motions and help shape the conservation agenda for the next quadrennial and beyond.

Knowledge and increased capacity Members can strengthen their credibility and capacity through their association with a respected conservation alliance of key scientists, decision-makers and managers. IUCN strives to act as a multiplier, accelerating environmental progress by sharing knowledge and helping to build the capacity of Members to achieve their conservation goals. The Union's research, knowledge base, skills advocacy and worldwide experience of managing field projects can prove uniquely helpful to hundreds of organisations in this respect.

Why do Members join IUCN?

The IUCN Member survey that was undertaken at the end of 2017/early 2018 Members highlighted the following elements as important to them:

- Contributing to Conservation
- Access to scientific and expert knowledge and data
- IUCN as a learning platform
- IUCN as a neutral convenor
- Capacity building offered by IUCN

Fig 1. Elements regarded as important to organisations and satisfaction of delivery.

Similarly, these are the services regarded as important to them:

Fig 2. Services regarded as important to organisations and satisfaction of delivery.

A question to consider is, despite the apparent general level of satisfaction by Members of the delivery of the services, why are Members telling us that they feel disengaged. (Note: At the time of writing,

three RCFs have taken place, Meso America, USA and Europe. The feedback received from Members at all of these has been extremely positive.)

IUCN Value Proposition

During its 94th meeting (May 2018), the IUCN Council adopted the following Value Proposition and requested it be included in the new membership strategy:

IUCN provides a global leadership role for nature conservation and sustainable development by:

- Engaging its global, unique and diverse membership and reach;
- Building and deploying credible and trusted science, knowledge and thought leadership;
- Developing and promoting global standards, laws, governance guidance, policies and the networks to share and implement best practice; and
- Convening and establishing partnerships for solutions to global challenges.

IUCN informs, influences and inspires nature-based solutions to global challenges.

Withdrawals

Between 2005 and 2017 a total of 510 Members have withdrawn from IUCN (178 voluntarily and 332 through the rescission process). However, over the same period, 857 organisations have become Members, giving a positive balance of 347.

It is important to note that cyclicality is a feature of all membership organisations. IUCN is no different, with an increase in membership applications in the year leading up to the World Conservation Congress and more withdrawals than usual in the year following Congress. However, despite this, membership evolution remains positive.

Reasons for withdrawals

In recent years, several reasons have been provided by Members who have withdrawn, and these include:

1. **Financial/budgetary issues** – this is the most frequent reason given by Members in all categories (Note: we should compare the size of the organisations that have);
2. **Organisations cease to exist** – (one of the main reasons given by Cat B, C and D Members in recent years);
3. **Objectives/activities of Members no longer in line with IUCN's**;
4. **Increase in operating expenditure** leading to an increase in dues (Cat B and C);
5. **Little/no value gained** from IUCN Membership;
6. **Lack of engagement/loss of interest in IUCN**;
7. **GAs**: Voting power for GAs provides no added value. One shared voted given by State.
8. **State withdrawal** leads to increase in dues for remaining GAs. Brazil, Argentina. Council has recommended a period of grace to such cases with dues increasing gradually over 4 years from the State withdrawal.
9. States withdrawing and having a **GA join instead**. (presumably dues related).
10. **Economic sanctions**/international embargoes/foreign currency implications (Iran, North Korea).
11. **Political turmoil**/changes in government (Libya, Syria, Venezuela).
12. War/**conflict** in certain States/regions.
13. **Natural disasters**

Concern has been raised by the IUCN Council regarding the increased financial pressures organisations are facing. Linked to this is a perceived lack of value of their membership of IUCN.

Following consultation with Members, the IUCN Leadership team and the IUCN Council, the following four objectives have been established for the membership strategy to help address the engagement/value issue by Members:

1. **Strategic engagement of Members**. Members actively participate and contribute to conservation be being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.
2. **Learning and improving**. Knowledge Products, knowledge sharing, science and knowledge. Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications.
3. **Influencing the environment and sustainable development agenda**. Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.
4. **Networks, partnerships and alliances**. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

The aim of the strategy is to ensure increased Member engagement. Through successful implementation, Members will begin to see the benefits gained from their membership, which should lead to a drop in withdrawals due to a lack of engagement and lack of value.

The concerns relating to dues and their affordability, whether it be for NGOs or States, remain an issue that needs to be addressed – and the Task Force has undertaken work on that issue. Some of the smaller NGOs are facing increasing pressure to find funding for their work, let alone their dues. Since IUCN is not a funding agency, it is not possible to provide grants to these Members for projects – a frequent misconception by Members. However, there are other ways to help Members – they can benefit financially through effective use of the knowledge products and conservation tools available to them, for example.

In order to address the financial issue, the Dues Task Force is considering a number of fee scale options including a lower group for IPOs and small NGOs and a new category for zoos, aquaria, botanical gardens, universities and Museums.

Finally, whilst the new Membership Strategy seeks to address the engagement and value issues of these concerns, it will be necessary to address a number of other strategic issues going forward. Questions such as how valuable is the Union in its current form – the current NGO/UN landscape has changed the playing field for IUCN. What type of organisation IUCN wants/needs to be is key in ensuring its future. We have to be clear on what type of Union we want to be so that we can focus our efforts in the right area.

