

95th Meeting of the IUCN Council
Jeju (Republic of Korea), 6 – 8 October 2018

Draft Agenda

For information: preliminary and other meetings	
GCC Task Force on the motions process	3 October 14:00-18:00
<u>2nd World Leaders Conservation Forum</u> and IUCN's 70th anniversary celebration (all Council members are invited)	4 October all day
<u>Bureau of the Council (75th meeting)</u>	5 October 16:00-18:30+19:00-21:00
Chairs of the Commissions	5 October 10:00-16:00
Private Sector Task Force	5 October 16:00-18:00
Urban Task Force	5 October 14:00-16:00
Climate Change Task Force	5 October 16:00-18:00
Commemoration of Councillor Rustam Sagitov	5 October 18:30-18:50

Note: the membership of the standing committees, Bureau, task forces and working groups is presented in the chart of "[Subsidiary bodies of the IUCN Council 2016-20](#)".

Saturday, 6 October 2018

Time	Agenda Item/Content ¹	Documents ²
	<p>Meetings of the standing committees of the IUCN Council</p> <p><i>The agendas of the committees constitute an integral part of the Council agenda.</i></p>	
9:00-12:30 + 13:30-18:00	<p>Programme and Policy Committee (PPC) (44th meeting) <i>(Room: Aseowon)</i></p> <ol style="list-style-type: none"> 1. IUCN Work Plan 2019 incl. the Commissions' Work Plans 2019, for submission to Council for approval 2. Specific Programme and Policy issues <ol style="list-style-type: none"> 2.1 Update on the post-2020 global biodiversity framework <i>incl. establishment of the task force following discussions at PPC43 (May 2018)</i> 2.2 Revision of IUCN's Policy on Gender Equality 2.3 Update on the retirement of Resolutions (WCC-2016-Res-001) <i>incl. the possible establishment of an ad-hoc working group or equivalent in order to consider the initial classification carried out by the Secretariat</i> 3. Strategic directions for the development of the IUCN Programme 2021-24 4. Annual Update on Evaluations 5. Follow-up on assignments <i>Mainly about 2016 Resolutions requiring action from Council</i> 6. Reports from task forces established by the PPC: <ol style="list-style-type: none"> 6.1 Urban TF 6.2 Private Sector TF 6.3 Climate Change TF 	<p>Agenda with timetable</p> <p>See C/95/7</p> <p>C/95/PPC44/2.1/1</p> <p>C/95/PPC44/2.2 C/95/PPC44/2.3 C/95/PPC44/2.3 Annex 3</p> <p>C/95/PPC44/3</p> <p>C/95/PPC44/6.2/1 C/95/PPC44/6.3/1</p>

¹ Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

² Council documents are made available for a number of agenda items. They are listed in this column and accessible via the hyperlink to the Union Portal. Indication is given for which other agenda items a document is under preparation for distribution in advance of the Council meeting. Other agenda items will be introduced verbally or with a PowerPoint presentation.

	<p>7. Report from Council’s Global Oceans Focal Person</p> <p>8. Other issues announced in advance</p>	
<p>9:00-12:30 + 13:30-18:00</p>	<p>Finance and Audit Committee (FAC) (66th meeting) <i>(Room: Amethyst A)</i></p> <ol style="list-style-type: none"> 1. Welcome and approval of the agenda 2. Review the minutes of the previous meeting and check the follow up points and decisions taken and where they stand 3. Financial results to date and outlook 2018 including impact of losses identified in 2018 that relate to prior years 4. Resource mobilisation update 5. Investment update and portfolio performance 6. Revision of the Cash Management and Investment Policy <i>(last approved by C/76/13, May 2011)</i> 7. Financial planning post 2020 8. Review of the Draft IUCN 2019 Budget for submission to Council for approval, including budget allocation for various regions, basis for the allocation, monitoring mechanisms and spending 9. 2020 Congress budget 10. Report from the Head of Oversight 11. Report from the Legal Adviser 12. Risk management – review of risk register 13. Revision of the HR staff rules 14. Update on information systems projects 15. Any other business 	<p>See footnote³ Agenda with timetable</p> <p>C/95/FAC66/1</p> <p>C/95/FAC66/3</p> <p>C/95/FAC66/4</p> <p>C/95/FAC66/5</p> <p>See C/95/7</p> <p>C/95/FAC66/9</p> <p>C/95/FAC66/13</p> <p>C/95/FAC66/14</p>
<p>9:00-12:30 + 13:30-18:00</p>	<p>Governance and Constituency Committee (GCC) (16th meeting) <i>(Room: Amethyst B)</i></p> <ol style="list-style-type: none"> 1. Governance issues <ol style="list-style-type: none"> 1.1 Revisions to the motions process including amendments to the Rules of Procedure and the Regulations (DEC) <i>Recommendations of the GCC task force to update the motions process including possible amendments to the Rules of Procedure of the Congress to be submitted for approval to an e-vote by IUCN Members, and possible amendments to the Regulations</i>⁴ 1.2 Improving IUCN’s governance including proposed amendments to the Statutes, Rules of Procedure and Regulations (DEC) <i>Recommendations from GCC’s working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider</i> 1.3 Proposed amendment to Regulation 45bis (DEC) <i>2nd reading and approval of the proposed amendment taking into account comments/objections, if any, from IUCN Members (C/94/6)</i> 1.4 External Review of IUCN’s Governance (INF) 	<p>Agenda with timetable</p> <p>C/95/GCC16/1.1 rev</p> <p>C/95/GCC16/1.2 rev2</p> <p>C/95/GCC16/1.3</p> <p>See C/95/4</p>

³ All documents of the FAC are available to all Council members with the exception of the Report of the Head of Oversight and the Report of the Legal Adviser which are only distributed to the FAC members.

⁴ Explicitly mentioned in the Council agenda as required by Article 101 (c) of the Statutes.

	<p><i>Update on the external review of IUCN's governance (C/94/18) in preparation of the discussion in Council plenary (agenda item 4)</i></p> <p>1.5 Procedure for filling a vacancy for Regional Councillor (DEC) following the demise of Rustam Sagitov (Regional Councillor, East Europe, North and Central Asia)</p> <p>2. Constituency issues</p> <p>2.1 Update on IUCN membership (INF)</p> <p>2.2 Presentation of draft 1.0 of the Membership Strategy (INF)</p> <p>2.3 Improved communication and engagement between the Secretariat and National and Regional Committees : Letter from South American Committee; other communications received by Councillors from Members</p> <p>2.4 Membership applications (DEC) <i>Including new applications and the application from Association française des Entreprises pour l'Environnement, France (deferred from C94); from Asociación para el Bienestar y Amparo de los Animales del Cantón de San José, Costa Rica, which met with objections from IUCN Members, and from Agence française pour la biodiversité and Fundación Chito y Nena Kafie (deferred from GGC email correspondence August 2018).</i></p> <p>2.5 Changes of Members' name or membership category (DEC, if any)</p> <p>2.6 National and Regional and Interregional Committees <i>Incl. the recognition of newly established committees and the revision of the by-laws of existing committees (DEC, if any)</i></p> <p>2.7 Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)</p> <p>2.8 Membership dues</p> <p>2.8.1 Progress report of the Joint GCC/FAC working group (<i>to be established</i>)(INF)</p> <p>2.8.1.1 Letter IPO Members 27 September 2018 with proposals for membership dues for IPO Members</p> <p>2.8.2 Dues re-assessment process for NGOs (INF)</p> <p>2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 (INF)</p> <p>2.9 Issues regarding the membership admission criteria for International NGOs (DEC)</p> <p>2.10 2019 Budget: Implications for governance and fulfillment of the statutory obligations of Councillors</p> <p>3. World Conservation Congress</p> <p>3.1 Registration fees for the IUCN World Conservation Congress 2020 (<i>in case it is not dealt with as Item 9.1 of the Council Agenda</i>)</p> <p>3.2 Sponsored Members</p> <p>4. Any other business</p>	<p>C/95/GCC16/1.5</p> <p>C/95/GCC16/2.2</p> <p>C/95/GCC16/2.3</p> <p>C/95/GCC16/2.4i C/95/GCC16/2.4ii C/95/GCC16/2.4iii C/95/GCC16/2.4iv</p> <p>C/95/GCC16/2.5</p> <p>C/95/GCC16/2.6</p> <p>C/95/GCC16/2.7</p> <p>C/95/GCC16/2.8.1.1</p> <p>C/95/GCC16/2.9</p> <p>C/95/GCC16/3.1</p> <p>C/95/GCC16/3.2</p>
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Sunday, 7 October 2018

(Location: Jade Hall)

9:00-9:10	<p>Agenda Item 1: <u>The President's opening remarks and approval of the agenda</u></p>	
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9:10-9:20	Agenda Item 2: Report of the President and matters brought forward by the Bureau <i>(unless included under other relevant items of the present agenda)</i> Cf. the agenda and documents of the 75th meeting of the Bureau	C/95/2
9:20-10:45	Agenda Item 3: Report of the Director General <i>Including the “Strategic Risk Matrix” as per the Enterprise Risk Management Policy approved by Council (C/94/4)</i>	
11:00-12:30	Agenda Item 4: External Evaluation of IUCN’s governance <i>Taking into account the preliminary findings and recommendations of the external consultant appointed pursuant to decision C/94/18 and the recommendations of the GCC.</i>	C/95/4
12:30-14:00	Lunch	
14:00-18:00	Agenda Item 5: Strategic discussion 5.1 Strategic directions for the IUCN Programme 2021-24 <i>Taking into account the recommendations of the PPC (cf. Item 3 on agenda PPC44)</i> 5.2 Theme(s) of the 2020 World Conservation Congress 5.3 Council’s strategic objectives and priorities 2017-20 <i>Taking into account the recommendations of a Council working group (to be established as agreed during the 94th Council meeting)</i>	See C/95/PPC44/3
18:00-18:40	Projection of a movie on the reintroduction program for scimitar horns oryx in Chad, produced by Environment Agency Abu Dhabi	
18:45-20:30	Agenda Item 6: Council’s working dinner with the Director General <i>(Location: Amethyst)</i>	

Monday, 8 October 2018

(Location: Jade Hall)

Time	Agenda Item	Document/Content
9:00-10:00	Agenda Item 7: 2019 Work Plan and Budget <i>Taking into account the recommendations of the PPC and the FAC on, respectively, the 2019 Work Plan and the 2019 Budget</i>	C/95/7
10:00-11:30	Agenda Item 8: Reports of the standing committees of the Council 8.1 Report of the Programme and Policy Committee (PPC)⁵	
11:30-	8.2 Report of the Finance and Audit Committee (FAC)	

⁵ Continuing a practice from the previous term, the order in which committees present their reports rotates at each meeting (C92: PPC, FAC, GCC; C93: GCC, PPC, FAC; C94: FAC, GCC, PPC).

12:30		
12:30-14:00	<p>Lunch Presentation of Regional and Global Programs:</p> <p><i>“The 2020 moment: the post-2020 Global Biodiversity Framework - where are we coming from? where are we heading to?”</i> by Cyrie Sendashonga, Global Director, Policy and Programme Group, and Jane Smart, Global Director, Biodiversity Conservation Group</p> <p><i>(Lunch buffet in Jade Hall)</i></p>	
14:00-16:00	<p>Agenda Item 8 (Continued): <u>Reports of the standing committees of the Council</u> 8.3 Report of the Governance and Constituency Committee (GCC)</p>	
16:00-17:00	<p>Agenda Item 9: <u>Recommendations from the Congress Preparatory Committee (CPC)</u> including but not limited to:</p> <p>9.1 Registration fees for the IUCN World Conservation Congress 2020 9.2 Strategy to capture the opportunities associated with Marseille in June 2020</p> <p><i>(Provided the CPC is established and meets prior to the 95th Council meeting. Should this not be the case, 9.1 will be referred to the GCC and 9.2 will be considered by the CPC when it will have been established)</i></p>	See C/95/GCC16/3.1
17:00-17:15	<p>Agenda Item 10: <u>Recommendations from the Ethics Committee regarding the Conflict of Interest Declaration Form</u> <i>(deferred from the 94th Council meeting)</i></p>	C/95/10
17:15-17:30	<p>Agenda Item 11: <u>Appointments in the Bureau</u> <i>According to Regulation 57, Council appoints two Regional Councillors from other regions as members of the Bureau for the 2nd half of the term and notes the designation of the representative of the Commission Chairs in the Bureau for the 2nd half of the term. In accordance with Article 50 of the Statutes, the Council confirms or otherwise designates the chairs of the standing committees of the Council.</i></p>	
17:30-18:00	<p>Agenda Item 12: <u>Any other business</u></p>	

Comments from IUCN Members on the draft agenda of the 95th Council meeting

(v2.0 of the draft agenda dated 10 September 2018 issued to all IUCN Members on 11 September 2018)

1. 13 September 2018

“The Agenda looks fine. However, I would suggest to include the presentation on the key achievements from different member state.”

Message forwarded on behalf of rurangwafelix@gmail.com, State Member Rwanda ST/25228 (not in order with payment of dues).

2. 05 October 2018

“Thank you for the opportunity to comment on the draft 2019 IUCN workplan. Of course the time to provide comments was very short and there were challenges in accessing the document so I shall be brief and had to be quick. Hopefully Members might have more time on future documents of this nature.

I shall mostly limit my comments to wildlife crime. In this regard I did not see references in this workplan as to what IUCN is planning on doing in combatting IUU fishing nor illegal timber trade which has links to wildlife crime. It would be helpful to know what IUCN intends to do on IUU fishing and illegal timber trade and illegal logging in 2019 including as they relate to the SDGs. These environmental crimes are connected to broader transnational organized crime and security concerns. IUU fishing and human trafficking often go together.

I noted there was no text in Part 1 of the Executive Summary under Program Area 1 on wildlife crime- there is no SR 1.7. In light of the global nature of wildlife crime and it's important to combat it might be good to highlight.

The Section on Target 7 on illegal wildlife trafficking is very narrow in scope. Again there is no mention of illegal fishing or illegal timber trade – are these covered elsewhere in the workplan?

Are there operational plans for engaging in the International Consortium on Combatting Wildlife Crime which includes CITES, INTERPOL and the World Bank among others? United for Wildlife? The Wildlife Trafficking Alliance based in AZA?

Overall, it would be helpful if IUCN developed an organization wide strategy on combating wildlife crime as part of the 2019 workplan and in follow-up to the IUCN Hawaii WCC dealing with it in all of its complexity and with all of IUCNs assets. There are adverse connections between wildlife, forest and illegal fishing crime and Protected Areas including World Heritage sites just to name one example.

It would be good to make links between Target 7 and Target 18 on the Rule of Law. As noted combatting wildlife crime has many legal dimensions. In terms of legislation, there is a very important bipartisan Bill in the US Congress on Wildlife Conservation and Anti-Trafficking that if enacted would have significant positive impact in tackling wildlife crime internationally including IUU fishing. I would like to highlight a very important tool in the tool box combatting wildlife crime and that is the role of whistleblowers and very robust US

whistleblower laws with broad reach and significant monetary rewards. Something to consider in the Target 7 and 18 work planning.

I have a few last thoughts on 4. Corporate Development:

IUCN North America Office- is there a US foundation fundraising strategy and operational plan including on the required staff capacity? Goals?

Communications – in light of the global communications reach in the US including the UN in NY, it remains interesting that to date IUCN has never invested in communications capacity in the IUCN DC office.

Finally, IUCN UN in NY – many members are engaged with UN processes. It would be helpful to have a clearer line of communication on IUCN and policy in NY at the UN.

Thanks again for the opportunity to provide this short input. “

Message forwarded on behalf of Scott A. Hajost, Esq, Managing Director of National Whistleblower Center
NG/25609



95th Meeting of the IUCN Council
Jeju (Republic of Korea), 6 – 8 October 2018

Agenda Item 2

Matters brought forward by the Bureau

DRAFT COUNCIL DECISION

The IUCN Council,

1. Endorses decision B/75/1 - Council and Congress Committees and Officers involved with preparations for the 2020 Congress, adopted by the Bureau at its 75th Meeting on 5 October 2018 (Annex 1);
2. Endorses decision B/75/2 - Confirmation or modification of the membership of the Steering Committees of the IUCN Commissions, adopted by the Bureau at its 75th Meeting on 5 October 2018 (Annex 2);
3. Endorses decision B/75/3 - Dates for the Council meetings in 2019-20, adopted by the Bureau at its 75th Meeting on 5 October 2018 (Annex 3);
4. Endorses decision B/75/4 - Council Working Group to propose strategic objectives and priorities of Council 2017-20 adopted by the Bureau at its 75th Meeting (Annex 4).

Annex 1

Council and Congress Committees and Officers involved with preparations for the 2020 Congress

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/1

The Bureau of the IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. Approves the Terms of Reference of the:
 - a. 2020 Congress Preparatory Committee as a Council working group under Regulation 59; (Annex 1)
 - b. Election Officer of the 2020 Congress; (Annex 2)
 - c. Steering Committee of the 2020 Congress; (Annex 3)
 - d. Credentials Committee of the 2020 Congress; (Annex 4)
2. Requests the Governance and Constituency Committee, at the appropriate time, to oversee the review and development, of the Terms of Reference of the following Council and Congress committees and officers, as these pertain to the overall governance of the Union. In undertaking this task, the Governance and Constituency Committee shall consult with the Congress Preparatory Committee and other relevant Council committees. The Governance and Constituency Committee will recommend these Terms of Reference to the Bureau for approval:
 - a. Congress Finance and Audit Committee
 - b. Council's Motions Working Group
 - c. Council's Nominations Committee
 - d. Congress Governance Committee
 - e. Congress Programme Committee
 - f. Congress Resolutions Committee
 - g. Congress Procedural Adviser.

Annex 2

Confirmation or modification of the membership of the Steering Committees of the IUCN Commissions

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/2

The Bureau of the IUCN Council,

Pursuant to Article 46 (m) of the Statutes and Regulation 73bis,

On the proposal of the Chair of the IUCN Commission concerned,

Confirms the current membership of the Steering Committees of the following Commissions as published on their website:

- [Commission on Ecosystem Management](#)
- [Commission on Education and Communication](#)
- [Commission on Environmental, Economic and Social Policy](#)
- [World Commission on Environmental Law](#)

Confirms the membership of [World Commission on Protected Areas](#) as published on its website and appoints Dr Thora Amend as an additional member of its Steering Committee;

Confirms the membership of the [Species Survival Commission](#) as published on its website and appoints Ian Harrison and Jonathan Hutton as additional members of its Steering Committee.

Annex 3

Dates for the Council meetings in 2019-20

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/3

The Bureau of the IUCN Council,

1. Approves the following dates of the ordinary meetings of the Council to be held in 2019-20:
 1. 96th Council meeting: Friday 22 to Monday 25 March 2019
 2. 97th Council meeting: Thursday 17 to Sunday 20 October 2019
 3. 98th Council meeting: Saturday 8 to Tuesday 11 February 2020
2. Recommends to the Council that it allows the Chair of each standing committee of the IUCN Council (FAC, PPC and GCC), in function of the agenda of the committee concerned, to convene the committee for a second consecutive day of meetings on the eve of the 96th, 97th and/or 98th Council meetings.

Annex 4

**Council Working Group to propose strategic objectives and priorities of
Council 2017-20**

(Approved by the Bureau at its 75th Meeting, 5 October 2018)

BUREAU DECISION B/75/4

The Bureau of the IUCN Council,

Approves the Terms of Reference of the Council Working Group to propose Council's strategic objectives and priorities for the term 2017-20 referred to in Regulation 44*bis*. (Annex 5)

CONGRESS PREPARATORY COMMITTEE

DRAFT TERMS OF REFERENCE

(Approved by ...)

The Congress Preparatory Committee is established by Council¹ to ensure the necessary preparations are made for the IUCN World Conservation Congress. The role of the Committee is to oversee the preparations for the Congress while the Director General is responsible for organizing the Congress. The Preparatory Committee will ensure consistency with and adherence to IUCN's Statutes, Regulations and the Rules of Procedure of the World Conservation Congress. And, as called for in the Rules of Procedure of the World Conservation Congress², it will assume the role of the Steering Committee during the Congress.

In fulfilment of these responsibilities the Congress Preparatory Committee shall:

- Ensure that the Congress is well aligned with the mission and vision of IUCN and that the rights and interests of IUCN's Members and components are fully incorporated in the design, planning and execution of the Congress;
- Coordinate closely with the Motions Working Group and the Election Officer in order to ensure that motions and nomination / election processes, including the deadlines for submission of motions and nominations, are streamlined and recommend approval of such deadlines to Council;
- Monitor the Congress preparations by the Secretariat and the implementation of the Hosting Agreement by the host country based on status reports provided by the IUCN Secretariat and the Host Country at each CPC meeting ;
- Consider the draft agenda for the Congress and recommend its approval to Council;
- Oversee the process for identifying members for the different Congress Committees;
- Support the fundraising efforts by opening doors to potential donors and sponsors;
- Act as appeals body for motions referred to the electronic debate and vote to be held prior to Congress. When acting as appeals body, CPC's membership will be extended with individuals representing the interests of Members as provided in the Rules/Regulations.
- Keep Council informed, as the case may be with recommendations, on the fulfilment of its responsibilities.
- Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

¹ Statute 46 (q)

² Rules 15-18



ELECTION OFFICER OF THE 2020 WORLD CONSERVATION CONGRESS

DRAFT TERMS OF REFERENCE

(Approved by ...)

The Election Officer is appointed by the IUCN Council to supervise the elections at the World Congress and the counting of the votes in accordance with Rule 74 of the Rules of Procedure of the World Conservation Congress. S/he must not be a member of the Secretariat nor a candidate for election as per Regulation 28 (b). S/he must neither have any family ties nor working relationships with any of the nominated candidates and should disclose any potential conflict of interest in that regard once s/he has received the nominations. S/he should have a legal background.

In the event that the Election Officer chosen has the same nationality as any of the presidential candidates, Council may reconsider his/her appointment in order to avoid possible accusations of conflict of interest and may appoint a substitute.

The Terms of Reference of the Election Officer shall be as follows:

In advance of the World Conservation Congress:

- 1) review the procedures for balloting and vote counting at the Members' Assembly and recommend improvements to the Secretariat on the basis of experience. If an electronic voting system is available for elections, adjust the procedures as required and verify the accuracy of the system prior to Members' Assembly;
- 2) receive from the Secretariat, the completed dossiers for all election candidates, approve for publication in the Union Portal the nominations for election as Regional Councillors that meet the requirements established in the Statutes and the Regulations, transmit to Council's Nominations Committee the nominations for President, Treasurer and Commission Chair that meet the requirements, and adjudicate on any issues which may arise during the nomination process;
- 3) advise Council in advance of the closing of the nominations period if the nominations received are unlikely to fill the positions available for any of the statutory regions, or to meet the criteria established by Council, and necessitate an extension of the deadline;
- 4) following the closing date for nominations, prepare the Report of the Election Officer to the World Conservation Congress including the names of candidates for Regional Councillors and their biographical information, listed in alphabetical order from a point in the alphabet chosen at random, with an indication of the number of nominations received per candidate as per Regulation 40;

At the Congress:

- 5) Explain the voting procedures during a plenary session, as required;
- 6) Report to the Congress Steering Committee on all matters related to elections;
- 7) Participate ex-officio in the meetings of the Credentials Committee;
- 8) Supervise the handing out of ballot forms at the Members' Assembly based on the report of the Credentials Committee. If elections are held electronically, verify the accuracy of the election process taking into account the report of the Credentials Committee;
- 9) Report immediately to the Congress Steering Committee any activities that he/she might detect regarding elections and voting that might be contradictory to the Statutes, Rules or Regulations;

- 10) Oversee the arrangements for presenting candidates to the Members' Assembly and meet with candidates ahead of the elections to explain the procedures;
- 11) Coordinate and be accountable to the Members' Assembly for the counting of votes, and oversee a team of vote counters from the Secretariat (if voting is done electronically verify the accuracy of the electronic system), and ensure that election results are not known in advance by anyone other than him/herself;
- 12) Announce the election results and prepare the report of the Election Officer;
- 13) Responsible for supervising the electronic voting on motions in the Members' Assembly which includes verifying the accuracy of the electronic voting system (Regulation 40bis) and that, in case of a secret ballot, the system can guarantee the anonymity of all votes (RoP 70);
- 14) Make recommendations to the next Council for improving the role and functioning of the Election Officer based on her/his own evaluation taking into account Council's guidance for self-evaluation.



2020 CONGRESS STEERING COMMITTEE

DRAFT TERMS OF REFERENCE

(Approved by ...)

1. The Steering Committee of the World Conservation Congress shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress.
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee.
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress (Rules 37, 44, 47, 53, 55 and 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings.
6. Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.



CREDENTIALS COMMITTEE OF THE 2020 WORLD CONSERVATION CONGRESS

DRAFT TERMS OF REFERENCE

(Approved by ...)

The Credentials Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 21 of the Rules of Procedure of the World Conservation Congress.

Rule 21 states that: "The World Congress shall elect a Credentials Committee, composed of members nominated by the President and including the Director General or the Director General's representative ex officio. The Credentials Committee shall examine credentials and other matters within its terms of reference as defined by Council, and report to the World Congress. The report shall include the number of votes to be exercised by each delegation in accordance with the Statutes".

The Terms of Reference of the Committee shall be:

- (a) to approve the "Guidelines for delegates and observers attending the World Conservation Congress" prepared by the Secretariat;
- (b) to supervise the accreditation process of Members and Observers in accordance with Rules 5 to 12, 40, 63, 66 and 66bis of the Rules of Procedure of the World Conservation Congress;
- (c) to certify to the Congress that only Members whose dues are paid entirely up to and including 2019 are able to exercise their rights in connection with elections, voting and motions, in accordance with Article 13 (a) of the IUCN Statutes¹;
- (d) to refer to the Congress the name of those Members who are two years (2018 and 2019) or more in arrears in the payment of their dues and whose remaining rights may be rescinded on such terms as the Congress may determine, in accordance with Article 13 (a) of the IUCN Statutes;
- (e) to inform Congress daily of the total number of votes to be exercised by each category of voting Members present (or represented) at the Congress in accordance with Articles 34 and 35 of the IUCN Statutes;
- (f) to advise the Finance and Audit Committee on the 2021-2024 membership dues and the decision to be put forward to Congress;
- (g) to advise on Sponsored Members' requirements, participation and voting;
- (h) to act as focal point for non-administrative issues of the IUCN membership constituency²; and
- (i) to coordinate as necessary with the Steering Committee, the Finance & Audit Committee, the Election Officer and Governance Committee of Congress; and
- (j) Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

¹ Members which are not in order with their dues are allowed to speak on issues not related to motions, voting and elections only.

² Members must be informed ahead of Congress.



Council Working Group to prepare Council's strategic objectives and priorities 2017-20

Terms of Reference

Background

Regulation 44*bis* adopted by Council in April 2016 provides that:

“At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall approve strategic objectives and priorities for its work, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis.”

This matter was discussed in Council at its 92nd (February 2017) and 93rd (November 2017) meetings, and again during the and 94th (May 2018) meeting resulting in the President's suggestion to the 94th Council meeting to establish, following the 94th Council meeting, a small working group to prepare the Council's priorities and objectives for approval at the next (95th) Council meeting.

Objective

1. To prepare the Council's strategic objectives and priorities for the term 2017-20 for approval by Council at its 95th meeting including an appropriate work plan and monitoring mechanism.

Functions

2. Prepare a draft document on the Council's strategic objectives and priorities for the term 2017-20
3. Take guidance from the discussions during the 92nd, 93rd and 94th Council meetings, in particular that the strategic priorities / objectives should be kept to a small number of results that:
 - a. are achievable by the time of the 2020 Congress;
 - b. demonstrate that the Council will have made a real difference for the Union (Council's own legacy); and
 - c. do not duplicate the work of the Secretariat and the Commissions based on the IUCN Programme and annual work plans.

Modus Operandi

4. The members of the working group will carry out their work principally via email.
5. The working group may meet face to face during the 95th Council meetings.
6. The Working Group will report to the Council on the results of its work during the 95th Council meeting, which constitutes the end of the working group's mandate unless the Council decides otherwise.

Composition

7. The working group will be composed of a small number of Council members and Commission Chair(s) as well as the Director General or her representative, respecting diversity of geography, gender and skill sets.
8. The President invited Peter Cochrane to chair the working group.
9. During the 94th Council meeting, the following Council members expressed interest to participate: Jan Olov Westerberg, Andrew Bignell, Ameyali Ramos (CEESP), Jesca Eriyo Osuna and Mangal Man Shakya.

Council's strategic priorities 2017-2020

Background

The relevant IUCN Statutes and Regulations specify out the roles and responsibilities of the World Congress and Council for the setting of strategic priorities.

The World Congress:

S20. The functions of the World Congress shall be inter alia:

(a) to define the general policy of IUCN;...

(e) to consider and approve the programme and financial plan for the period until the next ordinary session of the World Congress

Council:

S37. Subject to the authority, direction and policy of the World Congress:

- a) the Council shall have responsibility for the oversight and general control of all the affairs of IUCN; and*
- b) the roles of the Council, with specific functions elaborated in Article 46 and other relevant provisions of these Statutes, shall be to:*
 - i. set strategic direction and policy guidance for the work of the Union;*
 - ii. provide oversight and guidance on the performance of the components of the Union as a whole and of the Director General in particular, encouraging coherence among its component parts;*
 - iii. fulfil its fiduciary responsibilities to the Members of the Union and render account to them on the achievement of the Union's objectives; and*
 - iv. support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community.*

S46. The functions of the Council shall be inter alia:

- c) to provide strategic direction, in consultation with the Membership, in relation to the development of, and to approve the quadrennial draft IUCN Programme for submission to the Congress;*

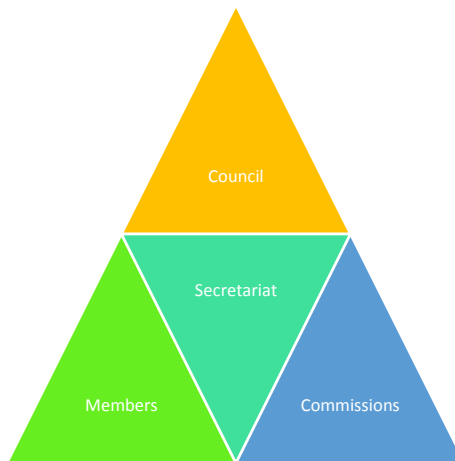
And in the context of this discussion and agenda item:

*R44bis At the latest at the second ordinary meeting following the World Conservation Congress, the Council shall approve strategic objectives and priorities for **its work**, together with a work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis. [emphasis added]*

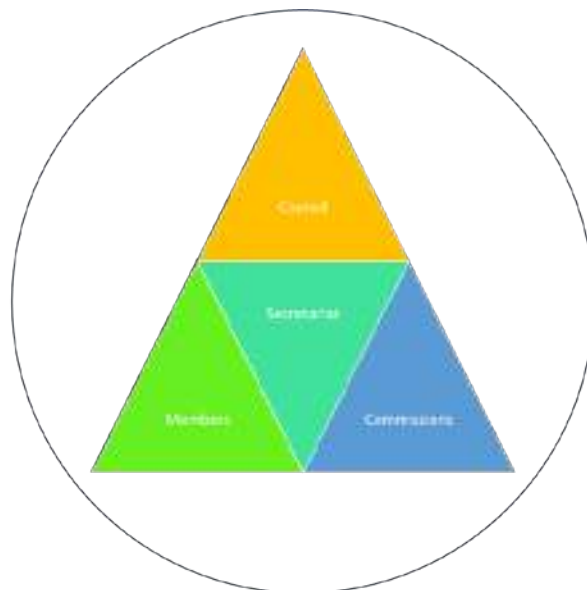
The framework for Council's priorities

Council has the responsibility to approve strategic objectives and priorities for its work. The operative term here being for **its work**. Council's strategic priorities must however be framed in the totality of the work and priorities of the Union as a whole.

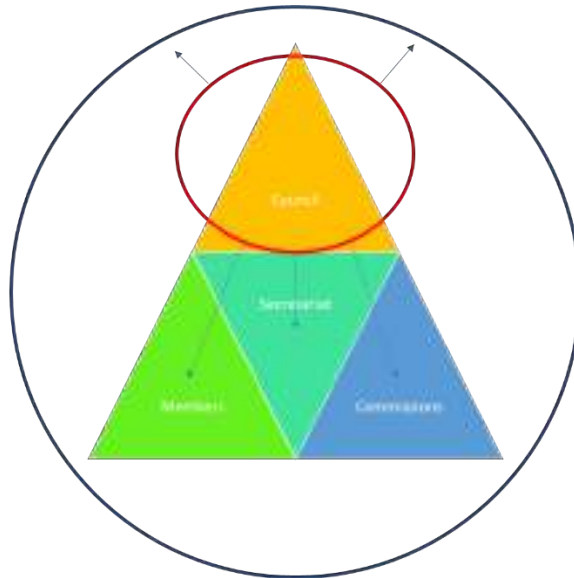
When considering this, we must first recall that the work of the Union involves all three pillars: the membership, the commissions and the secretariat.



The core plan for our work – for all elements of the Union - is the Global Quadrennial work programme, adopted at the World Congress. This programme incorporates the vision and the mission of IUCN, and sets the framework for all parts of the Union. Drawing and building on this framework, the Commissions and the regions develop and implement Commission work plans and regional programmes.



When it comes to Council setting its strategic priorities, they are the internal prioritizations which Council makes to be able to achieve its functions in both an effective and efficient way. Council's strategic priorities does not "supersede" or "replace" the priorities already set in the global programme and IUCN General Policy, they articulate Council's view of its specific role, responsibilities and deliverables for Council during its current term.



Since Council's main tasks are twofold: oversight and general control (S37a) and strategic direction (S46), Council's strategic priorities must embrace these and be consistent with the Global Programme and IUCN General Policy.

[Council strategic priorities 2017-2020](#)

Council has discussed strategic priorities at C92, C93 and C94. One of the reasons why the discussion has taken time, and has not reached any resolution, is that the new governance model has not yet fully bedded down.

Council has also made a number of decisions during this period that are in effect strategic priorities.

It is timely to consolidate these decisions and agree Council's strategic priorities for its remaining term.

The following table attempts to assemble all the major decisions and issues that Council has been addressing, or has signalled that it intends to address during this current Quadrennium, the primary mechanism by which these priorities will be delivered, and the timeframe for their delivery.

Draft Strategic Priorities for Council 2017-2020

Priority (deliverables)	Mechanism	Delivery by/at*
Implement governance reforms decided by previous Council	GCC	C98, WCC2020
Agree new governance reforms (Statute corrections, clarifications, guidelines for implementation)	Bureau Working Group on governance reforms and GCC	C98, WCC2020
Establish Urban Alliance and develop city-nature indices	Urban Taskforce	C99, WCC2020
Climate change – provide strategic oversight and advice on the IUCN CC portfolio; encourage members to implement NBS for the Paris Agreement	Climate Change Taskforce	C98, WCC2020
Private sector - no reputational damage from private sector engagement and advice on a positive sectoral engagement strategy	PSTF	C99, WCC2020
Enhance the engagement of IUCN indigenous peoples members in the work of IUCN	Secretariat, CEESP, Council and OPPC	WCC2020
Secure new framework donors	FAC President working with DG and Councillors	C98, C99 and WCC2020
Retention and increased diversity and State party membership	Membership strategy and President working with DG and Councillors	C99, WCC2020
New partners	President working with DG and Councillors	C99, WCC2020
Pivotal 2020 Congress content and 2021-2024 IUCN Programme	PPC and Congress Preparatory Committee	C97, C98 and C99, WCC2020
Ambitious post-2020 biodiversity framework	PPC post 2020 Taskforce (to be established)	COP14, SBSTTA23 and 24 and COP15
WCC messages and tone	Commission chairs, Council, Congress Preparatory Committee	C98, WCC2020
Stage a highly influential WCC2020 involving heads of States and CEOs	President, Council and DG, and WCC hosts	WCC2020

Year		
2018	C94 – May (Gland)	C95 – October (Jeju)
2019	C96 – March? (Gland)	C97 -October? (Gland)
2020	C98 - February? (Gland)	C99 – May? (Marseille)

Peter Cochrane

Jan Olov Westerberg

DG Report on Results Achieved 2018

This report is provided by the Director General for information purposes to Council and offers a written update on progress towards objectives set for 2018, noting that the Director General's performance is for the review of the President and Vice-Presidents acting as the evaluation committee of the Director General (article 48(c)(v) of Regulations).

Work plan area	2018 Targets	Results achieved in 2018	Status
1. Programme and Operations	1.1 Quality Assurance, Timeliness and Results/Impact in Preparation, Implementation and Reporting on projects and programmes	<ul style="list-style-type: none"> Project governance updates adopted throughout the project life cycle to improve programming quality, compliance with Project Guidelines and Standards, and operational efficiency. These updates will facilitate the move to online project appraisal and approval. Testing of the Programme and Project Portal application 2.0 interface taking place. Digitalized project cycle workflows from concept to closure is being programmed. Full release of Portal 2.0 expected in November 2018. Project data mid-year validation completed. Data quality audit conducted before and after the validation exercise highlight critical data quality issues to correct. All programmes – global thematic, Commission and regional – completed the 2019 Workplan. 	Significant progress, ongoing
	1.2 Results and Impacts	<p>1.2.1 Environmental and Social Management System is further regionalized to ensure greater effectiveness and consistency of application to the entire IUCN project portfolio.</p> <ul style="list-style-type: none"> ESMS screening forms and application to field projects enhanced to improve safeguards application and operational efficiency ESMS procedures integrated into PAAS and Project Portal PACO and ESARO have designated a regional ESMS officer ESMS Manual for Grant making developed <p>1.2.2 Project Appraisal and Approval procedures are integrated into the Project</p>	Significant progress, ongoing

		<p>Portal</p> <ul style="list-style-type: none"> • Online Project Appraisal and Approval procedures scheduled for release in November 2018. <p>1.2.3 A revised and updated set of monitoring and compliance reports are drawn from the Project Portal</p> <ul style="list-style-type: none"> • Portfolio reports available by Programme contribution, donor, project type, location, stakeholders. • Data quality audit reports. <p>1.2.4 In compliance with the Enterprise Risk Management Policy, risk reporting is integrated into annual budget and workplan planning</p> <ul style="list-style-type: none"> • 2019 unit and corporate workplans include identification of major risks that could potentially derail achieving the planned results as well as a risk response. 	
	1.3 2017-2020 Programme	<p>1.3.1 Issue 2017 annual report using enhanced Annual Reporting Framework</p> <ul style="list-style-type: none"> • The Annual Progress Report 2017, issued for the 94th meeting of Council, followed a revised and enhanced Annual Reporting Framework (presented in November 2017). The report provided an account of progress based on the data generated by the Programme and Project Portal. The report complements the Corporate Annual Report by providing quantitative evidence of progress based on an approved monitoring framework. <p>1.3.2 Plan for a mid-term review of progress towards the IUCN Programme 2017-2020 Targets, to be conducted as part of the 2018 annual report</p> <ul style="list-style-type: none"> • Project portfolio reviews by management teams planned for 2019 for most at risk targets. A system of periodic scoring of project performance is being developed to support these reviews. • External review of IUCN Programme 2017-2020 planned to take place between last quarter of 2019 and first quarter of 2020 	Significant progress, ongoing
	1.4 2021-2024 Programme	<p>1.4.1 Initiate development of 2021-2024 Programme, informed by experience gained through implementing 2017-2020 Programme, including its indicator framework. In reviewing the production of the quadrennial programme, IUCN will look at strengthening analytical content; ensuring that it is</p>	Significant progress, ongoing

		<p>outward facing and addresses global challenges; and appeals to a wider audience including internal audience.</p> <ul style="list-style-type: none"> • A draft Programme Construct responding to key metrics outlining global challenges to be presented at 95th meeting of Council. • A set of standard Programme impact-level indicators with quantitative targets mapped against the SDGs is incorporated into the draft Construct. 	
2. Membership	2.1 Membership engagement	<p>2.1.1 Gear the IUCN Secretariat programme towards Members’ direct benefits in line with IUCN’s One Programme, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.</p> <ul style="list-style-type: none"> • According to data provided in the Portal around, 40% of projects directly engage Members through project implementation through contractual relationships. The nature of that engagement covers time contributions (68% of projects), design (47%), paid (26%) and co-finance (21%). Efforts will be given to further strengthening the accuracy of this reporting and limit underreporting of membership engagement. 	Ongoing
	2.2 Membership Strategy	<p>2.2.1 Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.</p> <p>2.2.2 Review implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight / coordination.</p> <ul style="list-style-type: none"> • A draft strategy document has been submitted to GCC for its consideration. 	Ongoing
	2.3 World Conservation Congress	<p>2.3.1 Ensure that Council is able to take evidence-based decision for Host Country of 2020 Congress. Negotiate and implement Hosting Agreement with Host Country</p> <ul style="list-style-type: none"> • Decision taken by Council on 2 May. Hosting Agreement signed on 18 May. Implementation started. • In addition: (1) drafting and internal consultation on a Gender strategy for IUCN events and Anti-harassment policy for IUCN events initiated (for finalization by end of 2018); (2) 	Achieved

		drafting of a fundraising strategy initiated (finalization pending approval of Congress Construct); (3) procurement for Congress website finalized and planning of IT systems underway; (4) recruitment/appointment of key staff finalised or underway (Fundraiser, Forum Manager, Communications Officer). In addition, PCO RfP launched and negotiated by Host Country. Exhibit contractor and Travel agency to be contracted by end of 2018.	
3. Policy, Knowledge, Science and Economics	3.1 Strengthened integration of Commissions and Secretariat under the One Programme approach	<p>3.1.1 Specific deliverables agreed between Secretariat Focal Points and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.</p> <ul style="list-style-type: none"> Under the Strategic Planning and Reporting Framework approved by Council (Annex 4 to Council decision C/88/7), Commissions aligned 2019 budget and workplan preparations with that of the Secretariat. Commission workplans have been made available to Council. 	Significant progress, ongoing
	3.2 Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning	<p>3.2.1 Policy influencing engagement at all levels, national, regional and global processes with a particular emphasis on IPBES 6 plenary (February 2018) which will begin to discuss the next 5 year (2019-2023) Programme of Work for the Platform; HLPF 2018 which will review a number of SDGs mapped in our 2017-2020 Programme especially SDGs 15, 6 and 11; CBD COP-14 which will begin considering the post-2020 biodiversity strategic framework; formal launch of the negotiations on BBNJ under UNCLOS.</p> <p>3.2.2 Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.</p> <p>IUCN influenced a number of key processes in 2018, including the following:</p> <ul style="list-style-type: none"> IPBES 6 Plenary: The sixth IPBES Plenary saw the adoption of the Summaries for Policy-Makers for four regional assessments and a thematic assessment of land degradation and restoration. To great extent, all five harnessed the data and knowledge mobilised against IUCN standards. IUCN Secretariat and Commission members contributed as authors to all five. HLPF 2018: a number of SDGs that are mapped in IUCN Programme 2017-2020 were 	Achieved

		<p>under review this year, notably SDG 6, 11 and SDG 15. IUCN brought its scientific expertise into the discussions on SDG-15 and contributions to the 2030 Agenda as a whole.</p> <ul style="list-style-type: none"> • BBNJ: IUCN provided technical advice during the first intergovernmental negotiation session on a new international legally binding instrument on the conservation and sustainable use of marine biological diversity in Areas Beyond National Jurisdiction (ABNJ) under the United Nations Convention on the Law of the Sea. IUCN participated actively in side events and has been updating its Matrix of Options for elements of an agreement. • CBD: IUCN actively contributed to discussions around the preparatory process for the design of a post 2020 global biodiversity framework as follow-up to the Strategic Plan for Biodiversity 2011-2020 to tackle biodiversity loss. • Other major events in which IUCN engaged include: 8th World Water Forum, United Nations Permanent Forum on Indigenous Issues, 6th GEF Assembly, Commission on the Status of Women, AMCEN, the formal launch of the BBNJ negotiation process and UNGA 73. • Other major events for the remainder of this year will include the Ramsar COP 13, CBD- COP 14 and UNFCCC-COP 24. 	
	<p>3.3 Build a partnership for the creation of integrated biodiversity & conservation data management.</p>	<p>3.3.1 Complete the testing and launch of new Red List website</p> <ul style="list-style-type: none"> • Launch of new Red List website at CBD COP14 (November), in partnership with Toyota who supported the work; operationalization of SIS Connect (imports national level red list datasets) • UN Secretary General report on SDGs cited Red List Index. Conifer RLI to be completed and published. • 240 scientific papers have been published so far in 2018 citing the IUCN Red List <p>3.3.2 Finalise KBA Guidelines, to ensure that data generated from application of the KBA Standard at national levels are fit-for-purpose for incorporation into the World Database on KBAs.</p> <ul style="list-style-type: none"> • KBA Guidelines have been drafted and are now being refined and will be released as version 1.0 by end 2018. (Separate Delineation Guidelines are being drafted to accompany the KBA Guidelines). 	<p>Significant progress, with many items expected to be achieved by end 2018</p>

		<p>3.3.3 Overhaul World Database on KBAs to allow it to receive data generated from application of the KBA Standard at national levels</p> <ul style="list-style-type: none"> • The World Database of KBAs is currently accessible through the web site www.keybiodiversityareas.org. Plans have been developed for a major overhaul of database and website. (The redevelopment of the website and database are planned for the end of 2019). • KBA Director appointed to lead the work of the KBA Partnership. • Basic information about IUCN Green List sites is available at www.protectedplanet.net <p>3.3.4 Grow user base for IBAT, including extractive and financial institutions.</p> <ul style="list-style-type: none"> • There are now 20 financial institutions and 20 extractive companies subscribed to IBAT. IBAT platform under development to increase client base. • Ongoing development of BRIM (Biodiversity Return on Investment Metric), based on The IUCN Red List of Species to determine conservation returns yielded from specific investments. 	
	3.4 Knowledge: science and economics	<p>3.4.1 Strengthen analytical capacity of Secretariat, including through effective use of Publications Committee.</p> <ul style="list-style-type: none"> • 2018 saw the full operationalisation of IUCN’s Publications Committee, which over its first year, considered 62 publication concept notes for planned publications by the IUCN Secretariat. In addition, the work of the Editorial Board continued over the last year, signing off on the adequacy and appropriateness of peer reviews and author responses to these for 32 publications to be assigned the IUCN ISBN. 	Significant progress, ongoing
	3.5 Roll out the first IUCN flagship report	<p>3.5.1 Roll out of first report with current topic treated in body of document and fixed, ranked datasets in annex</p> <ul style="list-style-type: none"> • IUCN is to launch a flagship report series with the purpose to develop and communicate robust evidence on the importance of nature to society on the whole, including to economic and social wellbeing, and policy options to deliver those benefits. The first flagship report, which is to focus on conflict, migration and nature, is supported by the French government and under preparation with anticipated launch in early 2019. The Flagship Series is to develop country-level data on several important dimensions of nature, including its status, threats and pressures, conservation actions, and economic 	Ongoing

		benefits. Each flagship report will update this data to help track country, regional, and global performance on environmental/sustainability dimensions. Support from the French Government enabled the initial preparation of the first report, and Italy is anticipated to join the effort soon. IUCN is pursuing other supporters for the continuation of the report series.	
4 Communication and Influence	4.1 Enhanced communications and outreach	<p>4.1.1 Coordinate and facilitate the celebration of IUCN's 70th anniversary with the objective of building brand and communicating the relevance of the Union's experience to today's global challenges.</p> <ul style="list-style-type: none"> • Assets created – 70th anniversary visual identity in all three IUCN languages (logos, tagline, brand guidelines); website section in all three IUCN languages (timeline of milestones, events page); Crossroads blog (new web platform, eight posts as of Sep 2018); IUCN 70 years photo book in all three IUCN languages; IUCN 70th corporate brochure in all three IUCN languages; 70th video in all three IUCN languages and Jeju-specific variation in English; IUCN history one-pager in all three IUCN languages; IUCN 70th PowerPoint presentation in English; templates in all three IUCN languages (letterhead, PowerPoint presentation, event invitations, social media micro-content, email signatures). • Coordination – Terre Sauvage magazine special edition (print in French, digital in English and Spanish); IUCN 70th Task Force (communications matrix to support event communications). • Dissemination – 70th media advisory; 70th boilerplate used in eight press releases; social media (#IUCN70, Crossroads blog, events = 853,000+ impressions Jan-Jun 2018); IUCN.org home page spotlight; IUCN.org/70 content = 39,000+ page views Jan-Jun 2018; six GCU news emails to IUCN staff featured 70th content and materials. <p>4.1.2 Continued progress in implementing the communications matrix.</p> <ul style="list-style-type: none"> • Task forces – Lessons learned from 70th anniversary and website task forces. Applied lessons in creating Newsletter task force; implementing results of Website task force; set up Newsletter task force. • Trainings – Held seven training sessions for social media, website management, content strategy so far in 2018 and have additional website, social media and media relations trainings scheduled for later in 2018. • Coordination – Held monthly communications matrix meetings to exchange ideas and 	Achieved

		<p>enhance matrix comms and three job family meetings for capacity building; participated in monthly unit-led HQ programme comms meetings.</p> <p>4.1.3 Enhance IUCN’s work and contributions to food security, poverty reduction and other societal challenges.</p> <ul style="list-style-type: none"> • Messaging – Incorporated “livelihoods” into 70th anniversary tagline; made food security and livelihoods main messages in press releases for Red List and other biodiversity-related reports; emphasized these issues in corporate communications including web stories, blogs, speeches, etc. • Strategy – Incorporated these topics into a prominent position in the corporate communications strategy. 	
5	Financial sustainability	<p>5.1 Efficient, effective and stable IUCN Secretariat</p> <p>5.1.1 Continue investment in process improvement projects, specifically: rollout of time management system across all IUCN offices; continue rollout of banking strategy; continue implementation of electronic work flows for project/contract approval</p> <ul style="list-style-type: none"> • Time management – requirements have been defined for a time recording system and a tool selected. Implementation in HQ is scheduled for Q4 of 2018 followed by rollout to the regions in Q1 and Q2 in 2019. • E-banking – HQ moved to new platform. Rollout of e-banking to 6 offices in process. • Project/contract approval workflows under implementation as part of the PAAS on-line process. <p>5.1.2 Implement improvements to the budget methodology thereby harmonizing the level of indirect costs funded from project funding.</p> <ul style="list-style-type: none"> • This is to be a focus for Q4 of 2018 	Ongoing
	5.2 Framework donor management	<p>5.2.1 Continued and strengthened strategic engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions as well as additional project funding from current framework donors</p> <ul style="list-style-type: none"> • All Framework Agreements confirmed up to 2020, with Finland and Norway committing multi-year funding in 2018. 	Achieved

		<ul style="list-style-type: none"> • US framework contribution confirmed. • High level meetings held with Framework Partners (ministerial level) with Finland, France, Japan, Korea, Norway, Sweden, Switzerland and the US. • New project funding commitments from Finland, France, Norway, and Switzerland. <p>5.2.2 Framework donors fully engaged in 70th Anniversary celebrations</p> <ul style="list-style-type: none"> • 70th Anniversary celebrations held in Finland, France, Japan, Korea, Sweden, Switzerland and the US. <p>5.2.3 Continued outreach to potential new framework donors with support from Council (Canada, China, Germany, Russia, and UAE)</p> <ul style="list-style-type: none"> • High level engagement with Canada on supporting G7 Presidency. • Continued engagement with Germany (2nd largest donor) through large scale project support with BMU and KfW. • New engagement with UAE with support to Red List. 	
	<p>5.3 Outreach to new potential funders</p>	<p>5.3.1 Continued outreach to Net Worth Individuals. Initial focus: US, China and Europe</p> <ul style="list-style-type: none"> • Engagement with HNWIs continues as part of IUCN’s drive to recruit new Patrons of Nature. • Two Chinese philanthropists recruited as Patrons of Nature. However, owing to currency restrictions as well as lack of legal status of IUCN office in China, IUCN has been unable to receive funds. • Initial engagement with high net worth in Latin America. <p>5.3.2 Strengthened engagement with foundations (US, Europe and Asia)</p> <ul style="list-style-type: none"> • Continued engagement and income secured from current and new foundations in Europe, US and Asia related to Marine Issues, Species Conservation, environmental law, plastics, Disaster Risk Reduction and financing (CPIC). • Outreach strategy with US foundation under development for implementation in 2019. <p>5.3.3 IUCN Patrons of Nature initiative strengthened with the recruitment of additional Patrons and Patrons active in 70th Anniversary outreach events.</p> <ul style="list-style-type: none"> • Patrons engaged in 70th Celebrations including contributing to IUCN’s Crossroads Blog. 	<p>Ongoing</p>

		<ul style="list-style-type: none"> • Successful hosting of 2018 Annual Meeting of Patrons by IUCN Patrons Soichiro and Reiko Fukutake in Japan with renewed commitments from Patrons to support IUCN’s work and a commitment to support new mechanisms to secure long-term additional core funding. • Successful IUCN 70th event hosted by IUCN Patrons in New York. • New Patrons under recruitment. <p>5.3.4 Legacy/Bequest strategy developed</p> <ul style="list-style-type: none"> • Strategy developed and new Bequest Programme underway. 	
	<p>5.4 Ambitious programme delivered to and approved by GEF and GCF</p>	<p>5.4.1 Participation in GEF-7 replenishment discussions leading to the definition of IUCN priorities for programmes and projects under GEF-7 (2018-2022)</p> <ul style="list-style-type: none"> • A IUCN strategy for its GEF and GCF engagement was development and approved by IUCN management, which is helping to guide the development of the portfolio. In addition, a refined approach to the use of GEF/GCF fees was approved internally to harness the expertise of IUCN across the organization and further build on its programme. In summary, the procedures and tools to plan and manage projects are in place: <ul style="list-style-type: none"> -- procedures for GEF/GCF project identification/appraisal, -- strengthened process on project monitoring and supervision of GEF/GCF projects -- Refined approach on the use of the GEF/GCF fees <p>5.4.2 The IUCN portfolio of GEF-approved projects is increased to 18 projects bringing the overall value of GEF funds in implementation to USD 69m. The implementation rate of projects follows plans agreed at projects approval.</p> <ul style="list-style-type: none"> • The portfolio of GEF-approved projects increased to 15 projects bringing the overall value of GEF funds under implementation to USD 60 million. <p>5.4.3 Two (2) full project documents are considered by the Board of the Green Climate Fund, and three (3) other are submitted to the GCF Secretariat for internal processing (overall value of all 5 projects in the order of USD150m). Five (5) requests for preparatory funding for projects in Cameroon, Guinea Bissau, Liberia, Mozambique and Oceania) are ready for approval by GCF</p> <ul style="list-style-type: none"> • One fully developed project for Guatemala is being reviewed at the GCF Board meeting 	<p>Significant progress, ongoing</p>

		<p>in October 2018</p> <ul style="list-style-type: none"> • Five concepts were submitted to the GCF with feedback received from the GCF on how to proceed further (for Mozambique, Liberia, Pakistan, Asia mangroves, Oceania). The latter two will be converted into single country projects • Projects in Nepal, Kenya and Sri Lanka are advanced in project development and will be submitted/resubmitted to the GCF in 2019, for potential consideration by the Board <p>In addition, the ESMS structure is operational ensuring increased quality of IUCN projects:</p> <ul style="list-style-type: none"> • ESMS tools tested (including through field validation missions) and adjusted where necessary. • ESMS developed for 2-3 IUCN grant making schemes and implementation supported. • 15 projects screened and reviewed for ESMS clearance. • Up to 6 GEF and 6 IUCN projects classified as moderate or high risks projects have been monitored on ESMP implementation. 	
	<p>5.5 Invigorated programmes with IFI partners</p>	<p>5.5.1 Engagement and deepening of relationship and collaboration with Asian Development Bank, Asian Infrastructure Investment Bank, African Development Bank, European Bank for Reconstruction and Development, the World Bank, and the German Development Bank-KfW. Collaboration will take a variety of forms, including knowledge work, project design and implementation, policy coordination and environmental and social safeguards collaboration.</p> <ul style="list-style-type: none"> • IUCN has engaged with the Asian Infrastructure Investment Bank and set up a process for consultation on the subject of environmental safeguards in the Belt and Road Initiative, specifically in relation to the flagship Pakistani/Chinese government collaboration CEPC. • An MoU with the Asian Development Bank is under negotiation following a stock-taking exercise. • The implementation of the World Bank/IUCN MoU signed in 2015 continues, with IUCN convening the Biodiversity Expert Group to provide technical input into the Environment and Social Framework Guidance Notes. The ESS Framework went live on 1 October 2018. • Additional areas of collaboration with the World Bank include the support to an institution-wide Integrated Biodiversity Assessment Tool (IBAT) working group, following the upgrade to IBAT launched in 2018, and the production of a special IBAT report 	<p>Ongoing</p>

		<p>format for World Bank staff and clients.</p> <ul style="list-style-type: none"> The Inter-American Development Bank (IDB) has taken out a subscription for IBAT and collaboration on screening for private investment in conservation is underway. 	
	<p>5.6 Moving further on the development of financial vehicles for conservation finance/natural capital investments</p>	<p>5.6.1 Continued support to Coalition for Private Investment in Conservation (CPIC) and other relevant platforms.</p> <ul style="list-style-type: none"> CPIC now has 57 members, and the five working groups are developing 27 investable deals that are the basis for investable deal blueprints. Two CPIC member meetings were held, one in New York and one in Brussels. IUCN leads the Landscape cross-cutting working group. The most advanced investable deals are the subject of final review by working group members before submission to private finance agencies IUCN and CPIC partners are building a Conservation Finance Facility (CFF), to provide grant and concessional finance resources to conservation project developers. Funding will come from the Rockefeller Foundation (2 M USD) and GEF (8M USD) IUCN submitted a Conservation Financing Facility GEF Project Information Note in September 2017 which was approved by GEF Council in November 2017. The final project document for CEO approval will be submitted by November 2018. 	Achieved
6	<p>Secretariat Management</p> <p>6.1 Staff morale, performance excellence and strengthening leadership and integration across silos</p>	<p>6.1.1 Through regular staff updates, Global Town Halls, monthly communications, annual staff engagement surveys and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture.</p> <ul style="list-style-type: none"> A Secretariat-wide survey was launched in December to gauge staff sentiment about key areas of organisational life. Scores improved in the areas already rated high in the previous survey: Staff Engagement (remaining at 76%), Discretionary Effort (from 75% to 86%), and Values & Culture (from 70% to 72%). In addition, there was a significant improvement in ratings for areas rated at the bottom in the previous survey: The Leadership Team (from 39% to 59%), Compensation & Recognition (from 29% to 42%) and Benefits (from almost nil to 30%). With a 75% participation rate, it also measured the Net Promoter Score (76%), or the proportion of staff who would recommend IUCN as a good place to work. To ensure confidentiality and to allow for benchmarking, it was administered by an external firm. The survey will be carried out annually. 	Achieved

		<ul style="list-style-type: none"> • Results were also distributed at the Global, Unit, Regional and Country Office levels so that each director and staff could discuss them and devise action plans to continue improving on their strengths and address the weak areas. • The Chief HR Officer reached out to staff in all regions to listen to their concerns, answer their questions and update them on ongoing and upcoming HR initiatives in order to make IUCN a better place to work. • A total of 18 regular Leadership Team meetings are scheduled for 2018 (bringing together 22 senior staff, including all regional Directors) are to be organized by the end of the year. Topics covered included the GEF/GEF portfolio, Monitoring & Evaluation updates, the development of the 2021-2024 Programme as well as standing agenda items on finance. In addition, a two day retreat was organised in April, including with training provided on sexual harassment, time management and fraud prevention. • The DG also convened 2 meetings of the broader management team as well as 2 global Townhall meetings (organised for different time zones), in particular, to engage staff across Secretariat offices on the development of the 2021-2024 Programme. • DG issued monthly reports, including with a standing item on the development of the 2021-2024 Programme. <p>6.1.2 Invest in leadership awareness and development through training as well as annual 360-degree leadership assessments for all IUCN managers.</p> <ul style="list-style-type: none"> • Global HR launched the first-ever Leadership Development programme for all supervisors, managers and directors, consisting in a cloud-based, modular curriculum covering the fundamentals of people management in 12 sessions. • A 360-degree Leadership Assessment was conducted for the 2nd consecutive year. It gathers anonymous and confidential feedback on leadership behaviours and competencies of our all managers and directors. The purpose is to enhance a leader’s self-awareness and impact, and to address areas for development. 	
	<p>6.2 Change management at IUCN Secretariat</p>	<p>6.2.1 Operational Effectiveness – global hub for programme administration and finance extended to HQ outposted offices; regional hubbing of finance for Country Offices completed and systems tools for process standardisation and enhanced efficiency rolled out.</p>	<p>Significant progress, ongoing</p>

		<ul style="list-style-type: none"> • Global Programmes Operations Unit extended to US office • Hubbing of finance for country offices ongoing <p>6.2.2 Programme delivery – business lines and IUCN-wide thematic frameworks applied by global, regional and country units to enhanced programme development, expansion of wholesale delivery models and quality of reporting; and enhanced quality and relevance of IUCN- generated knowledge to global challenges through cross-thematic strategic priorities.</p> <ul style="list-style-type: none"> • Global business lines and regional thematic leaders formally incorporated into the Appraisal stage of Project Appraisal and Approval System. • Adoption of multi-stakeholder project decision meetings at concept and proposal stages allows mutual exchange of global-regional expertise in global and regional projects as well as the mainstreaming of gender and climate change. <p>6.2.3 Resource mobilization and Cost Recovery – continued engagement with current framework donors; development of partnerships with new donors on global priorities; standardised IUCN costing models extended to regions; and agreement of budget models with major donors for enhanced quality, efficiency and standardisation.</p> <ul style="list-style-type: none"> • Dependent on 5.1.2. Deferred to 2019. 	
	<p>6.3 Systematic review and reassessment of IUCN legal status in key office locations</p>	<p>6.3.1 A number of office locations are in need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. The DG will continue focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.</p> <ul style="list-style-type: none"> • DG met with Senegal authorities and has obtained confirmation that, despite restrictions imposed in other organisations, IUCN’s privileges in the country are safeguarded. • In March, DG met with Permanent Representative in Geneva to seek advice on how to move forward IO status for IUCN in China. • In May, DG met UK Secretary of State for Environment, Food and Rural Affairs who agreed to prioritize the regularization of IUCN’s legal status in the United Kingdom in view of Brexit. 	<p>Ongoing</p>
	<p>6.4 Modernization of Secretariat</p>	<p>6.4.1 The following HR policies and guidelines will be reviewed 2018: Update of the Global</p>	<p>Achieved</p>

	<p>processes. A significant list of modernizations and policy updates will be delivered in 2018</p>	<p>HR Policy. In addition, training, internship and grievance guidance will be updated. Other new initiatives to include Talent Reviews; a high-potentials programme and a succession planning programme; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.</p> <ul style="list-style-type: none"> • The HR Rules were revised through a consultation process across the Secretariat, and submitted for the review of the FAC and the Council’s approval. Dating from 2003, this update reflects the evolution of Human Resource practices in international organisations and in line with IUCN’s mission and structure. • Several policies were designed anew or revised and updated: Internships, Talent Acquisition, and Expatriates. • The Terms of Reference of the Ombudsteam were updated, as well as the roadmap for the Conflict Resolution System. • In an enhancement from 2017, all Group, Regional and Corporate management teams carried out Talent Reviews to calibrate staff’s performance ratings, decide on whom to nominate for promotions, and identify and nominate staff for the new High Potentials and Emerging Leaders programmes. • Towards the end of 2018 the Competency Framework was launched to articulate the skills, behaviours and expected outputs by job family and grade. This will help staff have a clear understanding of what is expected for career progression, and help managers improve the way they hire, manage performance and do succession planning. • The new Career Development Framework was launched to articulate how staff’s careers can evolve along three tracks (support, technical, leadership), with the possibility of functional or geographical mobility and criteria for progression. • Late in 2018 Global HR reviewed with the Leadership Team the initial concept note for doing better Workforce Planning in the Secretariat. <p>6.4.2 Finance management and information system reforms. Following the set-up of the Commission Operations Unit, streamline Commission registration process; Revamp Union Portal; Rollout improved risk management processes; Update key finance procedures</p> <ul style="list-style-type: none"> • Commission support system: requirements completed, and prototype developed, v1 to go-live in Jan 2019. • Union Portal: Account Management enhanced, GDPR controls and automation developed, user interface revamped, new search tools developed. • Finance procedures: Procurement Policy updated, Delegation of Authority Policy revised, 	
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		<p>4 sections of accounting manual updated.</p> <ul style="list-style-type: none"> • Risk management: Risk Policy developed and approved, rollout of updated risk management processes in progress. <p>6.4.3 Further strengthening compliance with policies and guidelines, including revised Delegation of Authority.</p> <ul style="list-style-type: none"> • A revised Delegation of Authority Policy was issued to Staff and initial training on the matter was provided to the Leadership Team. • In addition, a Data Protection Policy was issued for Secretariat in May 2018 (in compliance with General Data Protection Regulation); a draft for Commissions has been prepared and submitted to Commission Chairs for consultation; preparation of online training for Secretariat is in go progress 	
7 Governance Support	7.1 Supporting governance reform	<p>7.1.1 Continue to refine and implement the planning and reporting tools as contained in the Strategic Planning and Reporting Framework (2016).</p> <ul style="list-style-type: none"> • Impact-focused Intersessional Programme document set to feature SDG contributions. Intersessional Programme report will include Impact Stories curated annually from early 2019. • Annual work plan and budget and status reports already aligned to SDGs and Programme targets. • Annual Report on Evaluations through presentation to PPC produced. • Enterprise Risk Management Project Charter being drawn to enable regular strategic risk reporting to Council from 2019. 	Achieved
8 Thematic Priorities/New Horizons	8.1 Thematic priorities/horizon areas	<p>8.1.1 In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will continue to place emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.</p> <ul style="list-style-type: none"> • The Hawaii Commitments have been considered in the development of the draft Programme Construct. • The first issue of the flagship is to focus on conflict. • IUCN launched a global alliance for greener cities with the support from Arcadia 	Ongoing

		<p>8.1.2 Understand and invest in natural capital.</p> <ul style="list-style-type: none"> • IUCN, with a strong Commission and Secretariat representation, launched work to explore the synergies between IUCN knowledge and data and the UN System of Environmental-Economic Accounting, Experimental Ecosystem Accounts (EEA) currently under revision. IUCN is conducting study of potential crosswalk concepts, metrics and data between the Red List of Ecosystems and Red List of Threatened Species and the EEA. • IUCN’s analyses in Mexico, Guatemala, and elsewhere addressed the economic benefits of investments in natural capital through forest landscape restoration to inform regional and national restoration strategies and priorities for public and private investments. • IUCN contributed to the Science for Nature and People Partnership (SNAPP) working group on compensatory conservation to formulate and test criteria for identifying compensatory approaches to natural capital most likely to deliver equitable conservation benefits across a range of objectives. <p>8.1.3 Continue the systematising and strengthening of IUCN’s institutional engagement on climate change.</p> <ul style="list-style-type: none"> • Mapping of IUCN’s climate-related work initiated • Assessment of nature-based solutions within Nationally Determined Contributions (NDCs) undertaken • Successful IUCN engagement in key international processes (2018 Talanoa Dialogue, Marrakech Partnership on Global Climate Action, Global Climate Action Summit, Global Peatlands Initiative, etc.) 	
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**95th Meeting of the IUCN Council,
Jeju (Republic of Korea), 6-8 October 2018**

Agenda Item 3

Director General's Objectives for 2019

Origin: Director General

Action Requested:

The Council is invited to approve the Director General's objectives for 2019.