Value and benefit of a lower dues group for Members

The current dues scale for IUCN Members was introduced in 1988 (decision 515 - 17th session of the General Assembly in Costa Rica). Calculations, to date, have been made using the operating expenditure of Members and works under the basic principle that dues are set in line with the capacity to pay.

However, in recent years and as mentioned above, Members are increasingly quoting inability to pay their dues as a reason for them withdrawing from the Union (see motives for withdrawal listed earlier in this document). This is the case even in the lowest dues group who pay 445 CHF per annum based on operating expenditure from 0-100K CHF. This often means that they are obliged to withdraw from IUCN (either voluntarily or following rescission of all their rights).. The existing entry-level dues rate is also preventing a number of small organisations from joining IUCN.

In 2016, the IUCN membership approved a new Category of Members for Indigenous peoples' organisations ("IPOs"). However, since that time, the number of Members in that category has only increased by three. There are a several reasons for this but an important factor is the level of dues, which even in the current group 1, are often prohibitive for many IPOs. Since the new Membership Strategy aims to increase the number of IPO Members within the Union, this dues issue is one that needs to be addressed. This was also a recommendation from the Credentials Committee at the 2016 Congress.

The Dues TF has spent some time considering how to do so. The Finance Unit has undertaken analysis of the current situation and at the request of the Dues TF has presented two options for re-scaling the dues. Both of these proposals include the introduction of a new dues group for small organisations (ie those who have a Total Expenditure of up to 50,000 CHF) with dues of 300 CHF per annum. IPO Members

had contacted the Secretariat in September 2018 and proposed even much lower dues but the costs involved in membership management must be taken into account.

The introduction of the new group presents a number of benefits both to current Members and potential Members, as well as to the Union itself.

However, it is important to ensure that current and potential Members understand the value of IUCN membership. Not only will they be able to benefit from global networking and partnership opportunities, but through a collective voice, they can contribute to influencing political, economic and social decision-making. In addition, they will be able to strengthen their capacity and also their credibility through their association with other Members and the IUCN constituents and components. Furthermore, these organisations will benefit as Members but the Union as a whole will benefit from the knowledge and capacity that these Members bring to the table, expanding the reach and influence it already has.

Having a lower dues group will increase engagement of existing Members who are currently struggling with the payment of dues as they will be able to retain their IUCN membership.

Questions have been raised in the past by the former DG about increasing the number of smaller NGOs within the membership of the Union, and the benefit they bring to the Union. However, this is a question that needs to be discussed in relation to Union Strategy as a whole, including the discussion about what type of organisation the Union needs to/ can be to tackle the challenges of the post-2020 agenda. The Dues Task Force is considering adding a new dues group as it is of the view that small organizations constitute an important asset for IUCN.

Annex 4

Draft 0 Concept Note: IUCN Membership Solidarity Fund. Version 1

For discussion in Dues Task Force

Background

Currently, IUCN lacks a mechanism to support IUCN Members that face severe challenges in continuing to pay their membership dues. As all Members are required in terms of the IUCN Statutes Article 12(c)iii to pay their dues, in order to retain their rights and ultimately their membership. The failure to pay can adversely impact the member and also IUCN.

Over the last ten years, a number[1] of IUCN Members curtailed their membership citing severe constraints to pay their membership dues given economic collapse or political instability. On the one hand, there are Members who have the money to pay but cannot due to international restrictions. For example, in Iran in 2019, six NGO members who were unable to transfer their dues to IUCN HQ, due to international financial/banking restrictions appealed for help[2]. A similar situation prevails in North Korea, where two Members are affected. On the other hand, some Members are unable to pay because they can no longer afford the dues. For example, in Venezuela and Zimbabwe, recent feedback received from the Regional offices indicates that IUCN Members face high levels of inflation, consequently Members find dues to be prohibitive[3]. In 2018, of the eleven government Members whose rights were rescinded, at least two Members facing challenges in paying their dues experienced political conflict or instability. Most of these Members wish to retain their membership and some are long-serving and committed Members.

Commented [FGB1]: Jennifer, see my comment. Unfortunately, this means having to make deeper search in our archives and/or through regions. Time doesn't allow for this right now + I can't even guarantee that all these Members would have provided the reasons at the time. I don't want to elaborate too much in the footnote but can explain during the meeting if needed

Jennifer: I suggest this is done before Council / ie 23 January 2020. I suggest we ask the regional members focal points. Fleurange: I will contact MFPs on this issue to have more information at hand by 23 January.

Commented [FGB2]: These Members are from Burundi, Uganda, Benin, Kenya, Mauritania, Mozambique, Pakistan, Iraq, Quatar (GA from Benin recently paid all its outstanding dues except 2019)

[1] Between 2005 and 2017 a total of 510 Members have withdrawn from IUCN (178 voluntarily and 332 through the rescission process). The Secretariat does not have at hand the exact figures of Members which have withdrawn for the reasons mentioned above.
[2] Letter came from three Members in Iran but on behalf of the six NGO Members present in the country.
[3] 13 Members from Zimbabwe and 6 from Venezuela Members withdrawn in years 2005-2017, from the data available the reasons for withdrawal are not evident.