Background

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

The Director General's report on results achieved in 2018 can be found in [Council document C/95/3/1](#).

The present document presents the Director General's objectives for 2019. During 2019, the Director General of IUCN will plan to focus on the eight priorities presented to Council in October of 2015. As in previous year, and for the purpose of accountability, the document spells out objectives in some detail.

Combined, they form a deliberate, multi-year strategy for ensuring that the organisation is significantly better positioned for post-2020. This entails that it (1) is equipped with a focused, impact-driven, measurable Programme architecture which is relevant to the global conversation; (2) is reunited with its Members in the delivery of high-value, high-impact, programmatically-coherent projects and leverages Commission-generated data and knowledge; (3) recognizes, deploys and challenges its membership across the full spectrum of its unique Government-IP-civil society heritage while, at the same time, it seeks, secures and treasures its IO status; (4) generates sharp analytics and essential data to influence policy processes, shape global ideas and impact the construction of the 2020-2030 decade, demonstrating its relevance to donors, partners and members at all times on all fronts; (5) embraces a culture of accountability, efficiency and good governance at all levels where decision-making is informed on risk. Combined, these priorities help ensure that, more than ever, conservation enterprise is relevant to the prevailing policy priorities of our times.

It is to be recalled that these priorities are:

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

1. Programme & Operations

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

1.2. Results and Impacts

- Revised and updated Project Guidelines and Standards (PGS) to improve programme quality, compliance and risk management.
- In application of the Monitoring and Evaluation Policy, create a Performance Monitoring Standard and update the 2004 Managing Evaluations guide.

1.3. 2017-2020 Programme

- Issue 2018 report, including trend analysis over the first 2 years of implementation.
- Issue the External Review of the 2017-2020 Programme.

1.4. 2021-2024 Programme

- Draft of the final 2021-2024 Programme informed by enhanced Member consultation.

2. Membership

2.1. Membership engagement

- Gear the IUCN Secretariat programme towards Members' direct benefits in line with IUCN's One Programme, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.

2.2. Membership Strategy

- Finalisation and implementation of Membership Strategy.

2.3. World Conservation Congress

- Strategy for Congress messaging and marketing finalized. Congress promoted.
- Implementation of Congress fundraising strategy well underway and key sponsorships secured for high-priority budget lines
- Forum event types defined and draft programme finalized, in line with Congress themes and VVIP/VIP participation confirmed
- Members' Assembly processes successfully concluded or launched (motions, nominations, draft programme consultation)
- RCF cycle completed, paving the way for effective participation by Members in the Congress and Assembly
- Key suppliers contracted to meet requirements of IUCN's constituencies as well as sustainability and gender-responsiveness objectives
- IT systems for Congress developed and integrated, as appropriate, with existing IT databases

3. Policy, Knowledge, Science and Economics

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

- Specific deliverables agreed between Secretariat Focal Points and each of the

Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.

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

- 2019 will be a key transition year leading to 2020 likely to be a “super year” of policy influencing with IUCN’s 2020 WCC anticipated to be a launching pad and springboard for the Union to amplify and scale up its influencing power on many dimensions of the sustainable development agenda. As regards the biodiversity conservation imperative in particular, IUCN intends to strongly advocate for the adoption of a robust post 2020 global biodiversity framework underpinned by ambitious science-based targets to be adopted at COP 15 in late 2020, not only to safeguard our natural world but also the nature-based solutions it underpins UNFCCC-COP 25. Some notable policy fora in 2019 include IPBES 7th plenary session, HLPF 2019, UNCCD-COP 14, UNGA 74.
- Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

3.3. Partnerships for the creation of integrated biodiversity & conservation data

- 20,000 new assessments completed for The IUCN Red List of Threatened Species towards the Barometer of Life goal of a total of 160,000 by 2020
- A major upgrade (redevelopment of the website and database) of the World Database of KBAs www.keybiodiversityareas.org) is planned for 2019. BirdLife International, who hosts and manages the database, on behalf of the KBA partnership, has recruited a new website designer and a database designer who will be leading on this development.
- Green List: Improvements in site performance towards the Green List Standard and progress towards elements of Aichi Target 11 to be displayed on <http://www.protectedplanet.net/>
- On the integration of datasets: Grow commercial and non-commercial user base ensuring development decisions are taking biodiversity into account(IBAT 80 subscribers by end 2019); improve IBAT functionality to address key user needs; increase awareness of IBAT with the private sector (including energy, extractives, finance, and other industries) and within governments, NGOs and academia; grow the revenue to over \$1.3million; further development of BRIM to help governments and private sector, donors and others to make and then measure biodiversity commitments (NDCs) in the post 2020 global biodiversity framework.

3.4. Knowledge: science and economics

- Strengthen analytical capacity of Secretariat, including through effective use of Publications Committee.

3.5. Roll out the first IUCN flagship report

- Publish and disseminate the first edition of the flagship report, select the theme and initiate the preparation of the second edition.

4. Communication and Influence

4.1. Enhanced communications and outreach

- Prepare and implement communications and marketing activities for the IUCN World Conservation Congress 2020 with the dual aims of establishing the event as a critical step toward achieving global biodiversity and sustainable development goals and enhancing IUCN’s Union identity and positioning beyond the Congress.

- Continued enhancement of communications coordination and consistency across the Union through matrix management, internal capacity building and establishing guidelines
- Build on the success of corporate communications products and initiatives such as the revised IUCN Annual Report, Crossroads blog, IUCN Issues Briefs and major event support.
- Enhance IUCN's visibility and positioning in the areas of work which will be the Congress themes

5. Financial sustainability

5.1. Efficient, effective and stable IUCN Secretariat

- Continue investment in process improvement projects, specifically: rollout of time recording system to all IUCN offices; continue rollout of e-banking strategy to regional offices; implement e-signing of contracts (Docu sign)
- Rollout improvements to the project budget methodology thereby standardising structure, demonstrating value and increasing the level of indirect costs funded from project funding.
- Develop financial plan 2021-2024 linking with a broader financial strategy

5.2. Continued and strengthened engagement with bilateral donors

- Strategic engagement with key bilateral donors for increased support to IUCN's work (eg. Germany, UK, Canada, Japan, Spain, UAE, Luxemburg).

5.3. Framework donor management

- Continued and strengthened strategic engagement with current Framework partners with a view of securing continued engagement post 2020
- Outreach to potential new framework partners with full support of Council

5.4. Outreach to new potential funders

- Strengthened engagement with foundations in US, Europe and Asia
- IUCN Patrons of Nature initiative strengthened with the recruitment of additional Patrons and new commitments from Patrons to support IUCN's work
- Legacy/Bequest programme underway

5.5. Ambitious programme delivered to and approved by GEF and GCF

- Strategy implementation, portfolio development and management – The strategy for IUCN GEF and GCF operations is under implementation along with procedures and tools to identify, appraise, manage and supervise projects implemented; The IUCN portfolio of GEF-funded projects is developed further in alignment with IUCN's strategy for GEF; The IUCN portfolio of GCF-funded projects is further development in alignment with IUCN's strategy for GCF; The IUCN portfolio of approved GEF and GCF projects is implemented according to plans.
- Strengthened application of the ESMS across IUCN.
- Representation in, and contributions to the GEF & GCF Partnerships.
- Enhanced communication.

5.6. Invigorated programmes with IFI partners

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

coordination and environmental and social safeguards collaboration.

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

- The CPIC working groups, including the landscape finance working group led by IUCN, deliver investable opportunities with measurable biodiversity conservation impact
- The Blue Natural Capital Financing Facility (BNCFF: EUR 2mn) is building a pipeline of deals for which technical advisory grant funding will be made available. A total of around 4 projects will receive funding.

6. Secretariat Management

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

- Through regular staff updates, Global Town Halls, monthly communications, annual staff engagement surveys and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture.
- Invest in leadership awareness and development through training as well as annual 360-degree leadership assessments for all IUCN managers.

6.2. Change management at IUCN Secretariat

- Programme delivery – business lines and IUCN-wide thematic frameworks applied by global, regional and country units to enhanced programme development, expansion of wholesale delivery models and quality of reporting; and enhanced quality and relevance of IUCN-generated knowledge to global challenges through cross-thematic strategic priorities.
- Resource mobilization and Cost Recovery – continued engagement with current framework donors; development of partnerships with new donors on global priorities.

6.3. Systematic review and reassessment of IUCN legal status in key office locations

- A number of office locations are in need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. The DG will continue focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

6.4 Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2018

- On HR, the following will be conducted in 2019: (1) **Workforce Planning Exercise** – Approval and launch by the DG and LT. Briefing and training for Regional, Global and Outposted Directors and all management teams; (2) **Outreach to staff on the new Career Development Framework** – Criteria for career development, Geographical and functional mobility, Developmental and Stretch Assignment; (3) **Enhancements to the annual Talent Reviews** – Succession Planning, Performance/Potential matrix; (4) **Action plan on Gender Pay Gap Analysis**; (5) **Action plan on Benefits harmonization across regions**; (6) **Launch of the High Potentials and the Emerging Leaders Programmes**.
- Further strengthening compliance with policies and guidelines.

7. Governance Support

7.1. Supporting governance reform

- Continue to refine and implement the planning and reporting tools as contained in the Strategic Planning and Reporting Framework (2016).

8. Thematic Priorities/New Horizons

8.1. Thematic priorities/horizon areas

- Generate concept notes for new initiatives aligned to the 2021-2024 Programme in anticipation of delivery starting in 2021.
- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will continue to place emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital.
- Continue the strengthening of IUCN's overall engagement on climate change.

A reinvented programme delivery – at scale along a limited number of strategic, results-driven horizon areas relevant to the global conversation – holds the promise of reengaging the donor community. By the 2020 Congress, existing donors as well as new donors will be invited to make commitments around the 2021-2024 Programme.

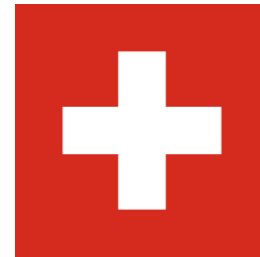


Agenda Item 3: Report of the Director General

95th Meeting of the IUCN Council

Jeju, 7 October 2018

Thanks to Switzerland: Council trip, May 2018

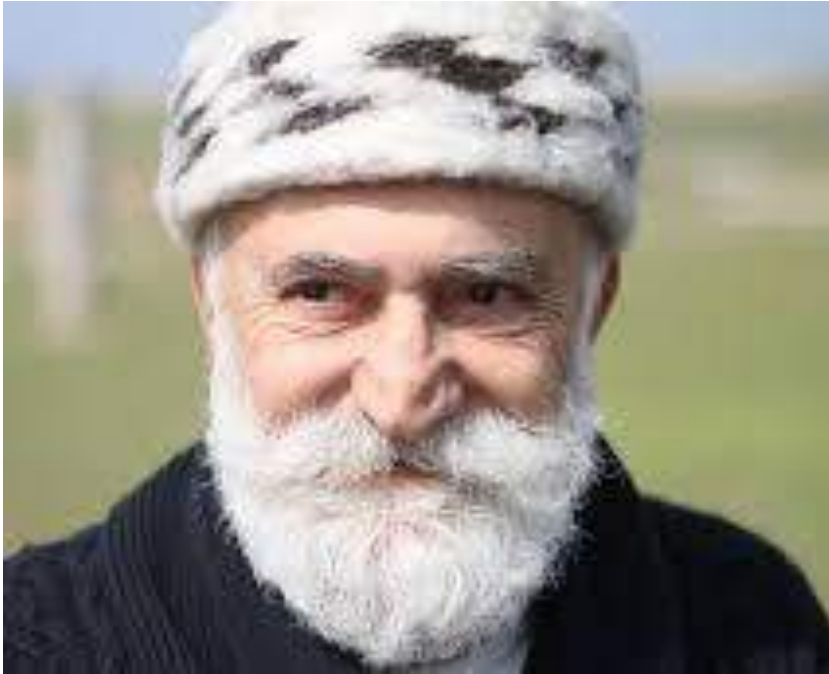


Congratulations to Malik Amin Aslam Khan



Adviser on Climate Change with the status of Federal Minister

In memoriam



Dr Mohammad Taghi Farvar



Dr Rustam Sagitov



Report from UNGA73

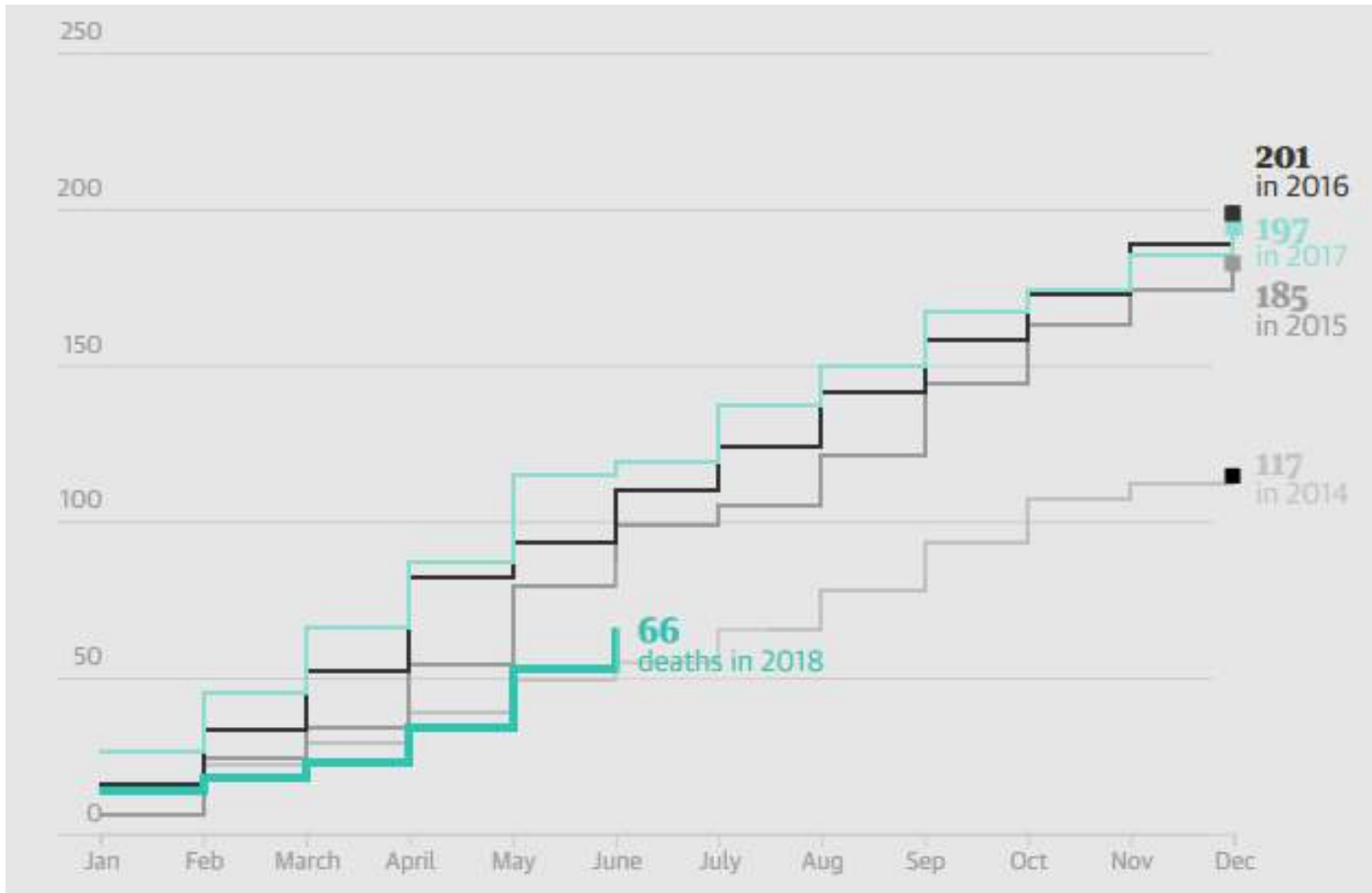


- Strong engagement with CBD, Columbia University, EMG, France, Mirova, Morocco, One Planet Summit, UN Global Compact, WEF,...



“Let’s set ourselves the goal of concluding in 2020 a plan for an ambitious global pact for the environment, and making the Beijing COP on biodiversity and the **IUCN World Conservation Congress in France** in 2020 decisive steps”.
President Macron, UNGA, 25 September

Environmental defenders



Source: The Guardian

DG priorities

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

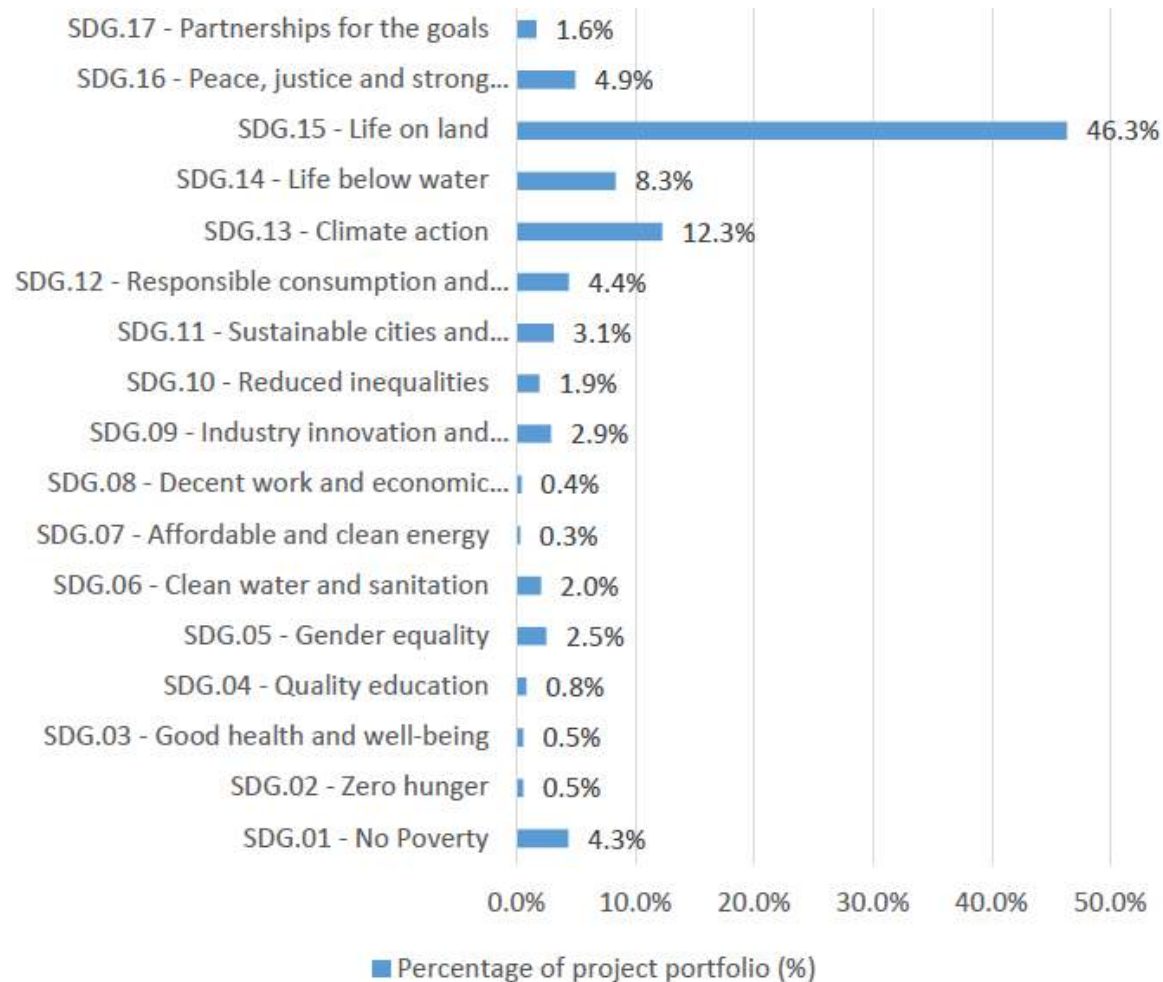
1. Programme and Operations

Renewed partnership for action on wildlife trade (August)



TRAFFIC[®]

2019 IUCN project portfolio and the SDGs



Basic portfolio information for C and B List projects 2017-2019

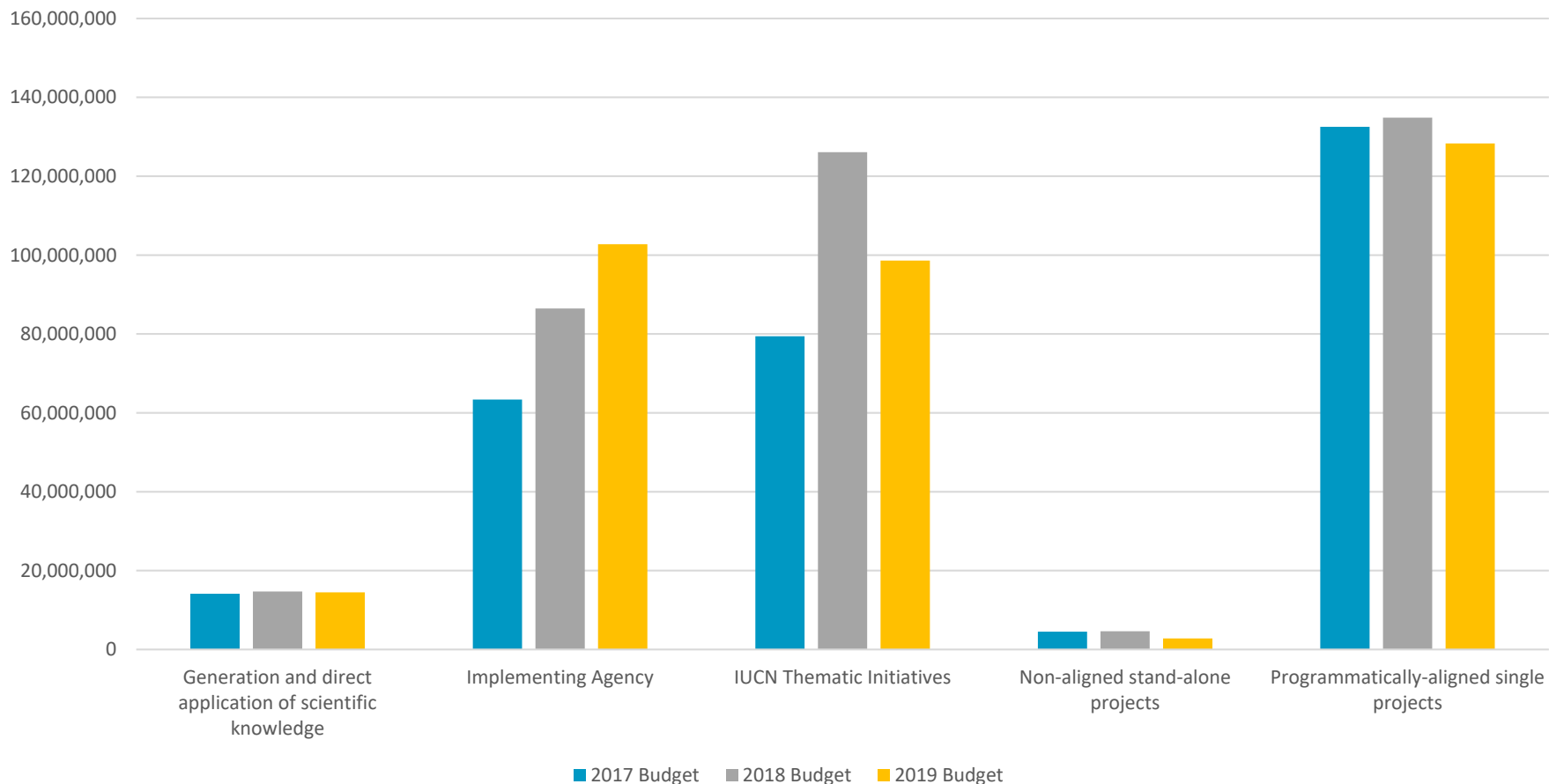
C projects

	2017	2018	2019	Change
Number of projects	298	262	244	-7%
Average duration (yrs)	3.39	3.50	3.86	10%
Median duration (yrs)	3.00	3.00	3.49	16%
Average project value (m CHF)	0.99	1.40	1.43	2%
Median project value (m CHF)	0.23	0.39	0.38	-2%
Portfolio value (m CHF)	294	366	348	-5%

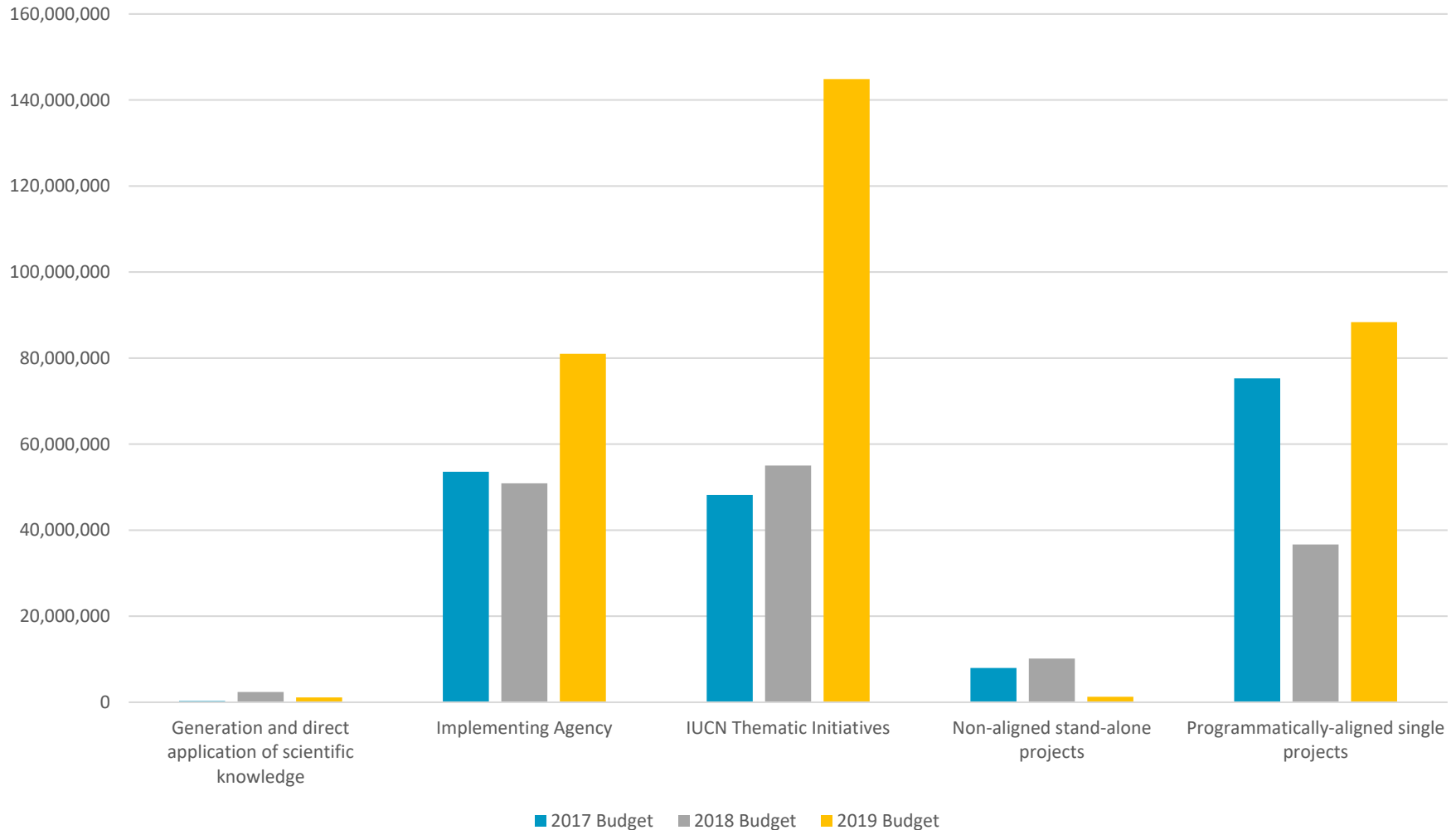
B projects

	2017	2018	2019	Change
Number of projects	131	143	136	-5%
Average duration (yrs)	2.45	2.60	3.01	16%
Median duration (yrs)	2.57	2.53	3.00	19%
Average project value (m CHF)	1.53	1.20	2.55	113%
Median project value (m CHF)	0.24	0.36	0.48	32%
Portfolio value (m CHF)	200	171	346	102%

2019 budget (C projects): slight increase in programmatic delivery by the implementing agency category confirming trend towards wholesale



2019 budget (B projects): an increase in programmatic delivery by the IUCN Thematic initiative category



IUCN's top ten donors represent 61% of the total 2019 project budget

Donors	2017 Actuals	2018 Budget	2019 Budget
Bundesministerium für Umwelt, Naturschutz und Reak	9,313,841	13,912,282	8,980,593
US Agency for International Development	4,947,494	5,713,210	3,911,855
European Commission, DG Development	4,551,345	15,961,109	18,038,501
Swiss Agency for Development and Cooperation	4,230,847	4,437,682	337,198
GEF Trust Fund	3,754,633	5,205,374	7,592,414
MAVA Fondation pour la Protection de la Nature	3,705,970	4,066,850	3,307,548
Swedish International Development Cooperation Agency	3,582,311	7,232,416	4,864,571
Department for International Development - Glasgow	3,493,897	-	-
Ministry of Foreign Affairs, The Netherlands	3,482,342	3,263,907	-
Kreditanstalt für Wiederaufbau	2,985,307	10,927,589	15,822,495
European Commission, EuropeAid Cooperation Office	1,376,771	5,274,967	5,783,443
Global Environment Facility	782,642	1,433,066	3,532,801
MISC	99,844	805,833	3,266,994
The World Bank	1,078,226	2,313,563	2,927,750

Planned Programme Results

- By end of 2019, more than 1/3 of Programme targets will be on track or achieved
- 6 out of 10 targets of concern in 2017 will have an improved status by end of 2019
- No target will have seen no or insignificant progress

#	Target Description	2017	2018	2019
Programme Area 1: Working and conserving nature				
1	The IUCN Red List of Threatened Species™ global assessments of 100,000 species completed including assessments in protected areas and at least 75 % of countries with essential and degraded Red List taxa (see the IUCN Red List Categories and Criteria)	Yellow	Yellow	Yellow
2	The IUCN Red List of Threatened Species global assessment of 100 of the most at-risk of 25% of the world's ecosystems according to its extent of global ecosystem distribution	Yellow	Yellow	Yellow
3	Protected areas documents, location and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, conservation, ecological representation, connectivity, other effective area-based conservation measures, as well as surveys and other metrics for Green Living	Green	Green	Green
4	1,500 key biodiversity areas (KBAs) are identified and the current status are updated against the new IUCN standards to document all sites, particularly significantly in the global conservation of biodiversity	Green	Green	Green
5	IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key stakeholders, national and local decision-makers	Green	Green	Green
6	The implementation of commitments under biodiversity-related conventions and international agreements is accelerated	Green	Green	Green
7	New legislative and policy are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trade	Green	Green	Green
8	The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant monitoring frameworks in the public, private and financial sectors are supported and/or initiated	Green	Green	Green
9	Targeted conservation actions lead to the recovery of species and ecosystems	Green	Green	Green
10	Protected area networks are expanded to conserve areas of particular importance for biodiversity through affirmatory and avoidable management, nationally representative and well-managed systems of protected areas and other effective area-based conservation measures	Green	Green	Green
11	Invasive alien species and pathways are identified and prevented, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment	Green	Green	Green
12	Not reached Sites awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature	Green	Green	Green
Programme Area 2: Promoting and assisting effective and equitable governance of natural resources				
13	IUCN tools, methodologies and approaches for assessing and improving value for resource governance are available and used	Green	Green	Yellow
14	Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed	Green	Green	Green
15	Community-led, natural grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised as best practice/innovative, supported and promoted, while respecting the rights of nature	Green	Green	Green
16	Interventions exist in which rights regimes related to natural resources are clear, viable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous peoples, youth and the poor – Not reached	Green	Green	Green
17	Capacity of institutions (including protected areas and customary institutions) to undertake decision-making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples in key decisions	Green	Green	Green
18	Intervention points in which natural resource governance has the capacity to have significant resource value through the provision of not reached and Not reached to justice, Not reached	Green	Green	Green
19	Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance	Red	Yellow	Yellow
20	International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas	Yellow	Yellow	Yellow
21	The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced	Yellow	Yellow	Yellow
Programme Area 3: Deploying nature-based solutions to societal challenges				
22	IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems in rural and indigenous societies and local communities	Yellow	Yellow	Yellow
23	IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Sustainable Development Goals at national or sub-national levels	Yellow	Yellow	Yellow
24	Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Doubling the Resilience, and Blueprints for the Future, river basin management and protected areas) are evaluated to systematically assess and monitor the feasible in-country enabling frameworks, including legal, customary, institutional and financing mechanisms for implementation	Green	Green	Green
25	Legal, policy and institutional mechanisms (at the national and sub-national levels) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been adopted and implemented	Green	Green	Green
26	Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, validated and promoted	Green	Green	Green
27	Additional national or national finance mechanisms that encourage the development of nature-based solutions are established and/or strengthened	Red	Yellow	Yellow
28	New national, sub-national or corporate planning and investment frameworks are effectively implemented to proactively contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and protect local degradation resulting	Green	Green	Green
29	Participatory processes and methodologies make demonstrable contributions to the realisation of key ecosystem services in protected areas, rural and urban landscapes	Green	Green	Green
30	Legal, customary and institutional mechanisms and financing are effectively implemented to maintain, protect, restore and operational ecosystems that deliver benefits to society, including women and rural protected areas	Green	Green	Green



Risk management objectives 2018-2020

2018 - Risk culture established

2019 - Active operational risk management

2020 - Risk informed decision-making

Risk thinking is being integrated into management processes

Risk and Accountability Officer recruited.

Start date 1 November 2018.

Risk Committee of the Leadership Team established and completed first meeting

LT approves risk-informed decision meetings across the project cycle for projects >CHF1m.

Project Concept and Proposal Decision meetings to start in Q4 2018, implementation and closure meetings in Q1 2019.

Risk incorporated into the work plan 2019 exercise

2018 impact award launched

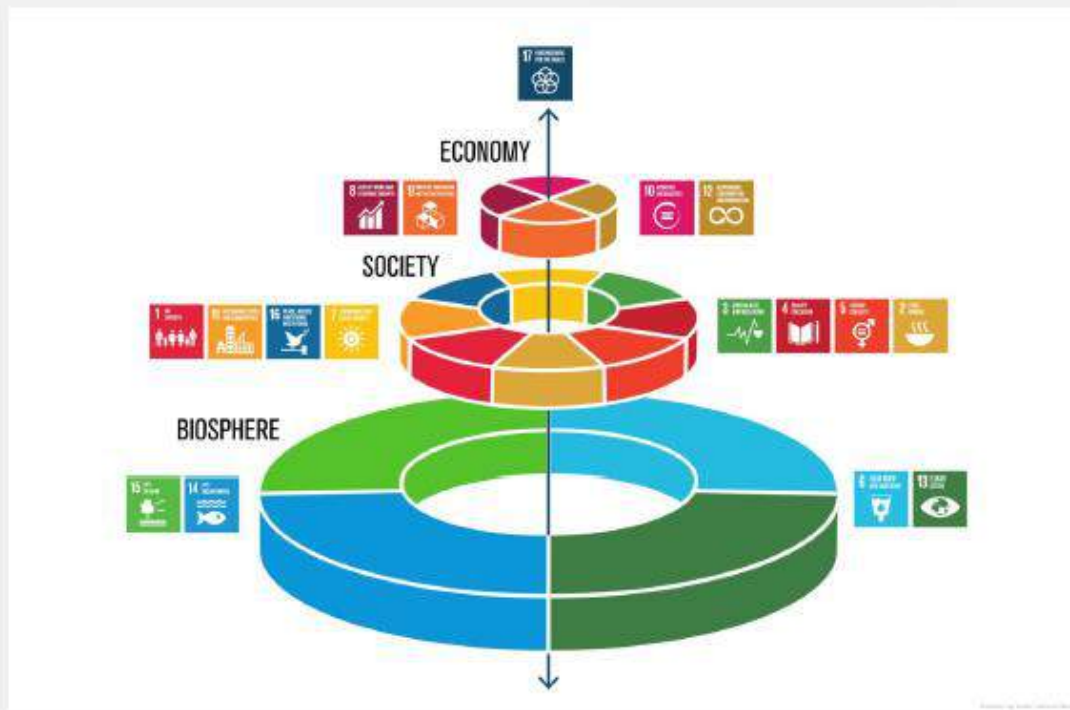
- Celebrating transformative change
- Providing additional profiling of projects
- In addition to main Award, specific awards will be made in the following:
 - Lesson Learnt Award
 - Gender Award
 - Inclusion Award
 - One Programme Award
 - Design, Monitoring, Evaluation and Learning Award

Building the 2021-24 Programme: Recalling my slide of 1 May 2018

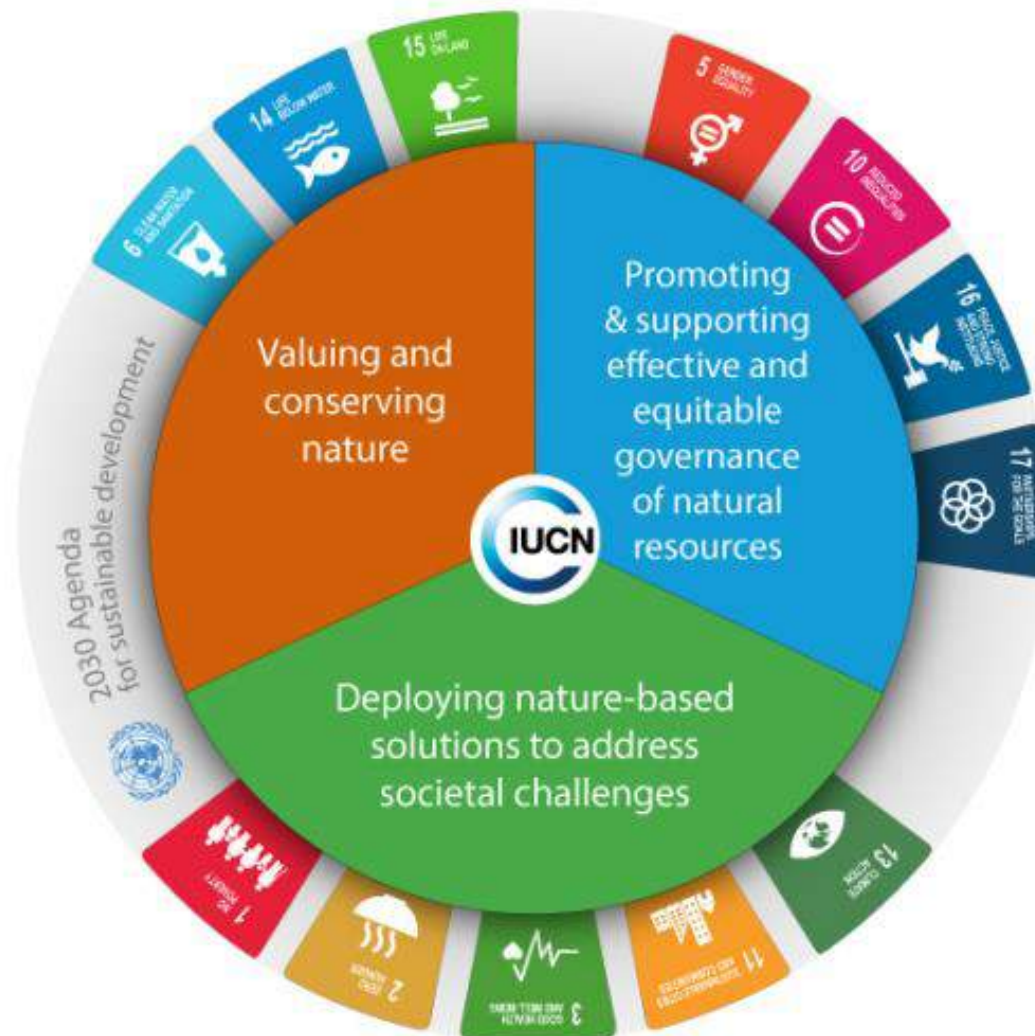


8. Thematic Priorities/New Horizons

Shaping the global agenda: what will the world need from IUCN in 2024?



Building the 2021-24 Programme: Recalling the 2017-2020 construct



Building the 2021-24 Programme: 3 foundational principles

- Valuing and conserving nature is the heartland of IUCN.
- Nature-based solutions can provide answers to the pressing challenges of our times at scale.
- Delivering on IUCN's mission is fundamentally an ethical engagement

Building the 2021-24 Programme. Which priority actions should drive IUCN for the decade 2021-2030?

Planetary health

Healthy terrestrial and freshwater ecosystems sustaining healthy people and a healthy planet

Blue Futures

Effective governance and management of the oceans and ocean-based value chains

Landscapes of Opportunity

Secure sustainable economic development, food and water security, poverty reduction and climate resilience

Inclusion and Justice

Empowering and protecting people, communities and nature

Building the 2021-2024 Programme. Where do priority actions directly contribute to the realization of SDGs?

Planetary health



Blue Futures



Landscapes of Opportunity



People and Justice



Building the 2021-2024 Programme. Priority actions and cross-cutting themes

Planetary
health

Blue Futures

Lands of
Opportunity

Inclusion and
Justice

Climate Change

Technology, Data & Innovation

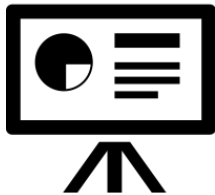
Gender Equality and Women's Empowerment

Access to Finance and Financial Sustainability

Building the draft 2021-2024 Programme Construct: a year-long engagement process



- Leadership Team
- Wider management team
- Townhalls
- Commission Chairs



- DG's report to Council (April 2018)



- DG's Strategic Orientations 2018
- DG's monthly reports

Programme & Operations: **2018 achievements**

- Annual Progress Report 2017 (presented at C/94) followed revised and enhanced Annual Reporting Framework
- All programmes – global thematic, Commission and regional – completed the 2019 Workplan
- 2019 Workplans include identification of major risks.
- Global business lines and regional thematic leaders formally incorporated into the Appraisal stage of Project Appraisal and Approval System
- Adoption of multi-stakeholder project decision meetings at concept and proposal stages
- Draft Programme Construct responding to key metrics outlining global challenges presented at C/95.
- A set of standard Programme impact-level indicators with quantitative targets mapped against the SDGs is incorporated into the draft Construct.

Programme & Operations: **2019 objectives**

- Revised and updated Project Guidelines and Standards (PGS) to improve programme quality, compliance and risk management.
- Create a Performance Monitoring Standard and update the 2004 Managing Evaluations guide.
- External Review of the 2017-2020 Programme.
- Final draft, 2021-2024 Programme informed by enhanced Member consultation.

2. Membership

Signing ceremony World Conservation Congress, 18 May



70th anniversary celebrations: @Communities, Conservation & Livelihoods, ECARO, ROWA, ORO, UK



06/18



09/18



09/18



05/18



05/18

70th anniversary celebrations: USA



70th anniversary celebrations: Fontainebleau (August)



70th anniversary celebrations: Fontainebleau (August)



Photo: Fabrice Michou



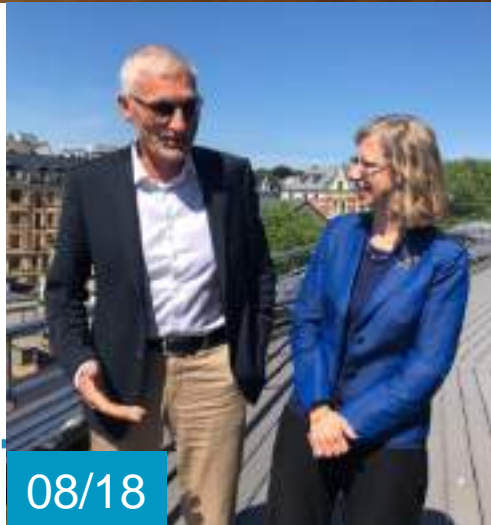
Membership engagement: France, Jordan, UK



Membership engagement: Sweden, Japan, Estonia, Norway



05/18



08/18

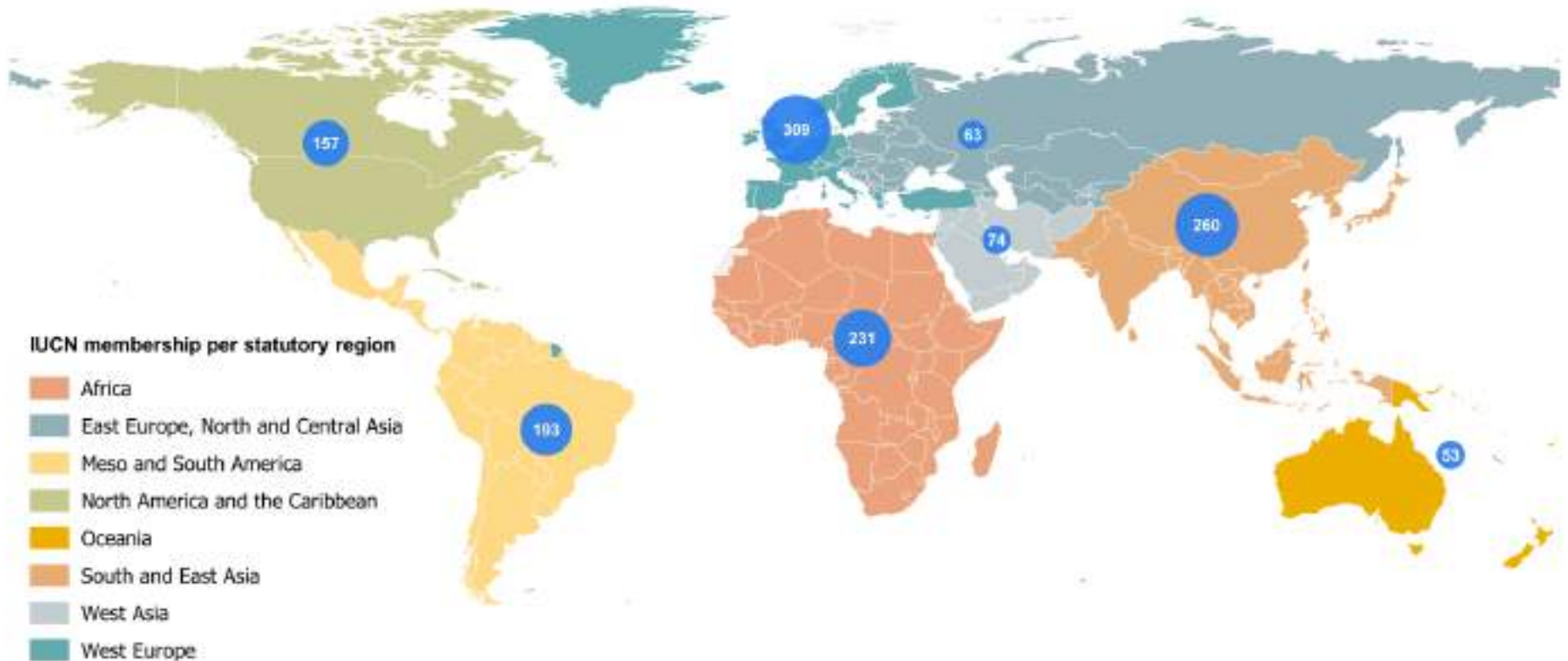


08/18

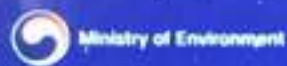


09/18

Membership distribution across Statutory States



70th anniversary celebrations: Jeju (4 October)



IUCN 70th Anniversary Celebration



World Leaders' Conservation Forum Jeju, 2018



70th anniversary celebrations: Nature's contribution to the 2030 Agenda (22 October, Geneva)



H.S.H. Prince Albert II

H.E. Ignazio Cassis, Federal Councillor, Switzerland

Audrey Azoulay, UNESCO

Simona Scarpaleggia, CEO of IKEA Switzerland



Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Membership

2018 achievements

- Draft membership strategy submitted to GCC
- 2020 IUCN Congress Hosting Agreement signed on and under implementation
- Drafting of Gender strategy for IUCN events and Anti-harassment policy for IUCN events underway
- Recruitment/appointment of key personnel

2019 objectives

- Congress messaging and marketing finalized. Congress promoted
- Forum event types defined, draft programme finalized, in line with Congress themes. VVIP/VIP participation confirmed
- Members' Assembly processes (motions, nominations, draft programme consultation) on track
- RCF cycle completed, paving the way for effective participation by Members at the Congress

3. Policy, Knowledge, Science and Economics

Influencing global policy



- African Ministerial Conference on the Environment
- High Level Political Forum
- ...



CEC: To deepen the evidence base on #NatureForAll



CEM: Sustainable Management of Rangeland Ecosystems, Biodiversity, Carbon Storage and Rangeland Livelihoods (Amman, September)



CEESP: Communities, Conservation & Livelihoods conference (Halifax, 28-30 May 2018)



SSC: New IUCN Red List website

More than 26,000 species
are threatened with extinction

That is more than 27% of all assessed species.

AMPHIBIANS

41%



MAMMALS

25%



CONIFERS

34%



BIRDS

13%



SHARKS

31%



REEF CORALS

33%



SELECTED CRUSTACEANS

27%



feedback

Take action

Help us make The IUCN Red List a more complete barometer of life.

WCEL: Ongoing discussions on a Global Pact for the Environment

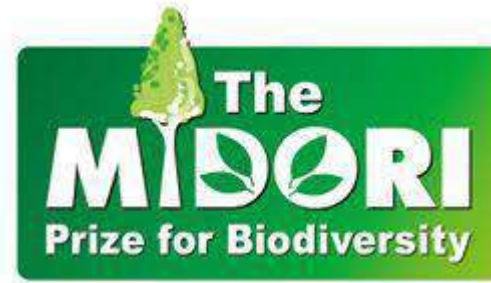


Miroslav Lajčák, Minister of Foreign and European Affairs of the Slovak Republic and President UNGA72 (26 September 2018, Columbia University)



World Commission
on Environmental Law
Commission Mondiale de
Droit de l'Environnement | Comissão Mundial
de Direito Ambiental

WCPA: Dr Kathleen MacKinnon awarded MIDORI Prize for Biodiversity 2018



Policy, Knowledge, Science and Economics

2018 achievements

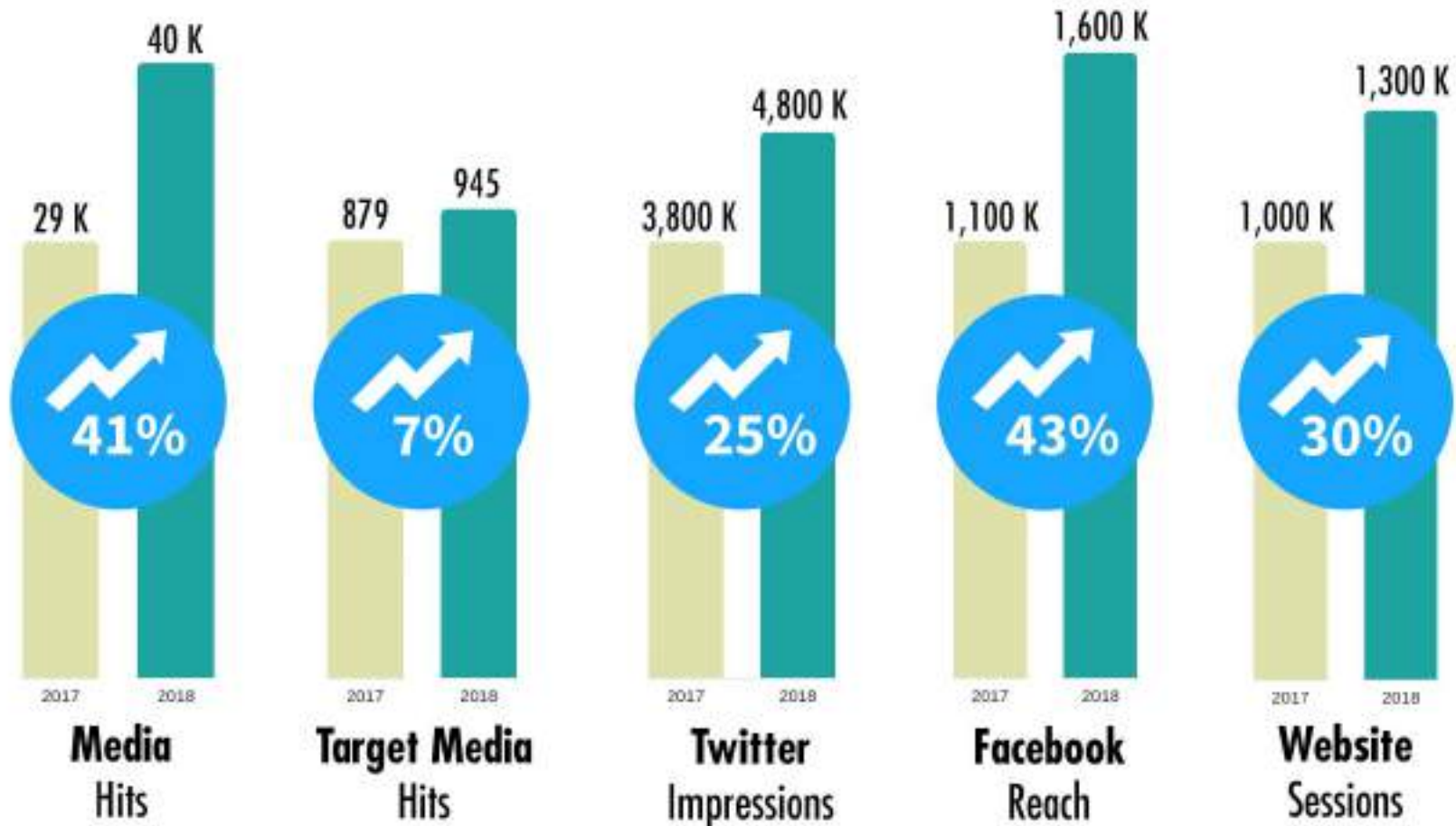
- Influenced key processes: IPBES 6 Plenary, HLPF, BBNJ, CBD, 8th World Water Forum, UN Permanent Forum on Indigenous Issues, 6th GEF Assembly, Commission on the Status of Women, AMCEN,...
- Operationalisation of Publications Committee (62 concept notes)
- Support of France and Italy for Flagship series

2019 objectives

- Transition to 2020 “super year” of policy influencing: IUCN Congress anticipated to be a launching pad and springboard for the Union to amplify and scale up its influencing power
- Strengthen analytical capacity of Secretariat, including through effective use of Publications Committee
- Disseminate first edition of Flagship. Select theme and initiate preparation of the second edition

4. Communication and Influence

Communications performance



Comparison 1-2Q 2017 and 1-2Q 2018

IUCN Oil Palm Task Force report

Results from first week after launch

Media

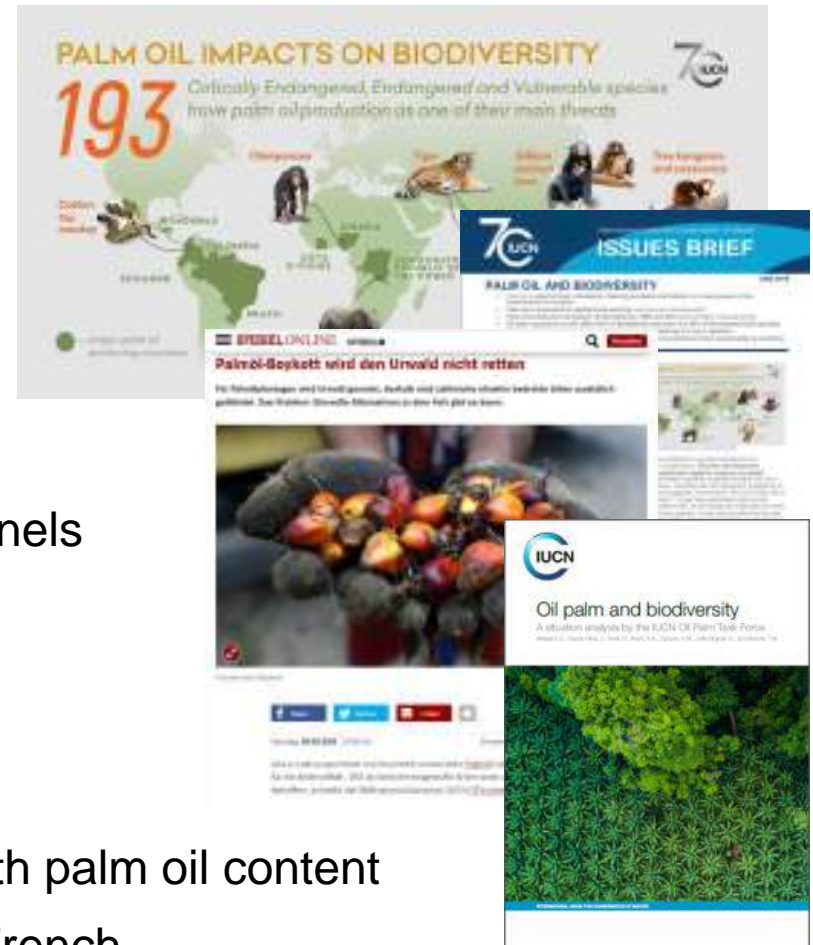
- 275+ media hits; 12 target media hits
- Coverage in 54 countries

Social media

- 1.3+ million impressions on IUCN channels
- 148,000+ video views

Website and library

- 11,000+ page views
- 15.6% of all web sessions interacted with palm oil content
- 2028 report downloads in English and French



70th Anniversary



Events

- 19 events in 16 countries
- 7 more scheduled

Commemorative products

- Terre Sauvage, Crossroads Blog, iucn.org/70
- Photo book, logos and tool kit, digital timeline and video

Splash

- 39,000+ page views on iucn.org 70th content
- 853,000+ impressions on IUCN social media
- Media coverage in *Sciences et Avenir*, *Hufvudstadsbladet*, *Le Figaro* and other outlets

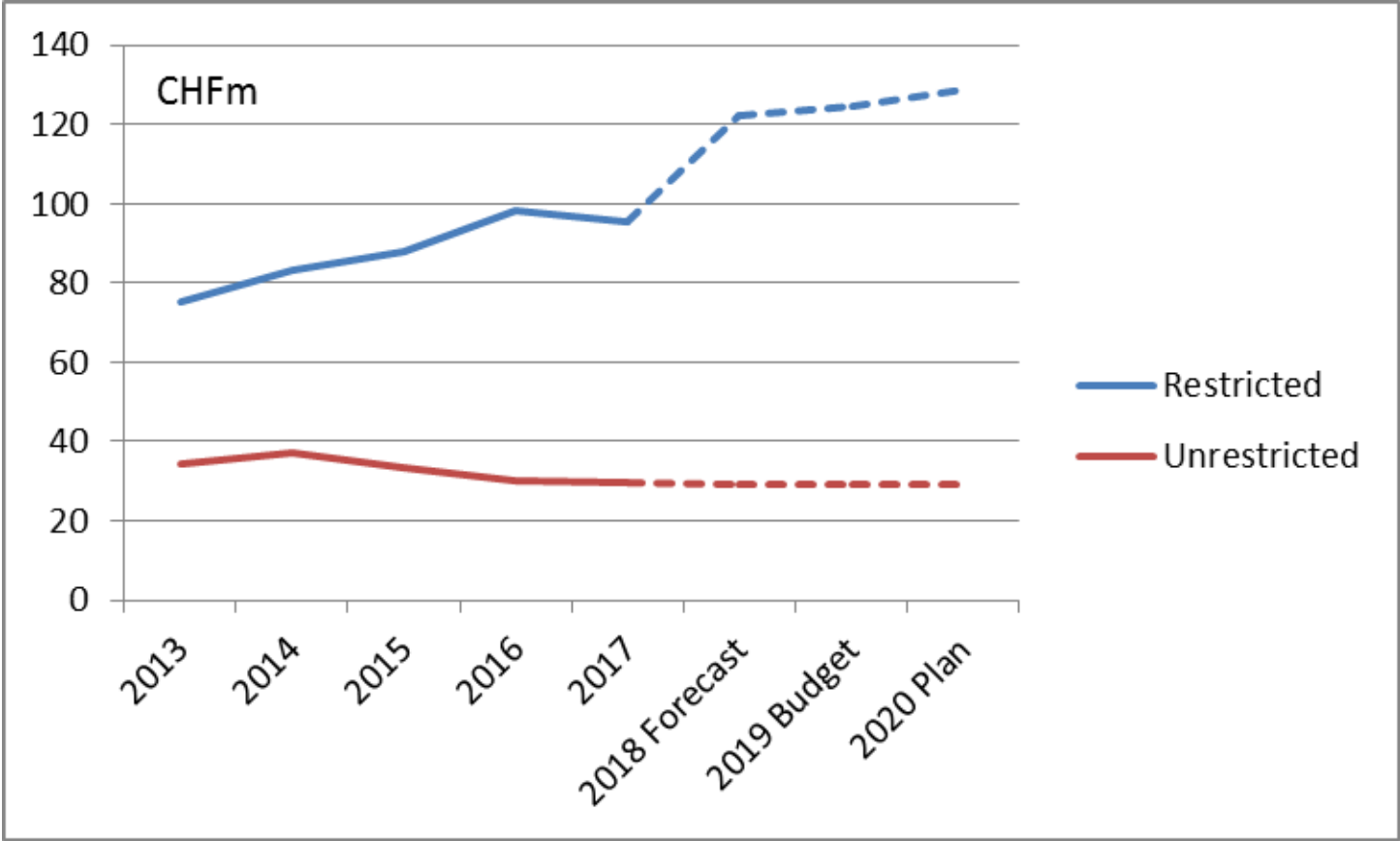


5. Financial Sustainability

Key points

- 2019
 - Breakeven budget
 - Core income steady: CHF 29m
 - Project income growing: CHF 125m
- 2018
 - Breakeven budget
 - CHF 29m
 - CHF 123m