Nevertheless, membership statistics show that in general membership enjoys an upward trend with relatively small, temporary downward fluctuations.[4] So, does the loss of Members from a few countries, undergoing instability, really matter for the Union? The Dues Task Force believes it does and that IUCN should, through its Council and Secretariat, invest in helping find a solution as established Members are an invaluable resource.

Why is it important to consider establishing a Membership Solidarity Fund?

IUCN's ability to deliver its Mission[5] lies in its ability to bring together diverse conservation actors across its membership categories (States and GA, NGOs, IPO) and across diverse ecosystems and biomes across the world. This diversity underpins the confidence and support IUCN enjoys and its ability to be a trusted facilitator and influence societies globally. Experienced membership brings knowledge and insights that are valuable to the Union and its operations in different regions. Maintaining established membership, particularly in ecologically-important places, is important for IUCN in fulfilling its mission and its ability to work effectively across all regions.

The loss of membership in entire countries could adversely impact on the programmatic work. It is worth noting that the majority of the membership in trouble over payment of dues are from biodiversity-rich nations and regions where IUCN regional and global programmes also focus. While there is no direct correlation between war and the loss of biodiversity, or instability, there is evidence that shows environmental and cultural heritage management can suffer in these conditions. The risk to biodiversity and conservation work in circumstances of instability, including war and economic collapse, makes it important for IUCN to maintain a presence in these countries. This is particularly important given new evidence of high levels of biodiversity loss and climate change crisis.

[4] 857 organisations have become Members from 2005 to 2017), giving a positive balance of 347.

[5] IUCN Vision: A just world that values and conserves nature. IUCN Mission**:** Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

Further an empathetic Union also contributes to the status IUCN enjoys among its Members. As we have seen recently, through the membership survey and the External Governance Review, IUCN faces real challenges in maintaining the support of Members as Members feel alienated from its programmatic work and networks.[6]

Opportunities: Existing commitment to an empathetic institutional culture

The responsiveness of Members to the plight of other Members in relation to dues indicates a desire among Members to support each other and could suggest that IUCN Members value an empathetic organization culture.[7]

In the Asia Region, the IUCN Secretariat has also played an important role in ensuring that Members are able to pay their dues.

Commented [FGB3]: Jennifer, did you mean to add anything here? Some feedback from Aban maybe?

Jennifer: I think its premature. I wanted to get this paper to a more complete state before asking her… perhaps we can ask her for input after the task force has made some initial input

The new Membership Strategy[8] seeks to strengthen membership engagement and inclusion. Strengthening positive engagement among the parts of the Union, including more effectively with the Secretariat was highly valued. While this was seen to be important in the areas of programmatic engagement, knowledge product development, and networking it is plausible that Members would hold the same value in relation to the retention of membership. Indeed, the IUCN Council in 2018, called on the Secretariat to make every effort to retain membership including by entering into payment plans/bilateral agreements to pay with its membership but specifically with State Members who had significant arrears.

The objectives of a Membership Solidarity Fund

A Membership Solidarity Fund would support existing Members faced with dire political or economic national circumstances to pay their membership dues for the duration of the crisis.

[6] External Review of IUCN Governance
[7] On learning of the plight of members in Iran, an INGO headquartered in Switzerland paid the dues of two Members.
[8] The IUCN Membership Strategy responds to these concerns

Next Steps

The IUCN Council proposes that the World Conservation Congress 2020 asks the incoming Council (2020- 2024) to study the possibilities of establishing such a Membership Solidarity Fund with a view to reporting back to the IUCN Membership in 2021-22 and embarking on a three-month electronic consultation.

Council would need to establish an appropriate mechanism, including members of Council, its Governance and Constituency Committee, IUCN Members, the Secretariat, and other experts to consider:

1. Scope of such a fund, typology of issues faced, and criteria for eligibility
2. Potential sources of funding
3. Legal organization and administration of such Fund

2.6 Membership Strategy

As agreed during the 97th Council meeting, time has been allowed for feedback from Council members, and IUCN Members through the Regional Conservation Forum held in Islamabad, Pakistan.

No comments were received by the end of November. The strategy document was finalised under the guidance of Jenny Gruenberger and the final version is now presented for approval.

Membership Strategy for IUCN – 2020-2030

EXECUTIVE SUMMARY

Note: What/who are we referring to when we speak of IUCN? IUCN is a Union composed of three pillars – IUCN Members, IUCN Commission members and the Secretariat. Throughout this document, reference to IUCN means the Union, unless otherwise specified.

Purpose

Since its creation in 1948, IUCN has grown to be the most significant conservation network in the world. It brings together stakeholders including Sovereign States, Government Agencies (GAs), non-governmental and international non-governmental organisations (NGOs and INGOs) and since 2016, Indigenous peoples' organisations (IPOs), all of whom work towards achieving the central part of IUCN's identity and purpose – conservation and sustainable use of natural resources.

Its unique membership differentiates IUCN from other international organisations and most notably, from the UN system (where only governments are represented).

The nature, composition, scope and magnitude of IUCN's membership are key elements for the Union to fulfil its mission and vision, but also to remain relevant in today's world. This proposed review and update of IUCN's Membership Strategy aims at defining these and other aspects of what constitutes the backbone of IUCN.

The last IUCN Membership Strategy was written in 2004. It is time for it to be updated as it has been highlighted by the 2015 External Review of IUCN (click here for Executive Summary) and requested by the IUCN Members at the 2016 World Conservation Congress.

> **A new Membership Strategy.** Finally, delivering the IUCN Programme 2017–2020 might require more than an improvement in how the current constituents of the Union work together. New expertise, new partners and new approaches may be required. Similarly, new ways and means may be needed to inspire a new generation that has a deeply personal stake in the future of our shared planet. Accordingly, the IUCN Secretariat will work to develop an updated Membership Strategy to help address such new requirements.

(IUCN Programme 2017-2020, p47)

Current levels of Member engagement mean that IUCN is not achieving its full potential from leveraging knowledge and expertise with respect to policy debates, in policy platforms and towards influencing key decision makers.

This document aims at strengthening Members' engagement in the governance and activities of the Union, in order to realise the full potential of IUCN's niche as a convenor.

This engagement of IUCN's Members in the work of the Union can be measured, among others, by:

- Stronger involvement of Members in the development of the IUCN Programme document;
- More detailed mapping of IUCN Members' skills and expertise against Programme priorities (and publication of this alignment as part of the Union's strengths and features)
- Highlighted contribution of IUCN Members to specific results or outcomes achieved by the Union in the Secretariat's communications.

Similarly, in terms of recruitment, this strategy aims to make IUCN's membership recruitment more strategic, by purposefully seeking to recruit the types of organisations or skills required to achieve the Union's strategic priorities at shorter (IUCN Programme) or longer term (mission, vision).

<u>The value of IUCN Values</u>:

IUCN works under the principle that nature conservation and human progress are not mutually exclusive. Facing tremendous forces of transformation such as climate change and dramatic socioeconomic inequality across the world, there are credible and accessible political, economic, cultural and technological choices that can promote general welfare in ways that support and even enhance our planet's natural assets.

To inform these choices, over the last two programme periods (2012 – 2020), IUCN has been aligning conservation efforts all over the world around three solid lines of work: valuing and conserving nature's diversity, advancing effective and equitable governance of the use of nature, and deploying nature-based solutions to climate, food and development challenges. The approach that is emerging from its collective efforts demonstrates that nature is not an obstacle to human aspirations, but rather an essential partner, offering valuable contributions towards all our endeavours Biodiversity, as recognized in the 2019 IPBES Global Assessment, is part of our common heritage and humanity's most important life-supporting 'safety net'. One challenge is, as one of the Assessment's co-chairs Professor Sandra Diaz stated, "our safety net is stretched almost to breaking point." One million animal and plant species are threatened with extinction – many within the next few decades requiring urgent action from local to global. In the 2020 -2024 Programme, the focus will bring greater attention to specific ecosystems while retaining the concepts of good governance, conserving biodiversity and with nature-based solutions remaining a key element of the next IUCN Programme.

Results from the survey for IUCN Members that took place at the end of 2017/beginning 2018 have shown that Members see the following elements of IUCN membership as important:

- **Contributing to Conservation**
- **Access (and contributing) to scientific and expert knowledge and data**
- **IUCN as a learning platform**
- **Neutral convenor; and**
- **Capacity building**.

- While delivery of these values by IUCN was satisfactory overall, suggestions on improving this included the provision of more: **capacity-building opportunities, increased regional engagement with Members, networking opportunities and communications. Also** "Setting positions and influencing the global agenda."

<u>Value Proposition</u>

At its 94th meeting in May 2018, the IUCN Council agreed on a Value Proposition text for inclusion in the new Membership Strategy:

IUCN provides a global leadership role for nature conservation and sustainable development by:

- ***Engaging its global, unique and diverse membership and reach;***
- ***Building and deploying credible and trusted science, knowledge and thought leadership;***
- ***Developing and promoting global standards, laws, governance guidance, policies and the networks to share and implement best practice; and***
- ***Convening and establishing partnerships for solutions to global challenges.***

IUCN informs, influences and inspires nature-based solutions to global challenges.

Applying the One Programme Charter

The One Programme Charter states that the different components of IUCN – government and NGO Members, Council, National and Regional Committees, Commissions, and the Secretariat – work together to develop, implement, advance and monitoring IUCN's Programme.

The implementation of the membership strategy will enrich and strengthen IUCN's expressed modus operandi, as defined in the One Programme Charter, in which "*the Council, the Commissions, the National and Regional Committees, the Secretariat, and the Members, where their organisation priorities and capacities align with the IUCN Programme, shall work together for coherent delivery of the IUCN Programme which enables and leverages the capacities of IUCN's constituent parts and delivers conservation results optimally, effectively and efficiently.*"

The One Programme principles guide the way all components are committed to working together in the implementation of the IUCN Programme:

• To deliver the Programme at the most appropriate level, using the best-placed part(s) of the Union to deliver national, regional or global results;

• To cooperate and not compete for roles and resources;

• To allocate resources to the part(s) of the Union responsible for delivery;

• To communicate openly and transparently to keep each other informed of plans and activities.