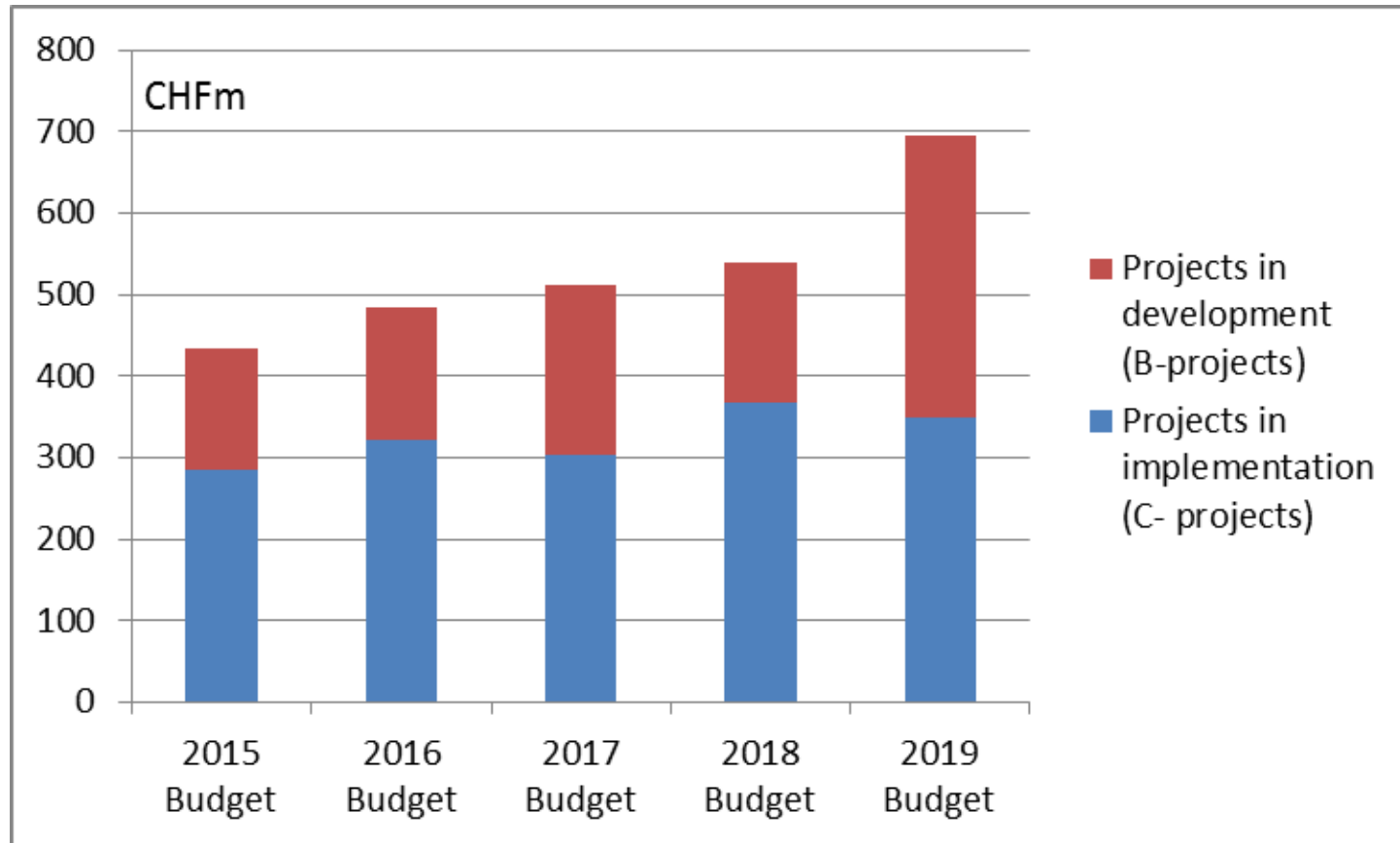
Funding overview, CHFm



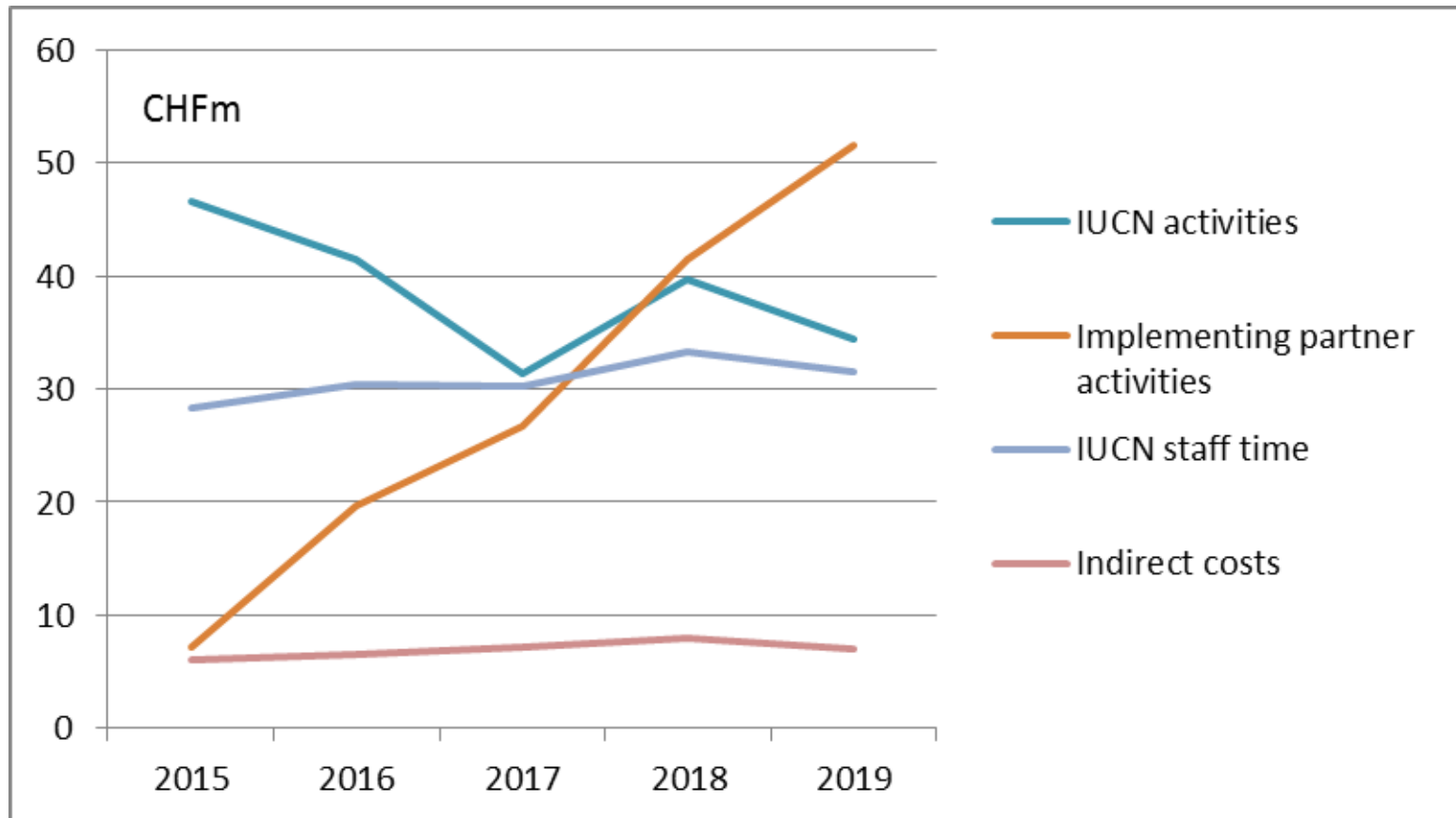
Total budget

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Core budget				
Income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	67.1	70.2	67.8	68.0
Expenditure	66.0	70.2	68.9	67.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0
Project budget				
Income	95.4	122.3	124.5	120.0
Expenditure	58.0	81.1	86.0	81.0
Cost recovery	37.4	41.2	38.5	39.0
Total expenditure	95.4	122.3	124.5	120.0
Operating result	-	-	-	-
Total budget				
Income	125.1	151.3	153.8	149.0
Expenditure	124.0	151.3	154.9	148.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0

IUCN Project portfolio



Project expenditure



Ambitious programme delivered to and approved by GEF and GCF

2018 achievements

- strategy for GEF and GCF engagement developed
- portfolio of GEF-approved projects increased to 15 projects — GEF funds under implementation: USD 60m
- One fully developed project for Guatemala is being reviewed at the GCF Board meeting in October 2018
- Five concepts submitted to GCF with feedback received (for Mozambique, Liberia, Pakistan, Asia mangroves, Oceania).
- Projects in Nepal, Kenya and Sri Lanka are advanced in project development and will be submitted/resubmitted to the GCF in 2019

2019 objectives

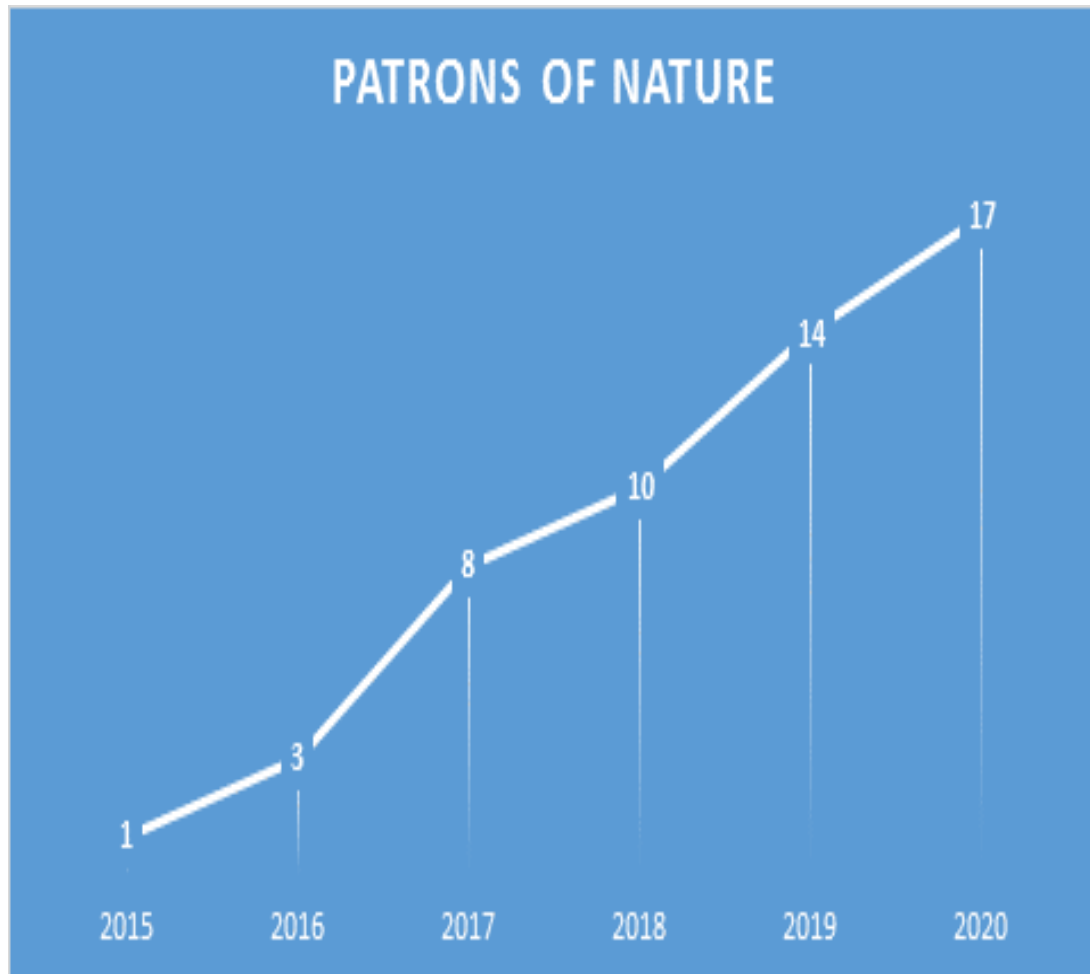
- The strategy for GEF and GCF operations is under implementation along with procedures and tools to identify, appraise, manage and supervise projects implemented
- Strengthened application of the ESMS across IUCN.
- Representation in, and contributions to the GEF & GCF Partnerships.
- Enhanced communication.

ALL FRAMEWORK FUNDING SECURED UP TO 2020

- ✓ Korea (+ 2 secondments + restricted funds)
- ✓ France (+ 6 secondments + restricted funds)
- ✓ Sweden (+ 30% increase)
- ✓ Finland (signed in January 2018)
- ✓ Switzerland (signed in December 2017)
- ✓ Norway (2018-2020)
- ✓ USA (annual basis – 2018 confirmed)

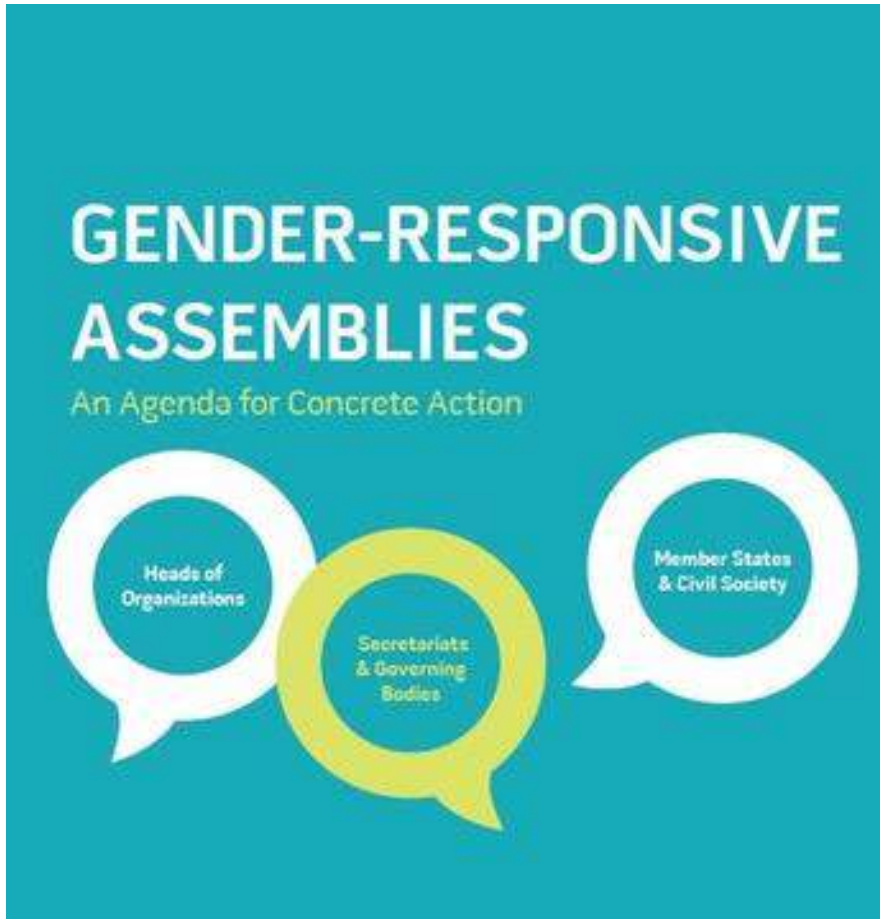
2018 High level meetings/visits to Finland, France, Sweden, Norway, USA, Korea, Switzerland

Patrons of Nature: CHF 750k secured in 2018



7. Secretariat Management

Launch of IGC Gender Responsive Assemblies toolkit (28 September, New York)



H.E. Jurg Lauber, Permanent Representative of Switzerland to the UN, **Phumzile Mlambo-Ngcuka**, Executive Director, UN Women, **Martin Chungong**, Secretary-General, Inter-Parliamentary Union and **H.E. Penelope Beckles**, Permanent Representative of Trinidad & Tobago to the UN

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

2018 achievements

- Staff survey: Scores improved in areas already rated high in the previous survey: Staff Engagement (remaining at 76%), Discretionary Effort (from 75% to 86%), and Values & Culture (from 70% to 72%)
- Significant improvement in ratings for areas rated at the bottom in the previous survey: The Leadership Team (from 39% to 59%), Compensation & Recognition (from 29% to 42%) and Benefits (from almost nil to 30%)
- Strong participation rate (75%) and Net Promoter Score (76%)
- Survey results distributed at the Global, Unit, Regional and Country Office levels for discussion
- Leadership Development programme for all supervisors, managers and directors launched
- A 360-degree Leadership Assessment conducted for the 2nd consecutive year

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

2019 objectives

- Workforce Planning Exercise – Approval and launch by the DG and LT. Briefing and training for Regional, Global and Outposted Directors and all management teams
- Outreach to staff on the new Career Development Framework – Criteria for career development, Geographical and functional mobility, Developmental and Stretch Assignment
- Enhancements to the annual Talent Reviews – Succession Planning, Performance/Potential matrix
- Action plan on Gender Pay Gap Analysis
- Action plan on Benefits harmonization across regions
- Launch of the High Potentials and the Emerging Leaders Programmes

Secretariat management

2018 achievements

- Global Programmes Operations Unit extended to US office
- Hubbing of finance for country offices ongoing
- Continued push on regularisation of IO status
- New or revised policies: Internships, Talent Acquisition, Expatriates, HR Rules. ToRs Ombudsteam
- Career Development Framework launched , articulating how staff's careers can evolve along Support, Technical, Leadership tracks
- Other policy updates: Procurement, Delegation of Authority, Enterprise Risk Management

2019 objectives

- Continue investment in process improvement projects, e.g. time recording system, e-signing of contracts
- Rollout improvements to the project budget methodology
- Develop financial plan 2021-2024 linking with a broader financial strategy

8. Governance support

Welcoming Ramiro Batzin Chojoj, Guatemala



External Evaluation of Aspects of IUCN's Governance



Professor Didier Cossin

- founder and director of IMD Global Board Center
- originator of the Four Pillars of Board Effectiveness methodology
- an advocate of Stewardship
- author and co-author of books, book chapters and many articles in the fields of governance, investments, risks and stewardship, several of which have obtained citations of excellence or other awards.

9. Thematic Priorities/New Horizons

Thematic priorities/horizon areas: agriculture and food systems, climate change, oceans, urbanization and conflict ,...

2018 achievements

- Hawaii Commitments considered for the development of the draft Programme Construct
- First issue of Flagship on conflict
- Launch of global alliance for greener cities with the support from Arcadia
- Assessment of nature-based solutions within NDCs undertaken
- Engagement in key international processes (2018 Talanoa Dialogue, Marrakech Partnership on Global Climate Action, Global Climate Action Summit, Global Peatlands Initiative, etc.)

2019 objectives

- Generate concept notes for new initiatives aligned to the 2021-2024 Programme in anticipation of delivery starting in 2021
- Continue the strengthening of IUCN's overall engagement on climate change

Ensuring relevance to the prevailing policy priorities post-2020. Building an organisation that...

1. is equipped with a focused, impact-driven, measurable Programme architecture which is relevant to the global conversation;
2. is reunited with its Members in the delivery of high-value, high-impact, programmatically-coherent projects and leverages Commission-generated data and knowledge;
3. recognizes, deploys and challenges its membership across the full spectrum of its unique Government-IP-civil society heritage while, at the same time, seeks, secures and treasures its IO status;
4. generates sharp analytics and essential data to influence policy processes, shape global ideas and impact the construction of the 2020-2030 decade, demonstrating its relevance to donors, partners and members at all times on all fronts;
5. embraces a culture of accountability, efficiency and good governance at all levels where decision-making is informed on risk.



**95th Meeting of the IUCN Council,
Jeju (Republic of Korea), 6-8 October 2018**

Agenda Item 4

External review of IUCN's governance

Prof. Cossin, external consultant undertaking the review of governance, recommends the short (6-page) document attached hereafter for your advance reading and reflection, in particular the self-assessment checklist questions on each of the four pillars, as preparation for the discussion under Item 4 of the Council meeting on Sunday 7 October 2018 at 11 am.

A PRACTICAL PERSPECTIVE:

THE FOUR PILLARS OF BOARD EFFECTIVENESS



Corporate events in the last decade have made it clear that boards can fail. Failure has come in various disguises: failure to manage risks, to proactively contribute to firm strategy, to identify the ‘right’ team, and in some cases, to deal with integrity issues and possibly outright fraud. It is also clear that we need better governance at all levels. The latter calls for increasing board effectiveness. In this article, we aim at distilling the different factors that contribute to board effectiveness. We locate those factors in four pillars.

BY PROF.
DR. DIDIER COSSIN
AND IMD
RESEARCH FELLOW
JOSE CABALLERO

The first pillar is people and builds on their quality, focus and dedication.

PUBLISHED BY IMD
(DECEMBER 2014)

Boards could be composed by high-quality individuals, who are outstanding in their respective fields; for example, CEOs, academics, government officials, etc. And yet, they could lack the necessary knowledge to perform their tasks as members of a specific board. The case of JP Morgan’s 2012 loss and its use of a complex trading system (the credit default swap CDX.NA.IG.9 index) illustrate this point. JP Morgan incurred a loss of several billions of dollars as it overlooked the warnings about the risks involved in the trading system. It later emerged that none of the three directors on the board’s risk-policy committee had worked as a banker or had any experience in Wall Street in the past 25 years, and that one of them was a museum director (it is also interesting to note that in 2012, in the midst of the unsuccessful attempt to purchase assets from Lloyds Banking Group, it came to light that the Cooperative Banking Group’s board lacked adequate banking expertise; for example, the board included a plasterer and a nurse). This case clearly underlines the significance of the quality of board committees: members of the different committees are expected to have the necessary and relevant knowledge. Otherwise, limited knowledge affects their ability to perform their functions effectively. To overcome this problem, effective boards establish performance and knowledge standards for individual directors, they educate their board members, and they conduct evaluation along those standards. The quality of the board is enhanced by diversity in terms of industry and professional background, as well as diversity of gender, personality and opinion. Diversity brings specific expertise as well as more potential

for innovation. Poorly managed diversity, however, can be disruptive as communication may become more difficult and trust may be lesser amongst more diverse directors. A strong board will thus develop processes to manage diversity well. We recommend for boards to have a systematic board composition oversight, with regular assessment of capabilities required (from expertise to familiarity) and a current composition matrix, even for well established boards.

More often lacking than skills themselves, the director's area of focus and dedication to the firm's activities are both essential. Focus could be diminished by directors misunderstanding of their roles and functions within the board. To reinforce their focus, boards establish their own statement of purpose and define their role in a manner that adds value to firm activities. Boards need to regularly reflect on their involvement and strive for it to be first, distinctive, in a sense that does not replicate efforts from other quarters in the organization; and second, additive, for example, that improves decisions made by the firm. Dealing with ambiguities in decision-making is inevitable and is a sign that the board addresses real issues. Well-focused boards distinguish the adequate context in which to perform a supervisory role and in which to offer support to management. Such boards are quick to determine when a proactive risk oversight is needed but they are also efficient in identifying, and in acting on, the need to communicate the firm's strategic objectives in order to manage its reputation during a crisis. Additionally, the focus of the board is strengthened by a successful agenda; one that is turned towards the future more than the past and whose aim is to capture long-term issues while managing short-term matters.

Dedication to the firm is also an important aspect of this pillar. Dedication goes beyond the allotted meeting time. It implicates, for example, the reasons why an individual decides to become a director. Incentives differ; there is potential for access to networks, access to industry-specific information and an elevated status to determine an individual's decision to join a board. Such incentives would negatively impact his or her dedication. On the other hand, there are cases in which individuals become board members because they are highly motivated to make the firm successful. Such is the case of Mr. Anthony Leung. Mr. Leung joined the board of the Industrial and Commercial Bank of China (ICBC) with a firm objective: to make a Chinese bank one of the most successful banks in the world. And in practice, Mr Leung strove to achieve that objective. Although, he lived in Hong Kong, his dedication led Mr. Leung to obtain an apartment in Beijing so as to have ready access to the bank. He then went on to challenge the chairman on his strategy, to challenge the risk reporting of the bank, taking apart what was brought to him and proposing examples of better methodologies, both at board levels and in one to one meetings with management. The quality of the directors, their focus and dedication is thus our first pillar of truly effective boards.

“DEALING WITH
AMBIGUITIES
IN DECISION-
MAKING IS
INEVITABLE
AND IS A SIGN
THAT THE BOARD
ADDRESSES
REAL ISSUES”

A typical checklist for self assessment on the first pillar could include the following questions:

1. How close to the heart of every board member is this company?
 2. Where do I truly add value to this board?
 3. How confident am I in my board colleagues to steer our company the right direction?
 4. How is our diversity in terms of abilities, personalities, competencies?
 5. How clear are we about the role of our board? The role of each committee?
 6. Is the agenda turned enough towards the future?
 7. How does my knowledge compare to the one of the ideal board member on this company?
-

Information architecture is the basis of the second pillar of effectiveness.

Information is best when it is designed in a way that informs the board about all the essential activities undertaken by the company and the issues facing it. When thinking of information design, boards typically think of information coming from management (how brief, well focused and strategic it is, prioritized, with executive summaries, key issues to tackle and options to consider). But information architecture should include also external information (what can we source from outside the company, such as from social media). It should also include formal information and informal information sources (such as informal networks: the ability of the chairman of Singapore Airlines to maintain good relationships with union representatives is an important source of information for the company).

For the formal internal information, jointly designed board briefings that include financials with forecasts, a CEO report, risks and opportunity maps, analysis of the genepool and summary of financial analysts' views contributes to the quality of the information architecture. Additionally, regular communication between management and the board, for example management letters in between meetings adds to efficient information. Committee reports are also fundamental in fomenting the effective architecture of information. Adequate reports, nevertheless, encompass analysis of specific issues rather than just recommendations. A key checkmark is whether the board is actively involved in designing the information and whether that information design changes with the firm, its environment and its strategy.

Informal channels of information are key as well and should be well elaborated themselves; for example meetings with employees and informal meetings of board members, all need both structuring, to give them potential, and some freedom, to give them creativity without infringing on management's rights. In short, sophisticated (but not necessarily complex) information architecture is key to successful boards.

“SOPHISTICATED
INFORMATION
ARCHITECTURE
IS KEY TO
SUCCESSFUL
BOARDS”

Here is a first checklist to reflect on the information pillar:

1. Do I know and track intimately business and its key value drivers?
 2. Am I well informed of competitive trends, regulatory changes, technological changes, stakeholder evolution?
 3. Do I have enough information independent from management available for my judgment?
 4. What informal processes of information do I have?
 5. How involved was I in designing the information architecture? How involved were my fellow board members?
-

Structures and processes constitute our third pillar.

In terms of structures, the composition of the board contributes to effectiveness. Structures are evolving greatly as governance become more sophisticated. As mentioned previously, well-managed board diversity of opinion, experience, personality and genre greatly impact effectiveness. The independence of board members is also crucial. But so is their structured access to the right individuals. For example, in some organization, the chief risk officer has a dotted reporting line to the chairman of the risk committee, or to the chairman of the board. In addition, the effective function and the necessary number of board committees are to be taken into account as is the size of the board. It is, in short, fundamental for the board to regularly benchmark its current composition and structures against the ideal situation and to act on any divergence. Innovative examples include HSBC's committees on Financial System Vulnerabilities and Conduct & Values, that tackle two primary strategic goals in the new world of banking.

“GOOD PROCESSES WILL ENRICH THE THREE DIMENSIONS”

In terms of processes, there are many processes beyond the straight running of the board: evaluation processes, the strategy process, the risk process, the board education process, the CEO and key managers succession processes, the regulatory process, etc. For example, the board strategy process plays a significant role in increasing effectiveness. The board strategic involvement occurs along three dimensions: co-creation, supervision and support (for more details, see our article *How Strategic Is Your Board?*). Good processes will enrich the three dimensions. Typically, regular meetings will complement retreats. External presentations will complete internal ones.

And focused, decision-oriented meetings will complement long term understanding of the industry and business from a strategic perspective. And such process elaborates on various aspects. It strengthens firm strategy by contributing to define it, aligning it with objectives and ensuring commitment. The process also enhances the strategic reflexion of the board and reinforces the interactions between management and board. The process creates a stronger basis for communicating the company's strategy, internally and externally. A well designed strategy process ultimately enables boards to efficiently assess the company's strategic risks as well as its strategic opportunities. Another decisive process is that of board evaluation. A poor evaluation process contributes to governance failure; therefore, thriving boards engage in self-assessment or external assessment, in terms of their roles, dynamics and their members' performance. A good practice is to utilize available technology, for example the use of tablets, for board evaluation during meetings which provides results in 'real-time' and thus offers an opportunity for careful and dynamic scrutiny beyond the one-year evaluations. CEO succession

is also a critical process. A successful succession planning, whether based on 'horse race' or search, internal or external, aims at the transparency of selection, the quality of the on-boarding process and the smoothness of the transition. A case in point is that of Hewlett-Packard (HP). In a period of six years, HP fired three CEOs, a trend that became a corporate turmoil which negatively affected the company's brand reputation. Relevant to our discussion, is the fact that in one of the cases the HP board did not meet the new CEO before nomination, and also the implied failure of the board at identifying a candidate that would fulfil the strategic vision of the company.

Here is a self assessment checklist on our pillar of structures and processes:

1. What is the list of processes that truly matter?
 - a) strategy,
 - b) evaluation,
 - c) CEO succession,
 - d) risk,
 - e) board education,
 - f) audit,
 - g) regulatory compliance
 - h) onboarding/outboarding
 - i) others?
2. How do I feel about each of these processes? Do I have a clear view of each? Is each complete and detailed enough?
3. Do we have the right committees? The right people on them?
4. Are the reporting lines fool proof?

The final pillar of effectiveness is that of group dynamics.

Dynamics are fundamentally linked to the culture of the board. In this aspect, it is necessary to consider board pathologies. Group-think tendencies, for example, hinder effectiveness as do disruptive or dominating members of the board. A low energy level on the board, the sleepy board, is also typical. In some cases, dysfunctional dynamics are openly employed to set aboard up for governance failure. Late distribution of information and not making relevant information available are examples of intentional practices that hinder governance. This is often a symptom of a deeper issue: lack of trust, role overlap, etc. Governance is enriched by the directors' differences in opinions and constructive dissent: having a critical view of assumptions makes for an effective strategy. And yet, despite the importance of these elements, some firms appoint directors who are close associates of the company founder or its CEO. The appointed individuals may be prominent in their respective industries but their practices within the board are circumscribed by their relationship with a dominant figure of the company. A case in point is that of a leading designer of consumer electronics, computer software and personal computers (Apple). The board was constituted by outstanding professional figures but with close relationships with the founder of the company. As such, the board was destined for ineffectiveness as it ran the risk of sharing common views and heuristics which could threaten true dynamics, such as constructive dissent, that could safeguard its governance culture. The love board, in which the CEO can do no bad, is certainly a failing board.

Interactions between board and senior management are an important aspect of the dynamics pillar. The experiences of Yahoo! highlight the disruptiveness, if not

destructiveness, of strategic disagreements between the CEO and the company board. Former Yahoo! CEO Carol Bartz's complaints about the lack of strategic coherence between management and the board, illustrate the point. In the end, Ms Bartz was dismissed by phone, which is not a sign of good chairman-to-CEO dynamics! It is noteworthy to point out that Yahoo has had six CEOs during the 2007-2014 period. Effectiveness is enhanced when such rivalries and disputes are minimized while discussions remain rich and challenging. This can only be achieved by a board that makes its rule of engagement clear to all its members, that promotes the equal participation of its members and their mutual respect. Functional board dynamics can also contribute to hindering conflict of interests. A board culture that emphasizes accountability towards the pertinent stake holders and that it is based on openness and constructive dissent adds to the minimization of such conflicts. It also diminishes the possibilities of directors' over-confidence: functional board dynamics ensure that board members are connected to reality. The chairman's role is key in developing a successful board culture. And an effective culture can be partly formalized in writing so as to be easily shared and understood. Awareness of discussion styles (fast thinking, influencing, false yes, etc.) and decision styles (autocratic, consensual, indecisive, etc.) are key to evolve group dynamics.