Goals and Objectives

Based on research of past papers, external reviews and responses from the IUCN membership the following four objectives have been developed to achieve an informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN:

Objective 1

Strategic engagement of Members. Members actively participate and contribute to conservation by being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.

Objective 2. Learning and improving Knowledge Products, knowledge sharing, science and knowledge. Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications.

Objective 3. Influencing the environment and sustainable development agenda. Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.

Objective 4. Networks, partnerships and alliances. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

Considerations for the delivery and implementation of the Strategy

Engagement funnel: IUCN currently has no engagement funnel. One needs to be established for each of the Categories with the aim of moving Members from "passive" to "engaged/active" membership.

Measurement/success: Define a baseline and "engagement indicators" to allow the Union to track the progress of this strategy and to give us a clearer picture to work with as the document is refined. Indicators will be linked to the IUCN Programme and will show both results and impact achieved (quantitative-qualitative analysis).

Communication: Improved communications are a crosscutting feature of the strategy and better communication will improve membership engagement. Existing channels between the different components of the Union will have to be modernised and updated. Contact and approaches at local, national and regional levels will need to be strengthened and streamlined to achieve a more efficient and personalised level of support for Members.

Resources (human and financial): The Secretariat will be responsible for the implementation of the strategy with the IUCN Council having responsibility for ensuring budgetary support and reviewing implementation.

Delivery: the IUCN Statutes and nature define some of the avenues by which it delivers its value. However, a proper mechanism needs to be in place, across the Union, to ensure the coordination of this Strategy, as well as the delivery of quality services to existing Members and the capacity to engage with new ones.

Draft Membership Strategy for IUCN 2020-2030

Draft 4.0

1. Introduction

Note: IUCN is a Union composed of three pillars – IUCN Members, IUCN Commission members and the Secretariat. Throughout this document, reference to IUCN means the Union, unless otherwise specified.

IUCN is a knowledge-based membership organisation. It can provide a wide range of users with knowledge regarding biodiversity conservation, sustainable use and environmental management as well as advice about what works on the ground and what does not. This is not just scientific knowledge, but also traditional, local, social, legal and ethical knowledge.

The success of IUCN's work depends on a detailed understanding of both direct and underlying causes of natural resource loss and environmental degradation and strategic responses to them. To guide its Vision and Mission, IUCN needs to emphasise improved access to knowledge and information related to species and ecosystems and the global drivers that affect change and how this intersects with development and justice and rights.

IUCN serves as a force drawing together information from a wide variety of sources. A broad range of knowledge and experience of Members in conservation and sustainable use of biodiversity is accessed, analysed and in turn, used by Members, Commissions, and Secretariat. This knowledge and experience is not only of importance to IUCN and its work; it is also highly valuable to conservation stakeholders globally and its use places IUCN in a key influencing position.

Critical to the Programme's success is the integration, management and dissemination of the knowledge, experiences and lessons existing within the Union. By using this, IUCN will achieve the goal of an informed and empowered conservation movement capable of achieving its Vision and Mission

IUCN recognises that building and encouraging membership involvement provides a real opportunity for people to influence the work of the Union as a whole.

2. Background

In order to advance the mission, it is necessary to clarify what the optimal IUCN membership should be. Is the current membership composition what is needed to achieve IUCN's Vision and Mission? Are IUCN Members committed to achieving the mission?

We should encourage the development of a strong and unified membership, which identifies with the IUCN objectives as set out in the Statutes.

A multi-way dialogue within IUCN should be maintained all times to empower Members to help influence the conservation agenda as well as the Union's work.

In developing the Strategy, a number of considerations have been made.

These include how to:

- Improve Communication with Members
- Better communicate the benefits of IUCN membership to Members as well as the possible need to redefine these benefits
- Increase a representative membership, taking into account regional representation and other group requirements (e.g. youth, private sector, etc.)
- Increase engagement and improve governance
- Improve the Secretariat/Council contribution to developing the membership and engagement strategy
- Develop the role of the Member and encourage involvement in the most effective way.

It is noted that not all Members are actively involved with IUCN's work and IUCN must ensure that Members are kept informed with what is happening within the Union, highlighting how being involved and good governance make a difference.

Engagement with Members is a key responsibility of everyone within the Union. However, representation of the Members and their interests falls to the IUCN Member Committees and the IUCN Councillors. In order to further Member engagement, it will be important to find ways to strengthen these two channels of governance and to create regional spaces for consultation and consensus between National/Regional committees and Regional Councillors.

3. Purpose

The aim of this Strategy is to provide the basis for an agreed set of objectives for the Union that, if followed, will strengthen the engagement of Members in the governance processes of the Union, as well as in the practical implementation of its Programme.

4. Strategic objectives

The overriding aim of the Strategy is to achieve a membership that forms an

informed, skilled, connected, engaged and highly influential conservation movement capable of achieving the Vision and Mission of IUCN

In order to achieve this, we have established four sub-objectives that when achieved will lead to the desired outcome. These four strands are:

- Improved strategic engagement of Members.
- Learning and improving. Ensuring that IUCN has an active and knowledgeable membership.
- Ensuring that IUCN has an influential and active membership in order have an impact on the environment and the sustainable development agenda at a local, regional and global level.
- Networks, Partnerships and alliances ensure that the Union is able to achieve the IUCN Mission and Vision by working together nationally, regionally and globally.