Board effectiveness comes about by ensuring that the pillars discussed in this article are constantly sustained; that is to say, boards thrive by building their governance culture on these pillars. Boards cannot neglect the quality, focus and dedication of its members. Information architecture needs to be carefully designed in order to optimize its value toward effectiveness. Similarly, the quality of board structures and processes is essential for its effectiveness. Successful boards continuously improve their work processes as they become more sophisticated than in the past. Finally, board dynamics based on a culture that promotes quality discussion, greatly contributes to the strategic coherence of the firm and in doing so reflect the effectiveness of the board. Excellence in the aforementioned pillars makes, indeed, for sustainable success in board practices.

A preliminary checklist on this last dimension can include these self assessment questions:

1. How energetic is my board?
2. How do I feel about the contribution of the different board members? Why?
3. Does the culture of my board provide for well-managed meetings and 'equal participation' in discussions?
4. Do I really listen to the opinions of others? Do I challenge others, respectfully but without conceding, while keeping the relationship personal?
5. Are my contributions short and to the point? Do I make them when I have knowledge or judgement?
6. Should I talk to the chairman about something that we do not address well, possibly even his own role?

Boards keep fine-tuning themselves towards better effectiveness. Our four pillars methodology is a proven methodology that we have used to help support many boards transform towards higher success. Society's expectation is that governance can be improved. A systematic and continuous improvement along these four pillars is a strong asset for any organization.

“AWARENESS
OF DISCUSSION
STYLES AND
DECISION
STYLES ARE
KEY TO EVOLVE
GROUP
DYNAMICS”

ABOUT THE AUTHOR



**PROFESSOR
DIDIER COSSIN**

SWISS AND FRENCH

PROFESSOR OF FINANCE
AND GOVERNANCE

DIRECTOR OF THE
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PHD IN BUSINESS
ECONOMICS
HARVARD UNIVERSITY

Professor Cossin is the director of IMD Global Board Center. He works with senior leaders, executive committees and boards to provide the latest thinking on best-in-class governance, risk and opportunity optimization, investment selection and strategy design.

He favors an adaptive and interactive approach to finding distinctive solutions for organizations on a wide range of management topics. His latest research focuses on the role of the board in achieving success. His past research has dealt with risks, M&As and financial decision making.

In his work with boards, Professor Cossin helps them enhance organizational performance through strategy involvement, best-in-class decision making, information management and general governance (including board restructurings).

He is an advocate of adapting board work to the economic transformation taking place in many regions of the globe, and through his international experience he has gained insights into the different ways in which societies and economies deal

with the issues at stake. He also looks at the latest approaches to risk issues. His work addresses not only technical risks (for which he uses his finance background) but also those arising from a number of different factors: psychological biases, social and cultural environments, technological changes (such as in information issues), strategic choices and/or from governance structure (for which he leverages his long experience with senior leaders).

Professor Cossin is an advisor and/or executive teacher with the United Nations, central banks of several countries, the boards or executive committees of corporations, financial institutions and funds in Europe, Asia and the Middle East.

His most significant experience is with the oil and gas industry (Schlumberger, Shell, Sinopec, Saudi Aramco and others) and the banking industry (HSBC, Bank of America, Goldman Sachs, ICBC and others), but he has also worked with many other industries (media, luxury goods, retail, shipping, etc.). He is a member of the Risk Who's Who Society, the American Finance Association, the Eastern Finance Association, and the European Finance Association.



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The IMD Global Board Center

The IMD Global Board Center is committed to supporting your company's long-term success through its board performance. Our unique combination of open and customized board education programs aims to develop your board's competitive advantage and realize its full potential. These programs bring together world-class thought leadership, our own cutting-edge governance research and inspiration from best board practices of leading organizations in Asia, Europe, the Americas and the Middle East.

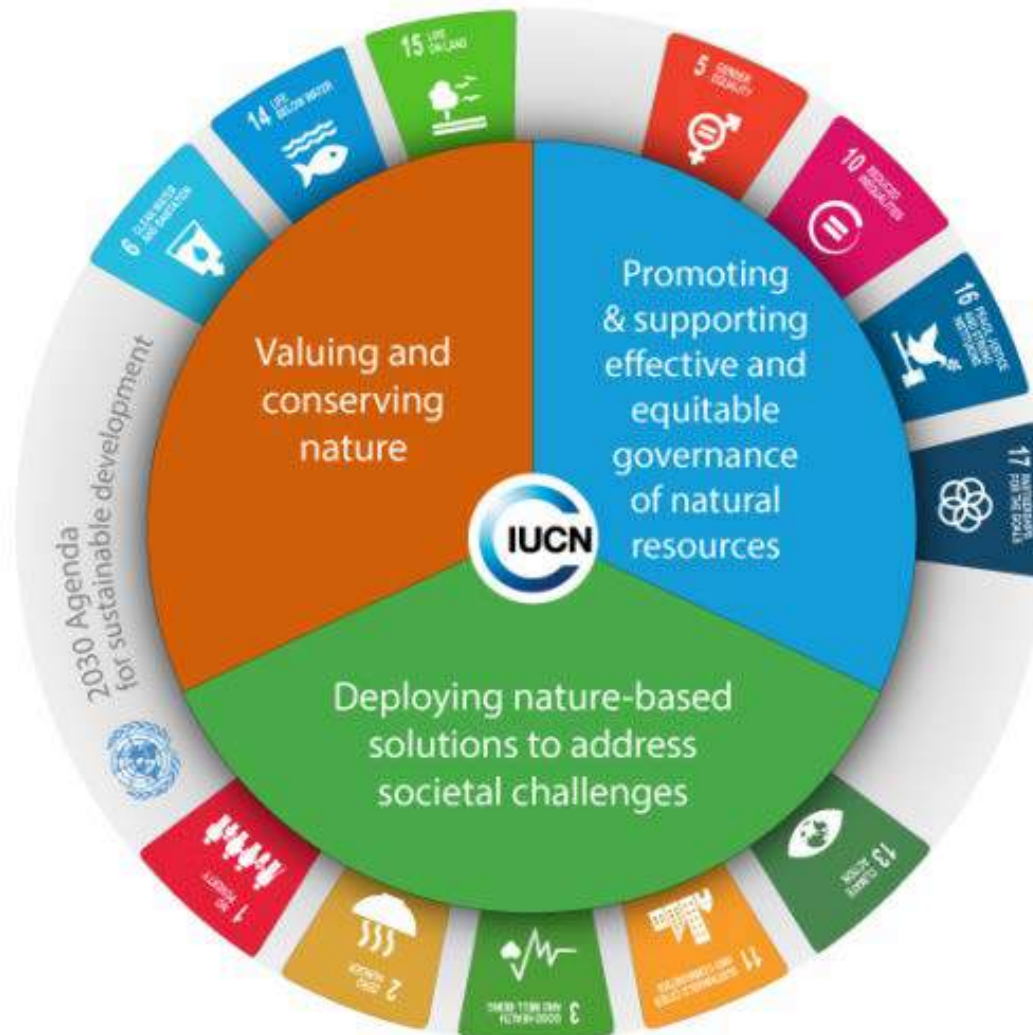
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Programme 2021-2024: **Draft construct**

95th Council

Building the 2021-24 Programme: Recalling the 2017-2020 construct





Preamble: 3 foundational principles

- Valuing and conserving nature is the heartland of IUCN.
- Nature-based solutions can provide answers to the pressing challenges of our times at scale.
- Delivering on IUCN's mission is fundamentally an ethical engagement.



THE IUCN PROGRAMME 2021-2024

Overview

Ecological Integrity and
Human Ecology
Imperative

Oceans Imperative

Sustainable Land
Management Imperative

Environmental
Governance and Rule of
Law Imperative

Planetary health Priority
Action

Blue Futures Priority
Action

Lands of Opportunity
Priority Action

Inclusion and Justice
Priority Action

Strategic Objectives for
Planetary Health

Strategic Objectives for Blue
Futures

Strategic Objectives for Lands
of Opportunity

Strategic Objectives for
Inclusion and Justice

Climate Change
Technology, Data & Innovation
Gender Equality and Women's Empowerment
Access to Finance and Financial Sustainability



WHY: What critical challenges need to be addressed in the next decade?

**The ecological integrity
and health ecology
imperative**

The ocean imperative

**The sustainable land
management imperative**

**The environmental
good governance and
rule of law imperative**



WHAT: Which priority actions should drive IUCN for the decade 2021-2030?

Planetary health

Healthy terrestrial and freshwater ecosystems sustaining healthy people and a healthy planet

Blue Futures

Effective governance and management of marine ecosystems and ocean-based industries

Lands of Opportunity

Secure sustainable economic development, food and water security, poverty reduction and climate resilience

Inclusion and Justice

Empowering and protecting people, communities and nature



HOW: How does IUCN contribute to each Priority Action through its Strategic Objectives for 2024?

Planetary Health

SO1.1 Improved protection of terrestrial and freshwater ecosystems

SO1.2 Increased availability of biodiverse urban green spaces

SO1.3 Increased provision of health-related ecosystem services

Blue Futures

SO2.1 Improved governance of ocean and polar commons

SO2.2 Improved protection of marine and coastline ecosystems

SO2.3 Improved sustainability of blue value chains

Lands of Opportunity

SO3.1 Increased adoption of sustainable water-food-wood systems

SO3.2 Increased restoration of degraded landscapes

SO3.3 Increased investments in ecosystem services

Inclusion and Justice

SO4.1 Strengthened environmental rule of law framework and implementation

SO4.2 Improved multi-level governance of shared habitats

SO4.3 Increased ecosystem resilience to disasters, fragility and conflict



How: Each of the priority actions must address 4 cross-cutting themes

**Planetary
health**

Blue Futures

**Lands of
Opportunity**

**Inclusion and
Justice**

Climate Change

Technology, Data & Innovation

Gender Equality and Women's Empowerment

Access to Finance and Financial Sustainability



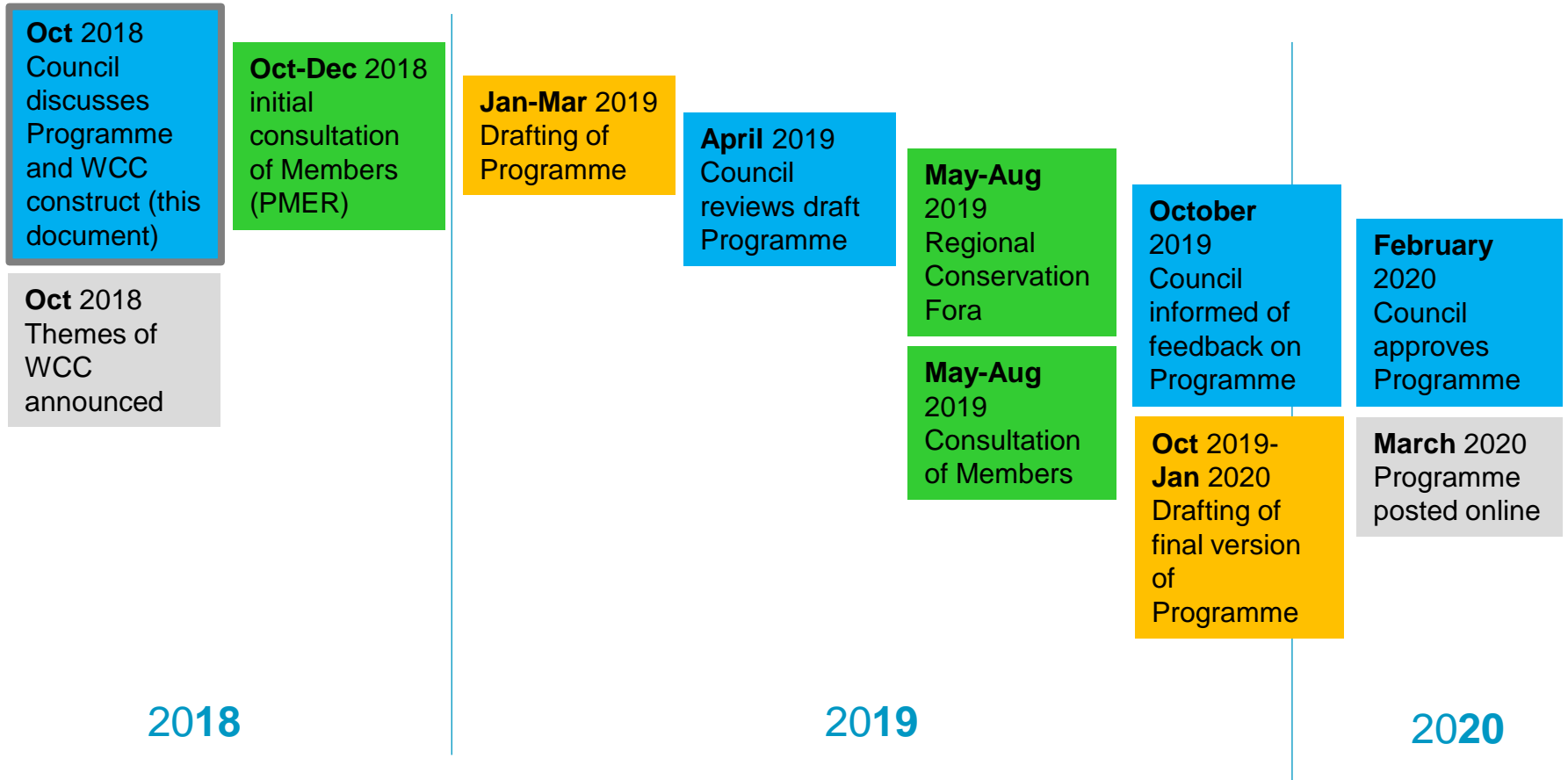
Measurement Action: Define attributable impacts IUCN should be accountable for by 2024 and 2030?



SDG 1 – No poverty	<ul style="list-style-type: none"> • 10 million people with improved resilience, 25m by 2030 (specifically contributing to SDG 1.5)
SDG 2 – End hunger	<ul style="list-style-type: none"> • \$100 million of sustainable agricultural produce per year, \$250 million by 2030 • 10 million people with improved food security, 25m by 2030 (SDG 2.3, 2.4)
SDG 3 – Good Health and Well-being	<ul style="list-style-type: none"> • 10 million people with decreased exposure to health risks, 25 million by 2030 (SDG 3.4, 3.5, 3.9)
SDG 5 – Gender Equality	<ul style="list-style-type: none"> • 36 million women with improved opportunities, 75 million by 2030 (SDG 5.5)
SDG 6 – Clean Water and Sanitation	<ul style="list-style-type: none"> • 1 million km² of freshwater ecosystems improved, restored or protected, 2.5 million by 2030 • 10 million people with improved access to water, 25m by 2030 (SDG 6.4, 6.5, 6.6)
SDG 8 – Decent work and Economic Growth	<ul style="list-style-type: none"> • 10 million jobs supported, 25 million by 2030 (SDG 1.5)
SDG 13 – Climate Action	<ul style="list-style-type: none"> • 1 million metric tons per year of GHG sequestered or emissions reduced or avoided, 2.5 million by 2030 (SDG 13.1, 13.2, 13.3)
SDG 14 – Life under Water	<ul style="list-style-type: none"> • 4% points additional coverage of protected areas in relation to marine areas, 10% by 2030*
SDG 15 – Life on Land	<ul style="list-style-type: none"> • 0.04 point attributable change in the Red List Index, 0.1 by 2030* • 10 million km² of terrestrial ecosystems improved, restored or protected, 25 million by 2030
SDG 16 – Peace, Justice and Strong Institutions	<ul style="list-style-type: none"> • 10 million people under inclusive and responsive environmental decision-making or reduced fragility, 25 million by 2030 (SDG 16.7)



Programme 2021-2024 development: Timeline





Which mode of consultation to choose?



**Digitally
decentralized**

**Mediated by Regional
and National
Committees and
national focal points**





IUCN World Conservation Congress 2020

Agenda item 5.2 Theme(s) of the 2020 World Conservation Congress



Strategic principles for 2020 Congress



Help shape the 2020-2030 decade for development; influence the post-2020 global biodiversity framework



Focus on strategic themes relevant to the global agenda. Align with 2021-2024 Programme







Showcase the power of the Union delivering at scale, as One



Exemplify best practice on green events, gender-responsiveness and impact monitoring

Programme/Congress: a unified approach

Programme 2021-2024 	Forum 	Exhibit space 	Members' Assembly 
<ul style="list-style-type: none"> • Global Priority Actions 	<ul style="list-style-type: none"> • Events organised around main themes aligned with the emerging Programme 2021-2024 	<ul style="list-style-type: none"> • Villages, organised around main themes aligned with the emerging Programme 2021-2024 	<ul style="list-style-type: none"> • Possible grouping of Motion process around the themes* • Strategic discussions, e.g. (a) Scan the horizon 2030, and/or 2050 beyond the 2021-24 Programme; (b) strategic principles for WCC; (c) cross cutting issues
<ul style="list-style-type: none"> • Congress as the first step in the implementation of the 2021-2024 Programme 			

* Members invited to align Motions, to the extent possible and as needed, given existing body of Resolutions/Recommendations as well as other relevant considerations, in particular the 2015 reform of the motions process.

Forum: an “agora” to discuss the programme

- Showcase IUCN’s activities and achievements
- Mobilize the Union... and beyond
- Inform the 2021-2024 Programme and the Members’ Assembly
- Scan the horizon beyond the IUCN Programme (eg 2030; 2050)

Objectives

- 500+ events (high level dialogues, workshops, posters, etc.)
- Structured around the 2021-2024 programme themes
- Platform for commitments by other stakeholders (local and regional authorities, business, ...)

Key features

- Greater focus for upcoming programme activities
- Programmatic motions discussed
- Tangible commitments by business and local/regional authorities

Outcomes

Exhibit space: IUCN embedded in thematic “villages”

-- Conceptual design only --



Villages: an integrated thematic space

Members

Commissions

Secretariat

Partners

Business



pavilions of different sizes



central stage for social / high profile events



gender responsive



networking areas



internet corners



food court



relaxation areas



Solutions for implementing 2021-2024 Programme



Solutions for implementing Motions



Exchange of best practice, lessons learned, tools, ideas

Key players

Key features

Outcomes



Possible “special events” at the Congress

- **An Indigenous Peoples and Conservation Leaders** summit led by IUCN’s Indigenous Peoples Members
- **Mayors Urban Nature** summit, co-hosted by Marseille inviting sister cities of Marseille, cities of previous Congresses, cities of IUCN Regional Offices plus Fontainebleau and Paris
- **CEO** summit, co-hosted by EPE and WEF
- **Heads of State** Summit, organized by Government of France (to be further discussed with French hosts)



**95th Meeting of the IUCN Council,
Jeju (Republic of Korea), 6-8 October 2018**

Agenda Item 7

IUCN 2019 Work Plan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the IUCN 2019 Work Plan and Budget on the proposal of the Director General taking into account the recommendations of its Programme and Policy Committee and Finance and Audit Committee.

The IUCN 2019 Work Plan and Budget will be discussed by the Programme and Policy Committee / PPC (with emphasis on the Work Plan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on Saturday 6 October 2018.

The Director General will present the highlights of the IUCN 2019 Work Plan and Budget to Council as part of her Report to Council under Agenda Item 3 on Sunday 7 October 2018.

The 2019 Work Plan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 7 of the plenary meeting of the Council on Monday 8 October 2018.

Note:

The work plans of the IUCN Commissions have been integrated in the IUCN 2019 Work Plan. The individual work plans of the Commissions are available through the following links: [CEC](#), [CEESP](#), [CEM](#), [SSC](#), [WCEL](#), and [WCPA](#).

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EXECUTIVE SUMMARY

The 2019 Work Plan and Budget is the overarching strategic planning document for the third year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is submitted for Council's approval. In part I, it reports on progress against the 2018 plan and what will be delivered in 2019, based on the 4 year results established at the beginning of the intersessional period (February 2017). In part II, it provides detailed budget information, including trends and analysis on core and project income and expenditure, staffing and staff costs, investments in information systems, and reserves. In part III, it highlights key risks and risk response in the delivery of the plan and budget for 2019.

Part I. The IUCN Work Plan for 2019

The strategic portfolio shift from retail to wholesale is further confirmed in 2019. 2019 portfolio data shows a slight decrease of the total number and total portfolio value of projects under implementation (C list) compared to 2018. But the average and median duration of projects is increasing, confirming the trend started in 2017. IUCN's top ten donors represent 61% of the total 2019 project budget. Bilateral funding is expected to decrease between 2018 and 2019 balanced by an increase of multilateral funding (the Global Environmental Facility and its Trust Fund). The increase in multilateral funding will entail an increase in the share of project expenditures where the delivery model is that of an implementing agency. The list of project under development (B list) demonstrates that IUCN is positioning itself for an increasing number of large projects that will deliver results under the next IUCN Programme 2021-2024 while continuing to develop a healthy pipeline of small projects.

The 2019 Work Plan will continue to deliver on the global agenda worldwide through the One Programme Approach. Contributions to the SDGs and the Aichi Targets have remained stable. SDG 15 (Life on land) and SDG 13 (Climate action) continue to account for the highest level of project mapping with 46% and 12% of all budget allocations respectively. The main Aichi Targets IUCN contributes to are Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). IUCN's 2019 project portfolio will be globally distributed with the highest concentration of projects in Switzerland/Headquarters, Burkina Faso, India, Mozambique and the United Kingdom. Moreover, 80% of the 2019 Budget will be implemented at the national level, meaning that most resources are allocated where effective implementation will happen. The One Programme Approach is mainstreamed into project delivery. Almost 65% of C List projects will engage Members, Commissions or Committees. 14% of the total portfolio engages State Members. For B List projects, 38% engage Members, Commissions and Committees. The nature of that engagement will need to be further explored in 2019.

The Secretariat will continue strengthening its corporate functions to deliver the current Programme and prepare the future. The development of the Programme 2021-2024 is a key priority for setting the strategic direction for IUCN in the next decade. There has also been significant progress on improving and further developing the Programme and Project Portal including a system of regular, quarterly data update and quality exercises in an effort to improve the data quality and confidence in the information. In the area of governance, the External Review of Aspects of IUCN Governance will be finalized in January 2019. The IUCN Secretariat will make major improvements in 2019 in programme planning, portfolio management and evaluation. IUCN will also strengthen its strategic engagement by renewing or establishing partnerships with Framework donors and other bilateral and multilateral agencies including the GEF and the GCF, implementing the new Membership Strategy, and raising the IUCN corporate identity. Resource management will be make a leap when the NAV financial system is upgraded to the latest version, a time recording system is implemented, and the shift from a Vacancy Management to a Workforce Planning approach is completed.

The IUCN Work Plan 2019 assesses anticipated achievement for 2019 against each of the 30 IUCN Programme 2017-2020 Targets (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020) based on the expected results for 2018 and the planned results for 2019. By 2019, overall progress would be good with some areas of concern for 8 out of 30 targets. Out of 30 targets, 7 will see an improved status against 2 targets regressing. No target would see no progress or no significant progress against 6 targets being flagged as such in the Annual Report 2017.

Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020

Target achieved		On track to achieve target	Progress towards target but at an insufficient rate	No significant overall progress	No Progress	
#	Target description				2017 AR	2019 WP
Programme Area 1. Valuing and conserving nature						
1	The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.					
2	The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.					
3	Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.					
4	2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.					
5	IUCN knowledge, including gender-specific knowledge as appropriate, on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.					
6	The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.					
7	New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.					
8	The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.					
9	Targeted conservation actions lead to the recovery of species and ecosystems.					
10	Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.					
11	Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment					
12	NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature					
Programme Area 2. Promoting and supporting effective and equitable governance of natural resources						
13	IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.					
14	Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed					
15	Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature					
16	Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor – have increased					
17	The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.					
18	Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased					
19	Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance					
20	International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas					
21	The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.					
Programme Area 3. Deploying nature-based solutions to societal challenges						
22	IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities					
23	IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels					
24	Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation					
25	Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented					
26	Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted					
27	Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened					
28	New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'.					
29	Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.					
30	Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.					

Programme Area 1. Valuing and conserving nature

SR 1.1 – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated

Expected status by end 2019: Progress towards target but at an insufficient rate. This sub-result is unlikely to be met unless risk response measures are implemented for: Target 1 on The IUCN Red List, Target 2 on the Red List of Ecosystems and Target 4 on Key Biodiversity Areas.

In 2018, **IUCN generated assessments based on IUCN Standards.** The Red List of Threatened Species published until now 3,000 species assessments and re-assessments and is expecting to reach 11,000 until the end of the year. The Red List of Ecosystems completed draft typologies for terrestrial marine and aquatic systems and 11 countries conducted a national RLE assessment, in addition to a regional one. IUCN implemented 70 Green List assessments. Five additional Key Biodiversity Areas were identified in the Mediterranean. IUCN 2018 publications had over 639,000 downloads and 94 scientific papers listed IUCN affiliation.

In 2019, IUCN plans to assess 24,000 additional species (assessments and re-assessments). Eight countries are to conduct national RLE assessments and Green List assessments are to be conducted in at least 8.0 Protected Areas worldwide. Four additional Key Biodiversity Areas will be identified in South America. IUCN expects for an additional 750,000 downloads of IUCN publications, and 125 scientific papers listing an IUCN affiliation. IUCN will produce a scientific analysis on '*The role of hunting as a conservation tool*'.

SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated

Expected status by end 2019: On track. In 2018, **IUCN influenced key global policy processes for better integration of nature for sustainable development** including the CBD, UNFCCC, SDGs, CITES and the World Heritage Convention (WHC) through position papers, guidance and recommendations IUCN also provided technical assistance for the development, review, and finalization of EbA and DRR voluntary guidelines by CBD Secretariat. Non Detriment Findings (NDFs) Guidelines for snakes approved were approved by CITES. IBAT has 58 subscriptions.

In 2019, **IUCN will continue to reflect the urgency of implementation** in all position papers and other relevant input to major policy arenas (e.g. Rio Conventions, the SDGs, CITES and the WHC). The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least five countries. IUCN will continue to provide advice to CITES in preparation of CoP18, particularly on IWT, livelihoods and the participation of rural communities. IBAT expects to reach 80 subscriptions.

SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures

Expected status by end 2019: On track. In 2018 **IUCN's project portfolio made demonstrable contributions to species and ecosystems conservation** through grant-making initiatives including SOS Lemurs, the Integrated Tiger Habitat Conservation Programme (ITHP), BEST 2.0 and CEPF. Targets under this sub-result are on track to meet its goals. To consolidate a solid protected areas network, the Biodiversity and Protected Areas Management Programme (BIOPAMA) established a single Regional Observatory to cover the East and Southern Africa region (24 countries). To combat Invasive Alien Species (IAS), IUCN submitted 40 species profiles to be added to the Global IAS Database. Underpinning this work and supporting awareness raising, #NatureForAll worked with 250 partners and generated 55 success stories.

In 2019, **conservation actions for species and ecosystems are to include** SOS (African Wildlife Initiative, Lacoste, Central Asia, Gibbons and Lemurs). The ITHCP and BEST 2.0 will also launch new call for proposals. BIOPAMA II will enhance the management and governance of at least 10 protected areas. #NatureForAll will seek to attract 100 more partners and produce 15 more success stories.

Programme Area 2. Promoting and supporting effective and equitable governance of natural resources

SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN

Expected status by end 2019: On track. In 2018, **IUCN plans to have a NRGF Strategy in place before the end of year**, including the framework itself and an assessment guide. IUCN is also exploring how to formalize the NRGF as part of the IUCN project cycle and Environmental and Social Management System (ESMS). IUCN completed six assessments for assessing governance diversity, quality and vitality of protected areas. IUCN started to facilitate with its IPO members, the first-ever indigenous Member-led and self-determined strategy.

In 2019, the **NRGF standard and tools will be further disseminated and promoted** within at least one application in the East and Southern Africa Region. IUCN also plans compile lessons learned from the governance assessments performed to assess good governance. In 2019, IUCN will continue with the development of the Indigenous Members' strategy. Mesoamerican representatives will organize a meeting with South American IPOs at the South American World Parks Congress for discussion. In addition, 3-4 active CEPF grants will support community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region.

SR 2.2 - Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.

Expected status by end 2019: On track. In 2018, **IUCN provided capacity building on international water law to support the negotiation from local to basin water cooperation agreements** in 10 basins involving at least 16 countries. IUCN also supported the design of a social and environmental safeguards monitoring scheme by six indigenous territories in Peru. To mainstream gender at the institutional level, IUCN supported the development and implementation of four Climate Change Gender Action Plans (ccGAPs) in Zambia, Peru, Costa Rica and El Salvador. IUCN also organized a train the trainers workshop in Cameroon to train in magistrate schools.

In 2019, **IUCN will facilitate and increase IPO membership and support IPOs to implement their strategy.** IUCN will also support the development and implementation of climate change Gender Action Plans (ccGAPs) in at least one new countries. In six basins, IUCN will deliver training on multi-stakeholder processes for decision making and dialogue events for policy influencing to target audiences. Underpinning this work, IUCN, in collaboration with other partners, is to publish the "IUCN World Declaration on the Environmental Rule of Law" and support the continued development of a Global Pact for the Environment.

SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened

Expected status by end 2019: On track. In 2018, **IUCN supported the establishment of the Binational Commission for Transboundary Water Management of Shared Waters between Ecuador and Peru.** IUCN also supported transboundary water management in the Mekong, Lake Titicaca, the Sixaola River Basin the Goascarán River Basin and Selva Maya (Central America) and the Sio-Malaba-Malakisi (SMM) Basin in Eastern and Southern Africa. Capacity building in water governance was delivered in 14 transboundary basins involving institutions from local to basin levels. IUCN provided targeted support to enhance international governance mechanism for marine areas beyond national jurisdiction including the Ross Sea Declaration, the Walters Shoal and the Sargasso Sea. IUCN also provided technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 Mangroves for the Future (MFF) partners countries in Asia and Jordan.

In 2019, IUCN will continue supporting **transboundary water governance** in Central America, Eastern and Southern Africa and West and Central Africa. IUCN will provide more training in water management in four new basins. IUCN will also continue to support the on-going process for adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea, the adoption of MPAs at CCAMLR (Convention on the Conservation of Antarctic Marine Resources) and the implementation of a resilient network of MPAs in the Arctic. At the national level, IUCN will support four more countries in Asia for NBSAP implementation.

Programme Area 3. Deploying nature-based solutions to societal challenges

SR 3.1 - Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels

Expected status by end 2019: Progress towards target but at an insufficient rate. This sub-result is unlikely to be met unless risk response measures are implemented for Target 22 on Nature-based Solutions Benefits and Target 23 on the Nature-based Solutions Standard.

In 2018, **IUCN made some progress in the development of People in Nature (PiN)** by developing a situation analysis completed in Tanzania. IUCN also supported the development of the NBS Standard by identifying its principles and mapping them to relevant standards and guidelines. Furthermore, there was good application of NBS tools including Forest Landscape Restoration assessments and the Restoration Opportunity Assessment Methodology, Ecosystem based adaptation (EbA) related assessments, cost-benefit analysis, etc.

In 2019, **IUCN will develop guidance for the use of PiN in the context of the Standard on Access and Restriction** and will initiate pilot tests in two landscapes. IUCN will also continue with the development of the NBS standard by publishing a paper on NBS principles; revise a paper on the relationship between NbS and similar concepts; and develop a research proposal for testing the NbS standard in case-studies. Furthermore, IUCN will continue with the application of NBS related tools at the regional level.

SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision-makers at all

Expected status by end 2019: On track. In 2018, **ecosystem stewardship was enhanced** through the Community Environment Conservation Fund (CECF) that distributed funds to 127 villages in Uganda. To support NBS inclusion and participation, IUCN established Forest Landscape Restoration (FLR) working groups in five countries and nine gender road maps to deliver FLR strategies. IUCN will continue consolidating a project portfolio that deploys financial mechanisms to deliver nature-based solutions. In 2018, USD 270m have been mobilised through The Restoration Initiative (TRI), in which IUCN plays a lead role.

In 2019, IUCN will continue allocating funds for ecosystem stewardship through the CECF and CEPF. IUCN will also establish FLR national working groups in five additional countries and develop four FLR and gender strategies. As part of the TRI, IUCN will develop GEF concepts that include FLR in two regions.

SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored

Expected status by end 2019: On track. In 2018, **interest-driven partnerships for investment in landscape in growth corridors was demonstrated and investment screening criteria was agreed with SAGCOT.** IUCN also supported the establishment of voluntary LDN targets in 75 countries. MFF is working with the Programme for Environmental Management of the Seas of East Asia (PEMSEA) to develop a Sustainable Business Roadmap for priority coastal industries and supporting development of Blue Economy approaches. IUCN continued promoting commitments to the Bonn Challenge,

including new additions from Cameroon and Chad. IUCN also supported the establishment of one Municipality Conservation Area in Ecuador and the identification of 4,000 ha for protection as part of this designation.

By the end of 2019, **all 118 countries will complete the LDN target setting**, including the 75 financed by IUCN. IUCN will launch the third Bonn Challenge report with data of six countries/landscapes. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also aims to clearly document the development and use of ROAM data in 20 countries. IUCN will continue with the designation of community areas in at least three sites in the East Melanesian Areas. In the Mediterranean, IUCN will train the 13 PAs on ecotourism as revenue generating activity.

Part II. The IUCN Budget for 2019

The total expenditure budget for 2019 is CHF 154.9m. This is marginally ahead of the forecast for 2018 (CHF 151.3m) and the 2017-2020 Financial Plan which foresaw expenditure of CHF 148m in 2019. The budget is summarized in Table 2: Budget summary below.

Table 2: Budget summary

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Core budget				
Income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	67.1	70.2	67.8	68.0
Expenditure	66.0	70.2	68.9	67.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0
Project budget				
Income	95.4	122.3	124.5	120.0
Expenditure	58.0	81.1	86.0	81.0
Cost recovery	37.4	41.2	38.5	39.0
Total expenditure	95.4	122.3	124.5	120.0
Operating result	-	-	-	-
Total budget				
Income	125.1	151.3	153.8	149.0
Expenditure	124.0	151.3	154.9	148.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0

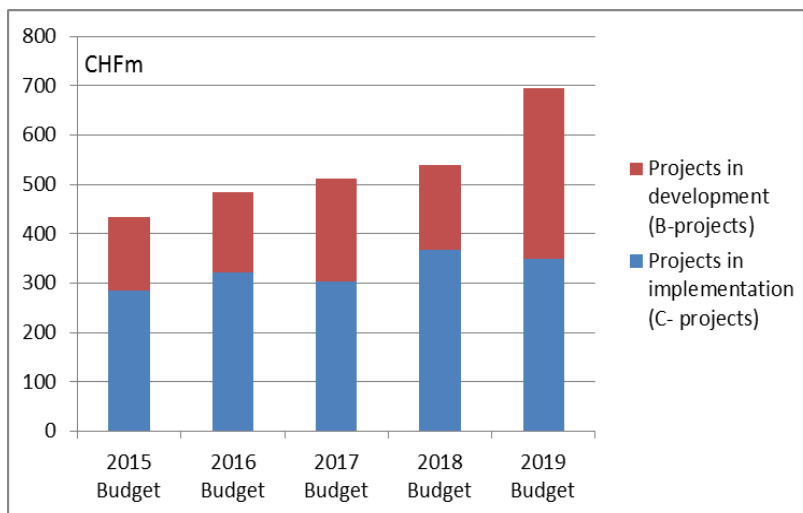
The total budget comprises a core budget of CHF 68.9m, of which CHF 38.5m is funded from the project budget through cost recovery resulting in a core funded budget of CHF30.4m, and a project budget of CHF 124.5m.

Core income is budgeted at a similar level to 2018 reflecting stable levels of Membership dues and framework income. Allocations of core income to regional and global programmes and corporate functions is also in line with 2018 as no changes to the organizational structure or programme implementation strategy are foreseen.

An operating deficit of CHF 1.1m is budgeted reflecting one-off expenditures on the Regional Conservation Forums and Congress preparations. The deficit will be funded by drawing down designated reserves set aside in previous years to specifically fund these costs. After taking into account these reserve movements a balanced budget is presented.

Project expenditure is budgeted at CHF 124.5m, slightly ahead of that forecast for 2018. The project portfolio is showing strong growth as shown in Figure 1: Project portfolio. However, many high value projects are still in development and therefore the level of expenditure in 2019 is expected to be relatively low. Of particular note are projects funded by the Green Climate Fund. Projects with a value of CHF 250m are scheduled to be approved in 2019. However, the timing of approvals is uncertain and delays are possible. Consequently, a low level of expenditure has been budgeted in 2019 with the expectation that this will increase rapidly in 2020.

Figure 1: Project portfolio



Part III. Risks Inherent in the Work Plan and Budget 2019

The actual realization of the work plan and the planned budget for 2019 will face risks. We have identified the main risks combining enterprise-wide risks and risks arising from the operational plans for each sub-result of the IUCN Programme.

Delays in project implementation and funding shortfall for valuing and conserving nature have been identified as tier 2 high risks. Delays in signing of framework agreement and non-payment of membership dues are identified as tier 3 moderate risks. Foreign exchange fluctuations are a tier 4 low risk.

For each risk, a risk response has been adopted and a risk owner is identified in the Secretariat.

PART I: THE WORK PLAN FOR 2019

The 2019 Work Plan corresponds to the provisions of Strategic Planning and Reporting Framework Annex 4 to Council decision C/88/7. It contains evidence of progress against the approved IUCN Programme 2017-2020 Targets as well as the SDGs and Aichi Targets.

1. Introduction

Part I contains the IUCN Work Plan for 2019, the third year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas: Valuing and conserving nature; Promoting and supporting effective and equitable governance of natural resources; and Deploying nature-based solutions to address societal challenges.

The Work Plan is the overarching strategic planning document with inputs from IUCN's global thematic programmes, Commissions and Regions. It provides a high-level snapshot of 2018 progress, and highlights key aspects of IUCN delivery in 2019 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets. It also identifies risks at the target level.

There has been significant progress on improving and further developing the Programme and Project Portal. The Portal was developed to provide an online, centralized information system as the primary source of all project related information. In 2018, the Portal was used for the mid-year and 2019 budgeting exercises.

In 2018, **IUCN initiated a system of regular, quarterly data update and quality exercises** in an effort to improve the data quality and confidence in the information. The mid-year exercise was aligned with the finance review and planning process. Alignment of the Portal with the Constituency Management System (CMS), Human Resources Management System (HRMS) and NAV finance system continued. This allowed the IUCN member and Implementing Partner data to be linked directly with these databases, enabling far more reliable and accurate information on who we work with and the flow of resources to these organisations.

In 2018, all projects in the Portal continued to report on progress on the Targets and Indicators of the IUCN Programme. IUCN continues to map all projects to SDGs and Aichi Targets. Work towards the Release 1 of the online Project Appraisal and Approval System (PAAS) continued and completion is previewed for Q3 2018. This will be integrated into the Portal and will streamline project creation and data entry and management. It is envisaged that this will continue in 2019 with streamlining and adaptation of the PGS/PAAS processes to adapt to how project portfolios may evolve in the future.

2. State of the project portfolio

2.1 General overview

In the 2019 budget, the portfolio value of projects slightly decreased 5% over the 2018 budget for C list projects. For B list projects the portfolio value has drastically increased. These numbers forecast an important increase in the value of IUCN's project portfolio in 2020, bearing in mind that not all B list projects will turn into Cs. The basic portfolio information for C List projects in 2019 remains stable in comparison to previous years (Table 3: Basic portfolio information for C List projects 2017-2019 (Budget)), but for B I list projects there is an important increase in the average project value, the median project value and the project yearly value (Table 4: Basic portfolio information for B List Projects 2017-2019 (Budget)).

Table 3: Basic portfolio information for C List projects 2017-2019 (Budget) ¹

	2017	2018	2019	Change
Number of projects	298	262	244	-7%
Average duration (yrs)	3.39	3.50	3.86	10%
Median duration (yrs)	3.00	3.00	3.49	16%
Average project value (m CHF)	0.99	1.40	1.43	2%
Median project value (m CHF)	0.23	0.39	0.38	-2%
Portfolio value (m CHF)	294	366	348	-5%

Table 4: Basic portfolio information for B List Projects 2017-2019 (Budget)²

	2017	2018	2019	Change
Number of projects	131	143	136	-5%
Average duration (yrs)	2.45	2.60	3.01	16%
Median duration (yrs)	2.57	2.53	3.00	19%
Average project value (m CHF)	1.53	1.20	2.55	113%
Median project value (m CHF)	0.24	0.36	0.48	32%
Portfolio value (m CHF)	200	171	346	102%

IUCN's top ten donors represent 61% of the total 2019 project budget. Bilateral funding has dropped between 2018 and 2019 balanced by a representative increase of multilateral funding (the Global Environmental Facility and its Trust Fund).

Table 5: Top project portfolio donors 2017-2019³

Donors	2017 Actuals	2018 Budget	2019 Budget	Change
Bundesministerium für Umwelt, Naturschutz und Reak	9,313,841	13,912,282	8,980,593	-35%
US Agency for International Development	4,947,494	5,713,210	3,911,855	-32%
European Commission, DG Development	4,551,345	15,961,109	18,038,501	13%
Swiss Agency for Development and Cooperation	4,230,847	4,437,682	337,198	-92%
GEF Trust Fund	3,754,633	5,205,374	7,592,414	46%
MAVA Fondation pour la Protection de la Nature	3,705,970	4,066,850	3,307,548	-19%
Swedish International Development Cooperation Agency	3,582,311	7,232,416	4,864,571	-33%
Department for International Development - Glasgow	3,493,897	-	-	
Ministry of Foreign Affairs, The Netherlands	3,482,342	3,263,907	-	-100%
Kreditanstalt für Wiederaufbau	2,985,307	10,927,589	15,822,495	45%
European Commission, EuropeAid Cooperation Office	1,376,771	5,274,967	5,783,443	10%
Global Environment Facility	782,642	1,433,066	3,532,801	147%
MISC	99,844	805,833	3,266,994	305%
The World Bank	1,078,226	2,313,563	2,927,750	27%

IUCN's 2019 project portfolio will be globally distributed (Figure 2: 2019 Project budget per Statutory State, Operational Region and Globally tagged projects). The highest level of investment at the statutory state level will be: Switzerland /Headquarters (CHF 13.5m), followed by Burkina Faso (CHF 5.7m), India (CHF 4.6m), Mozambique (CHF 4.1m), and the United Kingdom (CHF

¹ Based on annual budget data for C List projects, only restricted funding. Framework funded projects were excluded from the analysis.

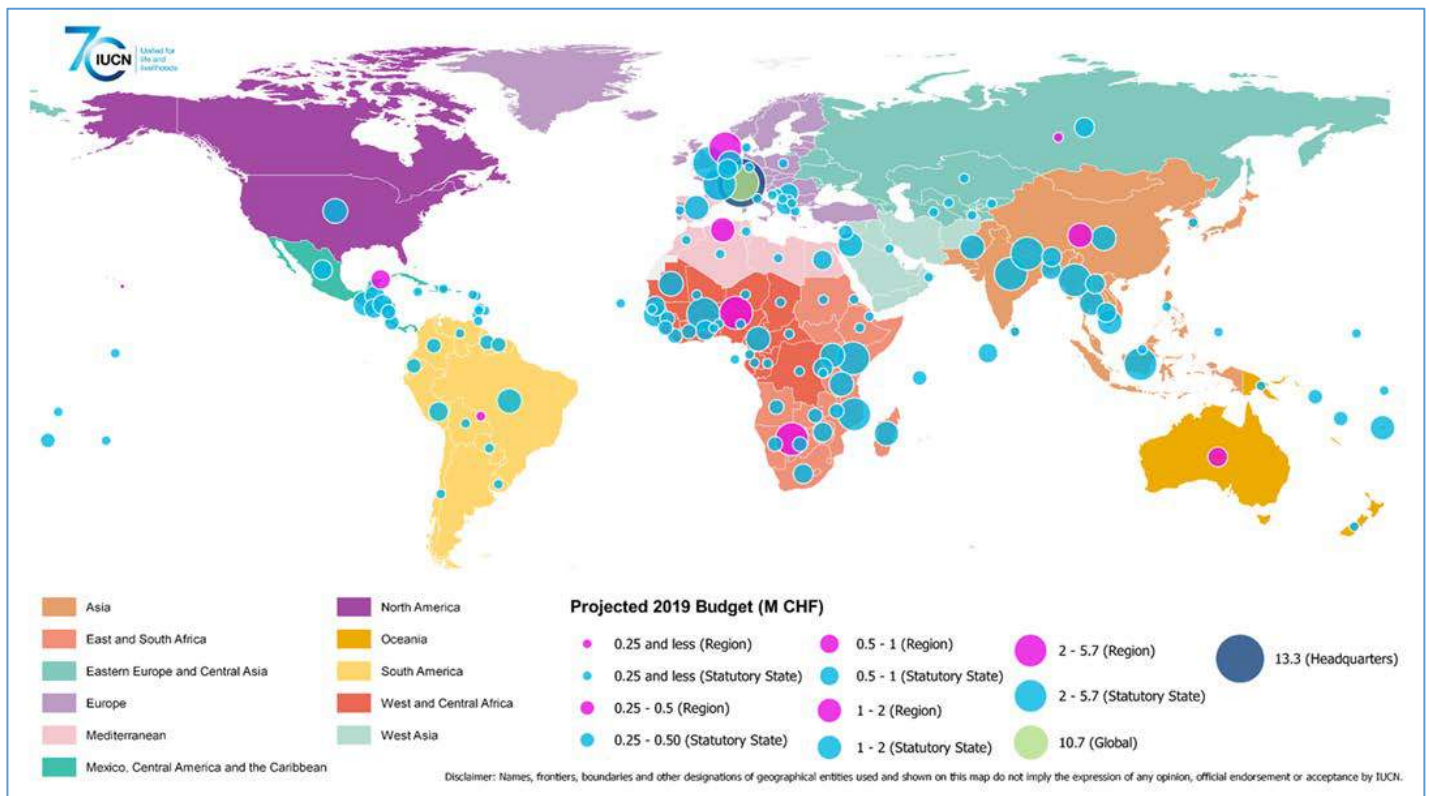
² Based on annual budget data for B List projects, only restricted funding. Framework funded projects were excluded from the analysis.

³ Based on 2017 actuals + annual budget data for 2018 and 2019, for B (factored) and C List projects. Not total contract amount.

3.9) The level of investment is not equivalent to the level of expenditure as most of the funds allocated to Switzerland/Headquarters are transferred to the Regions for project execution.

At the operational region level, the highest level of investment is East and South Africa (CHF 3.9m), followed by West and Central Africa (CHF 3.7m), Europe (CHF 3m), the Mediterranean (CHF 1.4m) and Asia (CHF 1m)

Figure 2: 2019 Project budget per Statutory State, Operational Region and Globally tagged projects⁴



80% of the 2019 Budget will be implemented at the national level, meaning that most resources are allocated where effective implementation will happen. Budget has been recorded at three levels that are mutually exclusive: national, regional or global.

Table 6: 2019 Budget by location (%)

	2019 Budget	%
States	100,598,320	80%
Regions	14,663,700	12%
Global	10,711,756	9%
Total	125,973,776	100%

In the 2019 budget, there is a slight increase in programmatic delivery by the implementing agency category for C list projects confirming the trend towards wholesale. The rest of the programme delivery categories remain stable compared to previous years.

⁴ This figure shows the projected 2019 budget (M CHF) in Statutory States, Operational Regions, Globally-funded projects and Headquarters represented by the size of the circles. The legend indicates the projected budget size according to these categories. It includes B and C list projects.

Table 7: % of portfolio value by delivery model for C List projects 2017-2019

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%
Generation and direct application of scientific knowledge ⁵	14,145,822	5%	14,697,994	4%	14,486,337	4%
Implementing Agency ⁶	63,379,405	22%	86,465,188	24%	102,753,823	29%
IUCN Thematic Initiatives ⁷	79,409,402	27%	126,099,463	34%	98,631,681	28%
Non-aligned stand-alone projects ⁸	4,529,077	2%	4,639,859	1%	2,822,630	1%
Programmatically-aligned single projects ⁹	132,546,642	45%	134,839,550	37%	128,295,677	37%
Total	294,010,349	100%	366,742,054	100%	348,457,105	100%

In the 2019 budget, there is an increase in programmatic delivery by the IUCN Thematic initiative category for B list projects. The rest of the programme delivery categories remain stable compared to previous years.

Table 8: % of portfolio value by delivery model for B List projects 2017-2019

Categories	2017 Budget	%	2018 Budget	%	2019 Budget	%
Generation and direct application of scientific knowledge	293,964	0%	2,394,805	1%	1,107,050	0%
Implementing Agency	53,572,807	27%	50,907,668	30%	80,999,868	23%
IUCN Thematic Initiatives	48,193,266	24%	55,038,723	32%	144,862,658	42%
Non-aligned stand-alone projects	7,948,547	4%	10,166,109	6%	1,263,462	0%
Programmatically-aligned single projects	75,294,330	38%	36,677,148	21%	88,366,763	26%
Total	200,117,093	100%	171,367,224	100%	346,468,019	100%

⁵ Initiatives that involve the development, maintenance and application of IUCN knowledge according to institutionally endorsed knowledge-related standards and procedures (e.g. ISTAP, Red List Standard, etc) and characterised by: a clear and prominent role for IUCN Commissions; the standard or procedure is curated by a single IUCN unit. Examples include the flagship knowledge products.

⁶ The IUCN Secretariat's role is strongly defined in terms of "**implementation**", in other words it primarily focuses on the management, monitoring, and provision of technical and fiduciary quality assurance of work undertaken (executed) by third parties. Examples include Mangroves for the Future, Save Our Species, etc.

⁷ The criteria for this type of initiatives include: a single "brand"; a common Theory of Change; shared higher-level objectives; multiple level and multiple country delivery; multiple cost centre implementation/ execution; multiple (donor) awards/ projects; typically, the total value of **all associated grants** exceeds CHF 10 million (excluding leverage /co-finance).

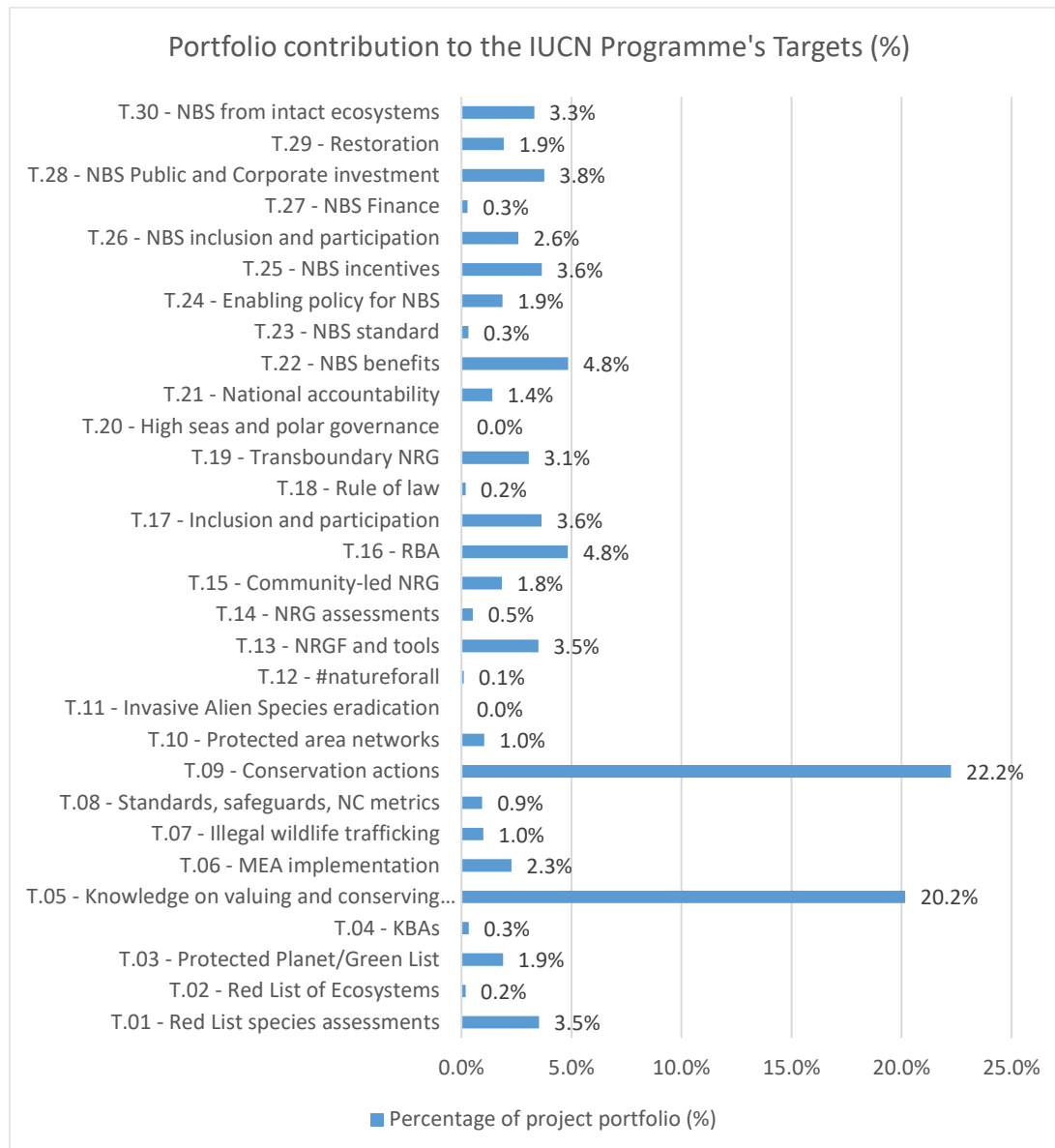
⁸ These projects or grants do neither clearly nor exclusively deliver against one or more of IUCN's intersessional targets. They should only ever make up a small proportion of any unit's portfolio. They are characterised by: implemented and executed by a single IUCN cost centre; a single donor award; involves activities outside IUCN's normal skills profile. Examples include Energy, Transport and built infrastructure, etc.

⁹ Time-bound and immediately focused in terms of geographic or political outcomes (easy to understand as the archetypal standard project). Typical characteristics include: - aligned broadly with one or more IUCN intersessional targets; usually implemented and execution a single IUCN cost centre; a single (donor) award (though extension and second phases are possible).

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

Over 40% of the 2019 Budget will contribute to Target 9 on Conservation actions and Target 5 on Knowledge on valuing and conserving nature. Budget is well spread across all Targets, besides the two beforehand mentioned Targets all of them have a budget below 5%. These numbers are consistent with previous years' budgets.

Figure 3: 2019 project portfolio contribution to the IUCN Programme's Targets¹⁰



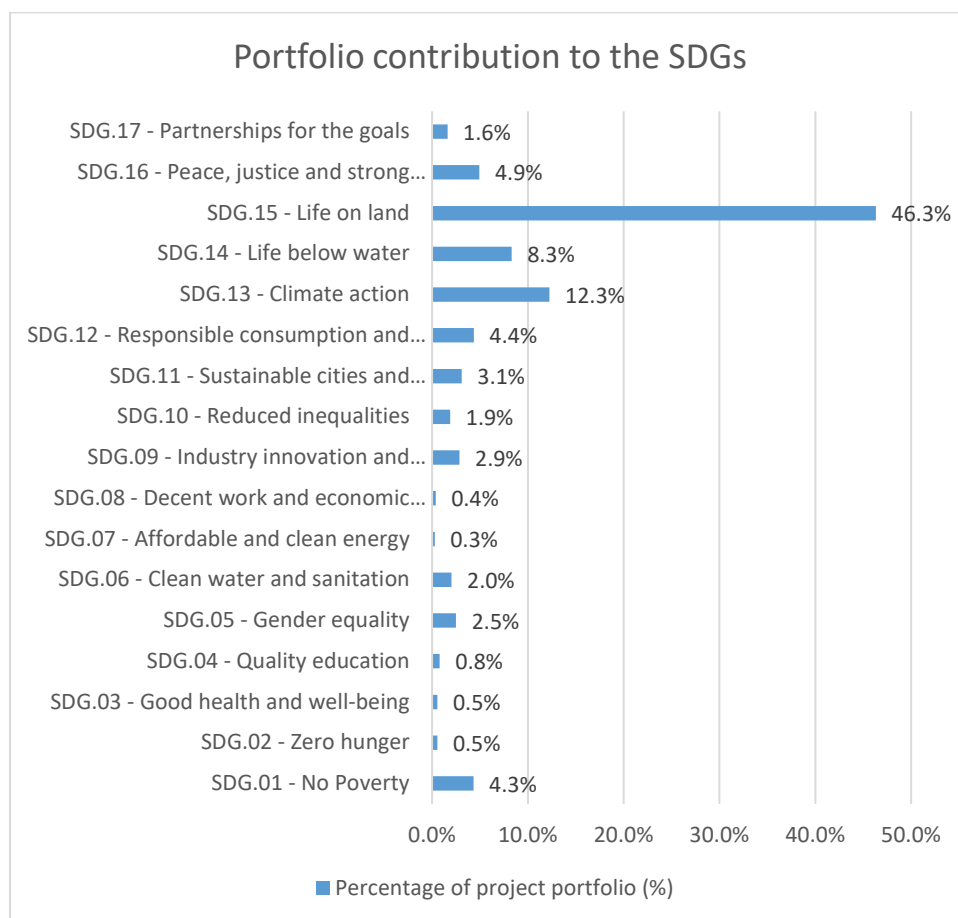
¹⁰ Percentages are calculated from 2019 budget values for C List projects.

2.3 IUCN and the Sustainable Development Goals

All projects in the Portal are tagged against the Sustainable Development Goals (SDGs) that they deliver against. IUCN has mapped project budgets to SDGs as a proxy indicator of contribution to each SDG (Figure 4: 2019 IUCN project portfolio and the SDGs).

The 2019 IUCN portfolio contribution to the SDGs does not differ significantly from 2018. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for almost half (46%) of all budget allocation. SDG 13 Climate action accounts for the second highest allocation, at 12% of all project budget allocations, slightly decreasing from previous year (nearly 20%). It should be emphasized that these values are derived from a proxy indicator (project budget mapping to SDGs) and that actual contribution, as measured through the delivery of SDG-aligned results, may not fully align with this mapping.

Figure 4: 2019 IUCN project portfolio and the SDGs¹¹



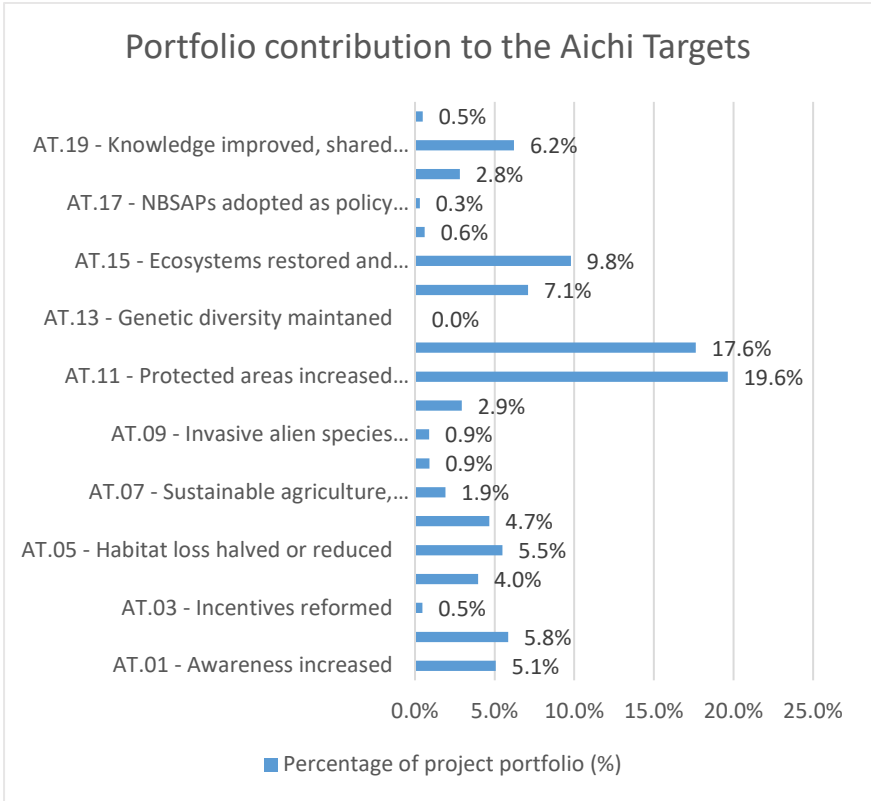
¹¹ Percentages are calculated from 2019 budget values for C List projects.

2.4 IUCN and the Aichi Targets

All projects in the Portal are tagged against the Aichi Targets that they deliver against. IUCN has mapped project budgets to Aichi Targets as a proxy indicator of contribution to each Aichi Target (Figure 5: 2019 Project portfolio contribution and the Aichi Targets).

The 2019 project budget mapping to Aichi Targets is largely consistent with 2018. The main Aichi Targets IUCN contributes to include Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 15 (Ecosystems restored), and Target 14 (Ecosystem Services safeguarded). As with the SDG mapping, these values are derived from a proxy indicator (project budget mapping to Aichi Targets), and actual contribution as measured through the delivery of Aichi Target-aligned results may not fully align with this mapping.

Figure 5: 2019 Project portfolio contribution and the Aichi Targets¹²



¹² Percentages are calculated from 2019 budget values for C List projects.

2.5 The IUCN Portfolio and the One Programme

Almost 65% of C List projects engage Members, Commissions or Committees (Table 9: Percentage of B and C List projects that engage Members, Commissions and Committees in 2019). 14% of the total portfolio engages State Members. For B List projects, 38% engage Members, Commissions and Committees. These percentages are consistent with 2018. The nature of that engagement will need to be further explored in 2019.

Table 9: Percentage of B and C List projects that engage Members, Commissions and Committees in 2019¹³

	B List		C List	
Members	39	29%	96	39%
Commissions	10	7%	49	20%
Reg./Nat Committees	3	2%	9	4%
Total Portfolio	136	100%	244	100%
State Members	15	11%	35	14%

¹³ Based on 2019 Budget data

3. 2019 Operational Work Plan

The 2019 Operational Work Plan is the overarching strategic planning document for the third year of implementation of the IUCN Programme 2017-2020. IUCN's global thematic programmes, Commissions and Regions contribute to this document which is approved by Council.

It reports on progress against what IUCN planned to deliver in 2018 and also plans for what will be delivered in 2019. At the beginning of the intersessional period, global thematic programmes, Commissions and Regions each identified a set of four-year intersessional results that contribute to the 30 Targets of the IUCN Programme and their corresponding annual results for the upcoming year. Reporting is based on performance against their annual results in terms of activities, outputs and results.