It should be noted that the needs and expectations of each membership Category will differ. These differences must be taken into account when considering each of the Objectives, adapting actions accordingly.

Across each of the four Objectives, communication with Members will play a key part. IUCN will consider the needs of its diverse membership when assessing its methods of communication and aim to provide material in appropriate and accessible formats.

Objectives

Objective 1

Strategic engagement of Members

Members actively participate and contribute to conservation by being involved in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively using their knowledge.

Targets:

i. Identify the membership requirements (in terms of type of organisation and thematic capacity) to implement the IUCN Programme and achieve the Mission and Vision of the Union.
ii. Develop definition for "Member engagement".
iii. Develop a membership recruitment plan that encourages membership across, and reflects the diversity of, all Statutory regions. Emphasis to be placed on biologically significant and biodiversity-rich regions that are currently not or under-represented.
iv. The Council and Secretariat to work with Members to explore the possibility of including new membership categories within the Union with a view to submitting a proposal to the IUCN WCC 2024.
v. The One Programme Approach is implemented across the Union and is effectively monitored and evaluated.

Actions to achieve these include (non-exhaustive list)*:*

- Using simple language/infographics, explain complex IUCN structure and how Members can contribute to/benefit from IUCN membership.
- Profile needs and membership of each category against the IUCN Programme requirements to identify gaps in expertise, and regional under-representation.
- Establish an engagement funnel for IUCN Members once definition of engaged membership has been agreed.
- Capacity building for each of the Union components to ensure they are aware of the importance of IUCN governance and policy setting.
- Ensure core values of IUCN membership are relevant to, promoted to and understood by Members.
- Based on the results of the profiling exercise, develop a Member recruitment plan, including a plan to expand the IPO Category.
- Working with the Global Information Services Group, identify areas for modernisation and improvement of IUCN's Communication Platform to ensure it is adequate for Members/components of the Union;
- Increase opportunities for Members to engage in IUCN's work e.g. Projects, workshops, Programme, Opportunities page, calls, etc. Dedicated briefings for State Members ahead of CoPs (technical and other).
- Councillors should attend as many (but at least one) Regional meetings a year as possible and use the budget allocated by IUCN for this purpose). Reports on Member engagement will be submitted at each Council meeting.
- Councillors shall report to Members on important themes and decisions taken by the three IUCN standing committees. Report of 10 pages maximum.
- Develop a membership engagement plan that includes actions at regional and national levels, through local offices and National/Regional Committees.
- Undertake a review of the current dues structure for IUCN Members, including the possibility of separate fee categories for IPOs, zoos and aquaria, botanical gardens.

Monitoring and evaluation

- Establish a definition of engaged membership for each IUCN membership Category –
- Establish indicators for Member participation and contribution to the Union's governance processes as well as in the implementation and monitoring of the IUCN Programme at a national, regional and global level. Results to be used to monitor and further develop the Member engagement plan.
- Establish indicators (in consultation with Members) for implementation of the One Programme Charter. Results will be used to monitor and develop the implementation of the One Programme Charter.
- Annual Members surveys (to measure trends).
- Continued use and development of the Project portal to monitor Member engagement in Programmatic and project work. Develop methods that allow monitoring of which members are engaged and how.
- Develop a set of qualitative indicators to measure participation and contribution to development and implementation of the IUCN Programme, and capacity building of IUCN Members

Objective 2

Learning and improving Knowledge products, knowledge sharing, science and knowledge.

Members are aware of, use and participate in the development of Knowledge Products, conservation tools and IUCN Publications

Targets:

i. Members to be involved in the development of knowledge products.
ii. Secretariat to promote Knowledge Products, conservation tools and publications (and provide training on use of KPs and contribution to data).
iii. Secretariat to promote the work of the Union (thematically, regionally).
iv. Identify opportunities for multi-way communication between the different stakeholders of IUCN.

Actions to achieve these include (non-exhaustive list):

- Improved networking, engagement of members.
- Ensure IUCN systems are updated to promote the work of the Union effectively (Website, Union Portal, and Newsletters etc. elsewhere).
- Ensure material produced by IUCN is relevant to Members and the Programme.
- Identify opportunities for Members to meet with Secretariat, Commissions and Council to exchange information and engage effectively.
- Make IUCN news and other membership material available in the official IUCN languages.
- Establish a method to evaluate which IUCN products are being used. How can we find a way to establish if guidelines are being followed and if the background has been applied?
- Ensure Members are aware of, and use, existing platforms (e.g. Panorama solutions) as a way of sharing and tapping into knowledge that sits within the IUCN membership. Feedback from Members will help to strengthen these platforms, which will in turn, make them more relevant to a wider audience.
- Provide training for Members on key areas of the Union (for example, governance, policy). Study the feasibility of the establishment of a Governance school, or IUCN Academy

Monitoring and evaluation

- Annual Members surveys (to measure awareness, use and contribution to KPs).
- Monitor downloads of IUCN publications, including those produced by National and Regional committees, and by Members working on IUCN projects for example.
- Use data from Publications Committee and editorial board to measure number of new publications and themes covered

Objective 3

Influencing the environment and sustainable development agenda.

Members, through their IUCN membership, effectively influence key national, regional and international agreements and policies in order to advance conservation outcomes.

IUCN is respected as a serious, knowledge-based organisation and its ability to convene and act as a bridge between governments and civil society gives it a niche. In order to maintain this uniqueness in an environment that is becoming increasingly competitive, the Union needs to use the knowledge and experiences to achieve conservation results on the ground.

Linking practice with policy is an area in which IUCN can provide substantial inputs from its Members and Commission Members. The Union also needs to ensure that the projects it implements do actually link with policy frameworks. Field-based interventions must continue to be strengthened in their design to enable Members increase the reach and influence of their work.

By increasing its efforts to involve Members in the policy agenda of the Union, IUCN's influence on policies, agreements and standards internationally, regionally and nationally will help better shape the management and use of natural resources.

Targets:

i. Members to be actively involved in setting the IUCN Policy agenda, by submitting motions and implementing the resolutions.

ii. Through capacity building, Members to more actively influence national, regional and global conservation arrangements and agreements.

iii. Engage Members in the design and implementation of the IUCN Programme.

Actions to achieve this include (non-exhaustive list):

- Ensure Members' understanding of IUCN policy
- Identify areas of expertise of Members where they could effectively contribute to policy by undertaking a review of current IUCN Members and their areas of expertise.
- Develop tracking system to monitor Member involvement in the motions process and the implementation of resolutions.
- Provide opportunities for Members to give their views on a range of issues e.g. membership issues, Programme development.
- Members to receive training on motions and resolution implementation.
- Members to submit timely reports on resolution implementation via the Resolution Platform.
- Consider partnerships to include other relevant non-conservation disciplines (e.g. health, communications/marketing organisations) to help promote /champion conservation messages. Promote existing partnerships within the Union such as #NatureForAll. Develop a strategy to promote the sharing of capacity to access and influence decision-makers outside conservation.

Monitoring and evaluation

- Monitor member motions submissions.
- Monitor Member contributions and involvement in the design of the IUCN Programme.
- Monitor Member implementation of the Programme (Resolutions and Recommendations platform and Project portal).

Objective 4

Networks, Partnerships and alliances. Members are able to achieve their conservation goals through networks, partnerships and alliances formed as a result of their membership of IUCN and their engagement with IUCN's Programme.

Targets:

i. Maximise the synergies between Members, Commissions and Secretariat to increase the influence of Members to achieve the Mission.

ii. Empower National and Regional Committees to coordinate the engagement and recruitment of Members and programme implementation at national level.

iii. IUCN to use convening power to increase the potential for Members to add value by working together and to function as a whole and not as individual units.

Actions to achieve this include (non-exhaustive list):

- Establish incentive and accountability mechanisms for National and Regional Committees.
- Work with National and Regional Committees to establish a framework for interaction with the Union and its Members.
- Develop an engagement plan involving National and Regional Committees facilitating Programme implementation.
- Undertake a review of existing National and Regional Committees and establish a monitoring system to ensure compliance with Statutory requirements.
- Members are aware of how to contact other Members and make the best use of IUCN networks.
- Establish clear roles for IUCN Members in the implementation of IUCN's strategic objectives and country, regional and global levels.
- National and Regional Committees to submit annual reports to the IUCN Secretariat. These will be uploaded to the IUCN website.

Monitoring and evaluation

- Monitor interaction between IUCN components (IUCN annual survey results).
- Interviews (annual) with the Boards of the National and Regional Committees.
- Develop indicators to monitor interaction between Members and the Union components.
- Satisfaction survey.

5. Delivering the Strategy

IUCN Statutes and nature define some of the avenues by which it delivers its value. In this sense, IUCN:

- Mobilises its Members, components and partners for conservation action;
- Issues statements and influences national and international policy;
- Strengthens the capacity of its Members and components;
- Encourages and disseminates conservation research;
- Is a forum for debate and resolution of issues?

This strategy builds on these elements and focuses on providing Members with:

- Enhanced capacity-building opportunity, advice and insight;
- Dedicated / exclusive services (including access to technical meetings/events);
- Easier access to publications;
- Conservation grants and funds (through GEF, GCCF, SOS, ITHCP) and programme implementation)

A proper mechanism needs to be in place, across the Union, to ensure the coordination of this Strategy, as well as the delivery of quality services to existing Members and the capacity to engage with new ones.

The Strategy should be implemented jointly by the Union as a whole but each component will have certain responsibilities.

The **Membership Unit and regional membership focal** points will continue to play a key leadership and coordination function, including:

- Ensuring an outreach effort to Members, National and Regional Committees, Council and Commissions to promote coordination of membership-related activities throughout the Union;
- Ensuring that certain activities involve other components of the Union, in addition to the Secretariat (e.g. National and Regional committees and Commissions); and
- Facilitating the definition of roles and responsibilities of Members, National/Regional Committees, Councillors and the secretariat.

In engaging with Members, the Secretariat will always ensure that Members are deriving benefits from their involvement with IUCN guided by the provisions of the Statues and Regulations.

Members:

- Appoint Members as membership ambassadors and mentors.
- Explore the possibility of creating a "buddy system" so that existing Members can help new Members, at meetings, Conservation Forums and at Congress, for example.
- Develop a Member-to-Member twinning programme and encourage participation by organisations that are committed to IUCN becoming a Member-to-Member learning programme.

National and Regional Committees:

- Secretariat to undertake detailed analysis of the current situation regarding National and Regional Committees
- Based on the analysis, explore ways to strengthen the role National and Regional Committees within the Union, including support provided by Secretariat
- Explore ways in which National and Regional Committees can fundraise
- Encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.

Regional Offices:

- Membership recruitment efforts.
- Regional Directors: Regular contact with all Members and especially high-level Members – e.g. States.
- Ensuring regular outreach effort to Members, National and Regional Committees, Council and Commissions to promote coordination of membership-related activities throughout the Union.
- Ensuring that certain activities involve other components of the Union, in addition to the Secretariat (e.g. National and Regional committees and Commissions); and
- Facilitating the definition of roles and responsibilities of Members, National/Regional Committees, Councillors and the secretariat.
- In addition, Regional offices can help, particularly where there is no National or Regional Committee, in facilitating that role and process, helping Members to make contact and communicate.
- Annual updates on the IUCN Programme implementation.

Regional Councillors:

- Attend Events (workshops, RCFs) to meet with Members

- Attend National Committee Meetings in their State of residence and others where possible. Provide updates/feedback to Council and Secretariat
- Work with Regional Offices to service State Members and encourage new State Members.
- Annual updates on IUCN Council Standing Committee meeting decisions and outcomes.
- Inform Regional offices (and country offices) of visits planned and provide updates to Secretariat.
- Report periodically on issues of regional and global importance, as well as important decisions approved at the suggestion of the Council's Committees, to the Regional Committee.
- Present to Council the issues raised from the region to which they belong and take care of the follow-up to their treatment, seeking concrete responses to regional demands.

6. Resources

- In order to implement the strategy effectively, human and financial resources will need to be allocated

  Staff required to maintain adequate service levels to Members and sufficient core funds to be allocated to the Regions.

  It will be essential for each region to dispose of a full time membership focal point. Currently a number of Focal points have dual roles that prevent them from fully concentrating on membership work. The allocation of sufficient funds for the work of regional offices is necessary to ensure that they may undertake this work and effectively promote the application of the One Programme Approach.

  Communication with Members is key. In this digital age, it is imperative for the Union to remain current with its technology. The Union Portal (intranet) is based on dated technology and is no longer adequate to serve Members' needs. It will be necessary to plan for an upgrade in technology on this front.

  Updated Intranet

  The Membership Unit has already had initial conversations with the IUCN Global Information Systems Group regarding this. Work on a new IUCN intranet will begin in 2020 and it is expected that a first version will be available towards the end of 2020.

7. Evaluating the strategy

The overriding objective will be to ensure the Strategy is delivered. The Director General will monitor delivery of the objectives set out in the Strategy through an action plan which will set out what steps will be taken to meet these objectives and report to Council at each council meeting.

Individual Councillors will also have a role to play in the implementation and evaluation of the strategy, working with Members, National and Regional Committees in their regions to help ensure the strategy is implemented at regional and national level.

A progress report will be submitted by the Membership Unit to the Director General annually and regular updates will be made to Members and the IUCN Council.

Measurement/success

The Membership Unit will work with the Planning, Monitoring, Evaluation and Risk Unit to ensure that the adequate measurements are used.

A baseline of figures and engagement indicators will need to be defined over time.

Annex 1

Matrix of the Strategy (to be completed)

Results, Products, Responsibilities and Timeliness for the Membership Strategy 2018-2030

Objective 1: ***Strategic engagement of Members. Ensure that Members actively participate and contribute to conservation by involving them in the development and implementation of the IUCN Programme of work, building capacity where necessary and effectively use their knowledge.***			
Indicators/Results	**Products**	**Responsibilities**	**Timelines**
1.			
2.			
Objective 2: ***Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.***			
Indicators/Results	**Products**	**Responsibilities**	**Timelines**
1			
2.			
Objective 3: ***Influencing the environment and sustainable development agenda. Ensure that Members, through their IUCN membership, can effectively influence key national, regional and international agreements and policies in order to advance the conservation agenda.***			
Indicators/Results	**Products**	**Responsibilities**	**Timelines**
1			
2			
Objective 4: ***Networks, Partnerships and alliances. To support Members to achieve their conservation goals through networks, alliances and partnerships formed as a result of their membership of IUCN and their engagement with IUCN's Programme.***			
Indicators/Results	**Products**	**Responsibilities**	**Timelines**
1			
2			

Abbreviations

CEC: Commission on Education and Communication

CEESP: Commission on Environmental, Economic and Social Policy

CEM: Commission on Ecosystem Management

CoP: Conference of the Parties

GCF: Green Climate Fund

GEF: Global Environmental Facility

IPO: Indigenous peoples' organisation

ITHCP: Integrated Tiger Habitat Conservation Programme

RCF: Regional Conservation Forum

SOS: Save our Species

SSC: Species Survival Commission

WCC: World Conservation Congress

WCEL: World Commission on Environmental Law

WCPA: World commission on Protected Areas