The IUCN Work Plan 2019 assesses progress in 2018 against each of the 30 IUCN Programme 2017-2020 Targets using a traffic light assessment (Table 1: Traffic light assessment of progress of the IUCN Programme 2017-2020). In 2018, 73% of Targets are on track (22 out of 30), while 26% (8 out of 30) showed insufficient progress. For each Target, the tables below provide highlights of 2017 outputs, 2018 expected deliverables and 2019 plans. It also presents the main risks identified under each Target. In addition, a short narrative accompanies each Target. Table 10: Distribution of sub-results and targets in the IUCN Programme 2017-2020 provides the overview of Programme sub-results and targets

Table 10: Distribution of sub-results and targets in the IUCN Programme 2017-2020

Programme Area	Sub-results	Targets
PA1: Valuing and conserving nature	SR 1.1 - Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated	1 - Red List species assessments 2- Red List of Ecosystems 3 - Protected Planet/ Green List 4 - KBAs 5 - Knowledge on valuing and conserving nature
	SR 1.2– Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated	6 - MEA implementation 7 - Illegal wildlife trafficking 8 - Standards, safeguards, NC metrics
	SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures.	9 - Conservation actions 10 - Protected area networks 11 - Invasive Alien Species eradication 12 - #natureforall
PA2: Promoting and supporting effective and equitable governance of natural resources	SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.	13 - NRGF and tools 14 - NRG assessments 15 - Community-led NRG
	SR 2.2 - Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.	16 - Rights-based approaches™ 17 - Inclusion and participation 18 - Rule of law
	SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened.	19 - Transboundary NRG 20 - High seas governance / Polar governance 21 - National accountability
PA3: Deploying nature-based solutions to address societal challenges including climate change, food security and economic and social development	SR 3.1 - Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels.	22 - NBS benefits 23 - NBS standard 24 - Enabling policy for NBS
	SR 3.2-Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all levels.	25 - NBS incentives 26 - NBS inclusion and participation 27 - NBS Finance
	SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.	28 - NBS Public and Corporate investment 29 - Restoration 30 - NBS from intact ecosystems

Programme Area 1. Valuing and conserving nature

SR 1.1 – Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated

Target 1 – Red List species assessments – Expected status by end 2019: Progress towards target but at an insufficient rate

Target 1 The IUCN Red List of Threatened Species™: global assessments of 160,000 species completed including reassessments to generate indicators and at least 75 % of countries with national and regional Red Lists use the IUCN Red List Categories and Criteria.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
91,523 species assessments and re-assessments published	+3,000 new assessments and re-assessments published until now but it could reach 11,000 by the end of the year	+24,000 new species assessments and re-assessments	Financial: Lack of funding for the Red List Partnership, IBAT and the European Red List
344 people trained 163 publications using IUCN Red List as keyword	270 people trained	250 people trained	Technical: Unexpected technical difficulties in the completion of the new Red List website
163 publications using IUCN Red List as keyword	240 publications (scientific papers) using IUCN Red List as keyword	250 publications using IUCN Red List as keyword	

In 2018, progress towards Target 1 was insufficient to reach the 160,000 species. However, the planned deliverables for capacity building and knowledge uptake were met.

In 2019, IUCN plans to assess 24,000 additional species (assessments and re-assessments), including national Red Lists in Argentina, Ecuador, Bangladesh and the United Arab Emirates. The European Red List of Bryophytes will be published and more assessments will be conducted in Jordan. Furthermore, IUCN has prioritised three African countries (Kenya, Mozambique and Uganda) for capacity building on national Red Lists. The Red List Index will be re-calculated for mammals and reassessments for amphibians, sharks and cycads will be completed.

The new Red List website was launched in September 2018.

The main risk identified for the IUCN Red List is financial. As a response to financial challenges, IUCN is currently preparing a partnership-wide reassessment proposal for funding. The European Red List has defined a strategy to minimize costs for the reassessments.

Target 2 – Red List of Ecosystems - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 2 The IUCN Red List of Ecosystems: ensure global assessment of risk of collapse of 25% of the world's ecosystems according to an agreed global ecosystem classification.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
56,000 km ² or 16.4% of the world's ecosystems assessed	11 countries conducted national RLE + a regional one (Americas)	7 countries conduct a national RLE assessments + one country in Mesoamerica (TBD)	Technical: Difficulty to deliver the global RLE ecosystem classification
3 Red List of Ecosystems assessments conducted			Legal-political: change of national and/or local authorities (South America)

In 2018, progress towards Target 2 was insufficient to reach the 25% of the world's ecosystems assessed. Main deliverables in 2018 include the completion of draft typologies for terrestrial marine and aquatic systems that will feed the global ecosystem typology. RLE assessments were initiated in Myanmar, Congo Basin and Nepal. National assessments advanced in China, Madagascar, South

Africa, the Americas (Regional) and Europe (France, Finland, Czech Republic, Norway and Switzerland). IUCN published a subnational RLE for southern China.

In 2019, **IUCN will further advance or complete the assessments** previously cited, plus an additional one in Mesoamerica. Regarding the typology, IUCN will complete the remaining descriptive profiles to submit to review by internal (CEM) and external partners. Key partners will continue their discussions regarding the implementation of the National RLE in Europe.

The main risks identified for the RLE are technical and legal-political. To address the technical issues, IUCN will do a prioritisation of the global ecosystem classification. In South America, IUCN will continue to highlight the importance of the process with government authorities to continue its implementation.

Target 3 – Protected Planet / Green List - Expected status by end 2019: On track

Target 3 Protected Planet documents accurate and up-to-date information on protected areas under Aichi Target 11, including coverage, management effectiveness, governance, ecological representativeness, connectivity, other effective area-based conservation measures, as well as outcomes and other metrics for Green Listing.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
100 case studies compiled on Panorama Green List Standards and Governance procedures developed and implemented in Colombia and Peru	200 case studies 70 GL Assessments implemented	+150 case studies GL Assessments conducted in at least 80 PAs worldwide, including China	Technical: Scarce documentation of OECMs Legal-political: change of national and/or local authorities (South America) Operational: mobilize overcommitted EAGL members

In 2018, **there was good progress towards the achievement of Aichi Target 11**. The 12th and final update of the World Database of Protected Areas for 2017 estimated that 15% of terrestrial areas, 6.96% of the global ocean and 16.02% of national waters are protected. Aichi Target 11 aims to protect 17% of terrestrial and inland water and 10% of coastal and marine water areas.

Supporting the implementation of Aichi Target 11, **IUCN showed significant progress in the implementation of the Green List Standards and Governance Procedures**. Five protected areas in Colombia and Peru respectively have been postulated to be included in the Green List. In West Asia, five countries (Jordan, United Arab Emirates, Lebanon, Egypt and Palestine) postulated with seven candidate sites. Similar processes were developed in in Eastern and Southern Africa through the Biodiversity and Protected Areas Management Programme (BIOPAMA), including Tanzania where IUCN supported the National Protected Area Governance Assessment Process. IUCN’s Panorama platform was updated with over 200 case studies describing different protected area solutions from around the world.

In 2019, **IUCN will continue with the expansion of Green List-related activities** in South America (Colombia, Peru and Ecuador), the Caribbean (Barbados, Jamaica and Antigua), Asia (China and Vietnam), and Jordan. IUCN will also build capacity of Expert Assessment Groups (EAGL) for the preliminary selection of protected areas in Georgia and Maghreb and support the consultation for the development of a Protected Area national strategy in North African Countries. Based on a pilot study in Tanzania on protected area governance, IUCN will organize a regional capacity building workshop to share the experiences. Panorama is to produce 150 additional case studies.

The main risks identified for the IUCN Green List are technical, legal-political and organizational. As a response to address the technical risks, IUCN is doing a prioritisation for the development of documentation on Other Effective Area-Based Conservation Measures (OECMs). On the legal-political front, IUCN will continue maintaining permanent contact with government authorities in South America to institutionalize the Green List across the administration. Finally, IUCN will increase its capacity to engage members in the EAGL process in Vietnam.

Target 4 – Key Biodiversity Areas - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 4 2,500 Key Biodiversity Areas (KBAs) are identified and the current datasets are updated against the new KBA standard to document all sites contributing significantly to the global persistence of biodiversity.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
15,587 KBAs identified Key Biodiversity Areas identified in Bangladesh and Senegal	KBAs identified in 5 Mediterranean countries and 3 intervention zones in ORMACC are aligned to the standard KBA director was appointed	Roll out a CEPF-funded grant programme for KBAs in the Mediterranean and 4 KBAs identified in Ecuador, Colombia, Peru and Bolivia Consolidate KBA Secretariat in Cambridge to identify new KBAs	Financial: Lack of funding to maintain the KBA Secretariat Operational: Lack of coordination from the KBA partnership to engage regional focal points and national partners

In 2018, progress towards Target 4 was insufficient to reach the 18,000 KBAs at the end of the intersessional period. As part of a process to consolidate the KBA Secretariat, the KBA director was appointed and hosted by BirdLife International in Cambridge. KBAs were identified in five Mediterranean countries and West Asia (Jordan and Lebanon). In addition, three intervention zones in Selva Maya (Belize and Guatemala) are aligned to the KBA Standard. Spatial data on the Kiribati KBA was uploaded and is now public. All biodiversity World Heritage nominations in 2018 included KBAs within the IUCN comparative analyses presented to the World Heritage Committee.

In 2019, **IUCN plans to roll out a CEPF- funded programme for KBAs in the Mediterranean.** IUCN will also identify KBAs in four South American countries and will complete an assessment of KBA conservation and management status in Douro and Sebou rivers in Portugal. The updated KBA database for the Mediterranean will be available and national KBA coordination groups will become operational in two Mediterranean countries (Tunisia and Lebanon).

The main risks identified for KBAs are financial and operational. To address financial risks, IUCN is prioritising major fundraising by the KBA Secretariat and the Committee. At the operational level, IUCN will provide clear guidance for regional focal points to enhance collaboration. IUCN will also enhance communication with national partners.

Target 5 – Knowledge on valuing and conserving nature - Expected status by end 2019: On track

Target 5 IUCN knowledge, including gender-specific knowledge as appropriate on the value and conservation of nature is generated and communicated to influence key global, regional and local decisions and actions.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
1, 335 410 downloads 215 Scientific papers listing IUCN affiliation	+639,956 downloads +94 scientific papers listing an IUCN affiliation	+750,000 downloads +125 scientific papers	Operational: under reporting on knowledge uptake Financial: lack of funding for library and publication services

In 2018, IUCN made good progress to reach its target of 2m downloads and 300 of scientific papers listing IUCN affiliation. There were over 630,000 downloads of IUCN publications from the IUCN Library Portal for 1 January 2018 – 31 August 2018. IUCN's strong contribution to scientific knowledge continued with 94 scientific papers listing an IUCN affiliation, including 5 in "Nature" or "Science". The top three downloaded IUCN publications in 2018^[1] so far have been 1. [Primary microplastics in the oceans](#) (17,493 downloads), 2. [Guidelines for applying protected area management categories](#) (5,939 downloads) and 3. [Explaining ocean warming](#) (5,466 downloads). The top three downloaded 2018 IUCN publications in 2018^[2] so far have been: 1. [Oil palm and biodiversity](#) (3,967

^[1] From the IUCN Library Portal (1 Jan – 1 Oct 2017) all publication dates included

^[2] From the IUCN Library Portal (1 Jan – 1 Oct 2017) only 2017 publications included

downloads), 2. [Tools for measuring, modelling, and valuing ecosystem services](#) (3,103 downloads), and 3. [Global reintroduction perspectives : 2018](#) (2,554 downloads).

In 2019 **IUCN expects to reach 750,000 additional downloads of IUCN publications, and 125 scientific papers listing an IUCN affiliation.** Among the highlights, IUCN will produce a scientific analysis on ‘*The role of hunting as a conservation tool*’. This study will present an evidence-based overview of the benefits, challenges and weaknesses of hunting as a support mechanism for wildlife conservation and sustainable human livelihoods. IUCN will also produce a guide on mining and conservation to CSOs and capacity building material on strengthening local governance. Other relevant knowledge generated is included in the narrative of each Target.

The main risks identified under this Target are operational and financial. For the next intersessional period, IUCN will enhance its metrics for measuring knowledge uptake. IUCM will continue pursuing fundraising efforts with the Arcadia Foundation in the assessment of IUCN access to scientific literature.

SR 1.2 – Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity and nature is accelerated

Target 6 – Implementation of Multilateral Environmental Agreements - Expected status by end 2019: On track

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Position papers produced for CBD, UNFCCC, SDGs, Oceans and UNCCD	Inputs in HLPF completed; position paper for CBD COP14 is underway; NBS study will be launched at UNFCCC COP 25 OECM Guidance completed and should be endorsed in COP 14 Findings of PP report presented and discusses in regional CBD meetings	Position papers for CBD, UNCCD, UNFCCC and SDGs OECM Guidance tested in at least 5 countries Two PP regional reports produced for the Caribbean and Southern Africa	Operational: Manage feedback to the IUCN Policy on Synthetic Biology Financial: Lack of funding to set up a group on biodiversity related science based targets

In 2018, **IUCN made good progress to support the implementation of biodiversity-related conventions and international agreements.** Position papers and/or policy briefs produced in 2018 included those targeting: i) CBD, position paper for COP14; ii) UNFCCC, a study that will be launched during COP25 to raise the level of awareness about the critical contribution that nature-based solutions can make in addressing climate change; and iii) High-level Political Forum (HLPF), to stress the ecosystem dimensions of the SDGs reviewed in 2018, including the issue of wildlife trafficking. IUCN also provided technical assistance for the development, review, and finalization of EbA and DRR voluntary guidelines by CBD secretariat. IUCN also contributed to the Ramsar Scientific and Technical Review Panel (STRP) on sustainable water management and to the Standing Committee on guiding the Ramsar Strategic Plan and preparation for Ramsar CoP13.

IUCN delivered effective advice to the annual meeting of the World Heritage Committee in July 2018. Four out of seven recommendations to the World Heritage List were accepted (57%). The new natural/mix World Heritage Sites listed are: Barberton Makhonjwa Mountains, South Africa; Fanjingshan, China; Bikin River Valley, Russia (extension of Central Sikhote-Alin); Chaîne des Puys - Limagne fault tectonic arena, France; Pimachiowin Aki, Canada; Chiribiquete National Park – “the Maloca of the Jaguar”, Colombia; and Tehuacán-Cuicatlán Valley: originary habitat of Mesoamerica, Mexico. This represents an area of 7,024,458 hectares.

In 2019, **IUCN will reflect urgency of implementation** in all position papers and other relevant tools for influencing the international policy agenda (e.g. Rio Conventions and the SDGs). The Guidance on Other Effective Area-Based Conservation measures (OECM) will be tested in at least five countries. IUCN has set-up a Task Force that will continue developing an IUCN Policy on Synthetic Biology and

Biodiversity Conservation. In preparation to the CBD CoP15 and post 2020 Targets, IUCN will set up a working group focused on Biodiversity related Science Based Targets. IUCN will collaborate with the United Nations Economic Commission for Europe (UNECE) in promoting the ratification of the Watercourse Convention. In addition, IUCN will continue to provide ongoing advice to CITES and the World Heritage Convention.

The main risks identified under this Target are operational and financial. For the Policy on Synthetic Biology and Biodiversity Conservation, IUCN will adjust the timeline and mobilisation of assessment team as necessary. IUCN will also enhance its fundraising efforts to ensure its presence in key policy processes, including the post 2020 Agenda.

Target 7 – Illegal wildlife trafficking - Expected status by end 2019: On track

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
MIKE carcass data compiled and reported Policy support provided to Ecuador to combat wildlife trafficking 30 judges and prosecutors trained in Tanzania 43 countries adopted new and/or strengthened regulations on IWT	MIKE carcass data collected for 12 of 14 sites Ongoing and a proposal will materialize in 2019 A regional workshop to train judges and prosecutors was organized in Kenya	MIKE carcass findings will be submitted to CITES Proposal is operational Additional training for judges and prosecutors in Cameroon and China	Financial: lack of funding to produce guidance and training for species listed under CITES Legal-political: Countries commitment to combat IWT in West and Central Africa

In 2018, **IUCN made good progress to reach its 2020 target to support 50 countries to adopt new and/or strengthened wildlife trade laws/regulations.** Key outputs contributing to this target include Non Detriment Findings (NDFs) Guidelines for snakes approved by CITES. IUCN also gave extensive inputs to the CITES process, particularly to develop recommendations on how to increase the participation of rural communities in CITES. Communication material and policy/practice guidelines were developed and disseminated in Eastern and Southern Africa to promote community engagement in combating illegal wildlife trafficking (IWT) in the region. These guidelines have been applied in Kenya and community feedback is previewed before the end of the year. 12 out of 14 sites collected data to contribute to the MIKE Asian Elephant Carcass data update in South and Southeast Asia. IUCN continues strengthening the capacity of judges and prosecutors in Eastern and Southern Africa (e.g. Mozambique, Malawi, Zambia, Tanzania) through the engagement with Eastern Africa Court (EAC).

In 2019, **IUCN will continue to provide advice to CITES in preparation of CoP18,** particularly on IWT, livelihoods and the participation of rural communities. IUCN will also prepare NDFs and sustainable use guidance and training on snakes and other reptiles listed under CITES. Training and guidance to combat IWT and sustainable management is planned in Latin America and Eastern and Southern Africa. IUCN will prepare a proposal with the Government of Ecuador on wildlife trafficking. 50% of countries in West and Central Africa will commit to combat IWT. IUCN will also collect 300 case studies on wildlife cases in China. Findings from the MIKE Asian Elephant Carcass data update will be submitted to CITES to enhance the conservation and management of Asia elephant populations. The capacity of judges and prosecutors is to be strengthened in at least two additional countries.

The main risks IUCN faces to implement Target 7 are financial and legal-political. IUCN will enhance its fundraising efforts to produce guidance and training for species listed under CITES. In West and Central Africa, IUCN will promote advocacy activities for the implementation of CITES.

Target 8 – Integrated Biodiversity Assessment Tool (IBAT) - Expected status by end 2019: On track

Target 8 The development and implementation of standards, safeguards, natural capital metrics, incentives and the development of relevant regulatory frameworks (in the public, private and financial sectors) are recognised and put into practice.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
2 new Gross Ecosystem Product pilot assessments in China	10 Gross Ecosystem Product assessments completed in China	Activity finalized	Financial: Major decrease in IBAT subscribers
41 IBAT subscriptions	58 IBAT subscriptions (end of August 2018) 60 countries using the Integrated Biodiversity Assessment Tool (IBAT)	80 IBAT subscriptions	Operational: Not involving business actors in the development of the intersessional programme

In 2018, IUCN made good progress to achieve its 2020 target of 80 IBAT users at the end of the intersessional period. In addition, IBAT adopted a new business model and 60 countries accessed national information from the global Red List using IBAT. IUCN engaged with ENEL Green Power as part of its strategy to engage with the business sector to measure their impact on biodiversity. New relationships have been developed with Newmont Mining and Anglo American to support them in the implementation of biodiversity net gain strategies. The bio capacity of 13 protected areas in the Mediterranean has been calculated to measure their ecotourism product ecological footprint. IUCN delivered Gross Ecosystem Product pilot assessments in 10 counties in China.

In 2019, IUCN will continue engaging with the business sector to promote the enabling conditions to implement biodiversity net gain strategies and implement the H2020 Value network project to create a network of networks on Natural capital. Six protected areas will test their ecological footprint and an improvement plan will be drafted. IUCN will work with companies in India and China to enhance their capacity to understand biodiversity risk and reduce negative impacts on biodiversity, including Tata Steel, Aditya Birla, Toyota Kirloskar Motor, Ultratech Cements, etc. IUCN will also deliver Natural Capital Accounts in Gabon.

The main risks identified under Target 8 are financial and operational. On the operational front, IBAT's business plan seeks to increase the number of subscribers, assuming the current global economic conditions. At the operational level, IUCN will actively invest in business engagement events such as Business Week, among others, to involve the business sector in the development of the new intersessional programme as early as possible.

SR 1.3 - Key drivers of biodiversity loss are addressed through application of conservation measures

Target 9 – Conservation actions - Expected status by end 2019: Achieved

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
20 grants for targeted species and ecosystem conservation actions through Critical Ecosystem Partnership Fund	Achieved by the end of 2018	+3-4 CEPF grants	Technical: Lack of capacity within the Specialist Groups for the development of species conservation plans
31 new projects under SOS framework (African Wildlife Initiative and Madagascar)	SOS Lemurs funded 16 projects	SOS Lemurs new call for proposals	
+4 new projects under the ITHP	Monitoring 12 projects under ITHP	ITHP second call for proposals	
17 projects selected under BEST 2.0	Monitoring 49 projects under BEST 2.0	BEST 2.0 new call for proposals	

In 2018, **IUCN made good progress in the consolidation of a solid project portfolio contributing to species conservation** through a range of targeted actions, including a new call for proposals as part of SOS Lemurs where 16 of them were selected for funding. The Integrated Tiger Habitat Conservation Programme (ITHCP) continues monitoring a project portfolio of 12 projects. IUCN monitored and provided support to the 49 projects funded by BEST 2.0. Of the 49 projects, 9 came to a successful end having either completely or largely achieved their intended results and objectives. BEST 2.0 also selected 17 new projects representing a total amount of EUR 1.25 million and 12 new BEST-RUP projects have been selected representing a total of EUR 459'000. In the Indo-Burma region, eight active Critical Ecosystem Partnership Fund (CEPF) grants supported the recovery of 20 priority threatened species. In Bangladesh, IUCN is implementing various initiatives to conserve four threatened species (tigers, elephants, vultures and dolphins). In the East Melanesian Islands, IUCN has received a CEPF grant to produce a management plan for turtles; and there are ongoing ones for megapodes, bats and dugongs.

In 2019, SOS will issue new call for proposals under SOS Lemurs, SOS African Wildlife and SOS Lacoste. SOS will also launch SOS Central Asia and SOS Gibbons. The ITHCP will also launch a second call for proposals. The Species Survival Commission (SSC) in partnership with the National Geographic Society launched an ongoing quarterly grant fund aimed at funding species conservation actions identified as priorities within published IUCN SSC Conservation Action Plans. Under the pilot partnership focused on a search and rescue effort for Sumatran Rhinos, SSC, the Indonesian Government and an Alliance of international conservation organizations expect to raise USD 30m in a three-year period. BEST 2.0 will also issue a new call for proposals for additional EUR 2m targeting 25 European Union Overseas Countries and Territories (OCTs). In the Indo-Burma Region, 3 or 4 CEPF grants will support the recovers of 5 to 10 targeted priority threatened species.

SSC plays a key role in the development of species conservation plans for priority species. IUCN will invest to provide online training to its Specialist Groups to meets its capacity needs.

Target 10 – Protected area network - Expected status by end 2019: On track

Target 10 Protected area networks are expanded to conserve areas of particular importance for biodiversity through effectively and equitably managed, ecologically representative and well-connected systems of protected areas and other effective area-based conservation measures.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
National systems of protected areas enhanced - Activities not started until the approval of BIOPAMA II	Activities not started until the approval of BIOPAMA II	Enhancing the management and governance of at least 10 protected areas under BIOPAMA II	Legal-political: Lack of commitment of national government authorities to designate sites or participate in policy processes such as APAP
The Asia Protected Areas Partnership (APAP) grew to 15 members	APAP has 20 members including China	Expanded by at least one country member	

In 2018, **IUCN made good progress in consolidating a solid protected area network through the IUCN Green List** /reported under Target 3). Moreover, the Biodiversity and Protected Areas Management Programme (BIOPAMA) established a single Regional Observatory to cover the East and Southern Africa region (24 countries). The Asia Protected Areas Partnership (APAP) is expanded to at least 20 country members, including China, and is functioning as a mechanism for promoting effective protected area establishment and management at national and transboundary levels. In Cambodia, 113 km² of marine fisheries management area have been formally approved thanks to Mangroves for the Future (MFF). The latter has also been working with partners in five countries to assist with the declaration and management approaches for Marine Protected Areas (Bangladesh, Cambodia, Myanmar, Pakistan, Vietnam). IUCN also plans to publish before the end of the year a global study based on experiences of 16 national assessments on the legal framework for land use planning. It intends to provide an inventory of law and policy issues and approaches that could support integrated spatial planning for biodiversity and climate change.

In 2019, **BIOPAMA II will enhance the management and governance of at least 10 protected areas.** IUCN will also manage the Trans frontier Conservation Area Capacity building programme in the Southern Africa Development Community Region (SADC) and plans to facilitate at least one workshop to strengthen PA staff capacity on planning, assessment, monitoring, mapping and other technical skills, developing and adapting management plans & community engagement approaches. IUCN also aims to implement the Capacity Development for Protected and Other Conserved Areas in the Pacific Islands Region: Strategy and Action Framework 2015–2020 by generating at least one additional regionally tailored protected area capacity development initiative. Extensive work on protected area governance will in Oceania and Asia, including the designation or extension of Ramsar sites in Cambodia and Myanmar.

The main risk identified under this target is legal-political. IUCN will actively seek to keep the central governments involved in these processes through regular dialogues and the support of local/provincial authorities.

Target 11 – Invasive Alien Species eradication - Expected status by end 2019: On track

Target 11 Invasive alien species and pathways are identified and prioritised, priority species are controlled or eradicated, and measures are in place to manage pathways to prevent their introduction and establishment.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
142 countries with policy responses to management of IAS	EICAT consultation was carried out and responses have been collated. Edits underway 40 species profiles have been submitted for review	EICAT submitted to the IUCN Council for adoption as a Standard + 50 species profiles will be submitted	Financial: lack of funding to implement activities in Oceania

In 2018, **IUCN made good progress in supporting countries to manage Invasive Alien Species (IAS).** IUCN submitted 40 species profiles to be added to the Global IAS Database. IUCN also continued to provide technical support to the European Commission in the implementation of the IAS regulation by participating on a new tender on human management methods of vertebrate IAS. IUCN's monitoring reports to the World Heritage Committee at its meeting in July 2018 reported on IAS related issues in 14 of 52 reports. In the Mediterranean, IUCN organized a capacity building workshop to monitor and mitigate the impacts of IAS in the Mediterranean MPAs; 40 participants participated in the workshop.

In 2019, **the Environmental Impact Classification of Alien Taxa (EICAT) standard will be submitted to the IUCN Council** and 50 new invasive species profiles will be added to the Global Invasive Species Database. The BEST 2.0 Programme will provide technical support to six projects involving the control/eradication of IAS. IUCN will also contribute to the IAS symposium organized by Specially Protected Areas of Mediterranean Importance (RAC/SPA).

The main risk identified for the implementation of Target 11 is financial. In Oceania, IUCN will hire a fundraising manager to build a solid project portfolio on IAS.

Target 12 -- #NatureForAll - Expected status by end 2019: On track

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
175 partners and 20 success stories National level campaigns in Rwanda and China 4 brochures - #NFA and 4 communication products	250 partners +55 success stories CEC meeting in Nepal 3 outputs: Connecting with Nature, Poseidon Patrol comic book and #BeatPlasticPollution	350 partners + 70 success stories Participation in Regional Conservation Fora Two new comic books	Financial and operational: lack of funding and staff (volunteers) to implement activities

In 2018, The #NatureForAll global campaign promoted by CEC and WCPA had 250 partners and 55 success stories, advancing steadily towards its 2020 target of 300 partners and 100 success stories. Among the main deliverables, CEC produced a draft synthesis entitled “Connecting with Nature” that reviews existing research on the relationship between experiences in nature and positive attitudes and behaviours towards nature conservation. IUCN also produced various communication materials including the Poseidon Patrol comic book, the campaign #BeatPlasticPollution and a video. CEC also organized a meeting in Nepal to raise awareness on #NatureForAll and participated in multiple conferences to mobilize audiences.

In 2019, **#NatureForAll will seek to attract 100 more partners and produce 15 more success stories**. In addition, at least 12 new organizations and 25 IUCN members will commit to implementing programmes under the #NatureForAll initiative. CEC will produce papers for Regional Conservation Forums, two new comic books and the video will be translated in 13 languages. CEC will also grant regional #NFA Awards.

To address the risks related to the implementation of #NatureForAll, IUCN will continue to look for opportunities to raise awareness about the initiative, focusing on target audiences and will continue enhancing fundraising efforts.

Programme Area 2. Promoting and supporting effective and equitable governance of natural resources

SR 2.1 - Credible and trusted knowledge for assessing and improving natural resource governance at all levels is available from IUCN.

Target 13 – Natural Resource Governance Framework (NRGF) and Tools - Expected status by end 2019: Progress towards target but at an insufficient rate.

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
<p>Natural Resource Governance Framework (NRGF) Principles agreed and strategy document prepared for integration</p> <p>Assessment report on NR governance in the Kilombero Valley drafted</p>	<p>NRGF Tools and standards published before the end of the year</p> <p>Correspondence analysis of the NRGF and other relevant IUCN approaches/tools</p>	<p>Application in East and Southern Africa</p>	<p>Financial: lack of funds to ensure the implementation of the NRGF</p> <p>Legal-political: lack of political will, political instability and/or change of national and/or local authorities in Central America and the Caribbean</p>

In 2018, **IUCN made some progress in the development of the NRGF** by delivering a “Correspondence analysis” of the NRGF and other relevant IUCN approaches/tools. The NRGF Strategy will be in place before the end of year, including the framework itself and an assessment guide. In addition, IUCN is also exploring how to formalize the NRGF as part of the IUCN project cycle and Environmental and Social Management System (ESMS). In regards to the application of NRGF consistent tools, methodologies and approaches, IUCN has created six monitoring systems of socio-environmental safeguards and standards in three of six territories in Peru, Ecuador and Colombia. In Central America, indigenous associations, academic sector, NGOs and Central American government agencies have access to the IUCN digital cartography platform (Map Server) with 27 thematic maps (indigenous peoples, protected areas, natural ecosystems, forest and productive landscape restoration, location of climate change adaptation and mitigation projects, Central American biotopes) for making related decisions and sector empowerment. Similar tools have been produced in West and Central Africa for land tenure, ecotourism productive landscapes, etc. In Choiseul (Solomon Islands), IUCN has mapped ownership and tenure rights within customary lands in priority sites.

In 2019, **the NRGF tools and standards will be further disseminated and promoted** within at least one application in the East and Southern Africa Region. It is also envisaged that the Framework and Guide will be validated by engaging with other Global and Regional Programmes. At the regional level, IUCN will continue developing and implementing various tools and resources for assessing and improving natural resource governance.

The main risk that the NRGF faces is financial. Resources have been mobilised for its implementation but they are not sufficient to ensure the production and distribution of technical and policy guidance. IUCN will enhance its fundraising efforts to address this situation. In Central America and the Caribbean, IUCN will continue to influence key actors and approach new authorities in case of turnover or institutional changes.

Target 14 – Natural Resource Governance assessments - Expected status by end 2019: Achieved

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
<p>ICCA governance assessments implemented in 7 countries</p> <p>Enhanced landscape governance actions implemented in Tanzania, Ghana, Uganda, Democratic Republic of Congo.</p>	<p>6 assessments completed</p> <p>Ongoing + Oceania</p>	<p>Lessons learned compiled and communicated</p> <p>Baselines assessments in Mt. Elgon and Agoro-Agu will be used to inform other countries in the region</p>	<p>Financial: Lack of funding</p>

In 2018, **IUCN made good progress in documenting the assessment of natural resource governance systems.** IUCN completed six assessments for assessing governance diversity, quality and vitality of protected areas. Baseline assessments for Mt Elgon and AgoroAgu have been collected using the IUCN governance assessment tools. These baselines are providing key information to inform the review of the management plans for both landscapes. The tools used applied the NRGF principles. In Oceania, pilot countries are supported in trialling a regionally appropriate tool to assess and help improve governance and management effectiveness. In Central and West Africa, IUCN has created a self-evaluation tool to assess community performance in the management of natural resources.

In 2019, **IUCN will compile lessons learned from the governance assessments performed to assess good governance.** The governance baselines collected in Mt. Elgon and Agoro-Agu will be used to develop communication materials and inform other decision support tools to other countries in the region and international levels at appropriate climate change, forest and agriculture fora (e.g. annual Climate COPs and next World Parks Congress).

The main risk for the implementation of Target 14 is financial. IUCN will seek additional financial support to fund the completion of the assessments and the compilation and communication of lessons learned.

Target 15 – Community-led Natural Resource Governance Expected status by end 2019: On track

Target 15 Community-led, cultural, grassroots or protected area governance systems that achieve the effective and equitable governance of natural resources are recognised (as best practices/pilot testing), supported and promoted, while respecting the rights of nature.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
<p>Community-led protected area governance supported</p>	<p>Evidence of support in Mesoamerica, Asia and the Pacific</p>	<p>Ongoing</p>	<p>Socio-cultural: Illegitimate or non-representative participation of the target population hampers good governance and the effectiveness of the results in Mesoamerica</p> <p>Socio-cultural: Territorial conflicts restrict access to the territory and lead the target population to migrate, which causes delays in the implementation of project activities in Honduras</p> <p>Technical: weak capacity of the stakeholders to capture lessons learned in Ghana</p>

In 2018, **IUCN made good progress in the recognition of community-led, cultural, grassroots governance systems.** IUCN started to facilitate with its IPO members, **the first-ever indigenous**

Member-led and self-determined strategy. A workshop was held with Indigenous Members from Mesoamerica to discuss a draft proposal. At the regional level, IUCN supported the implementation of management plans in Chismuyo Bay (Honduras) and La Unión Bay (El Salvador) protected areas. As a result, a Biennial Operational Plan was defined for managing the resources of Chismuyo Bay and a local plan on the sustainable use of natural resources was defined for a community in La Union Bay. In the Gulf of Fonseca, two community consultative committees were organised and recognised. In Ghana, 11 pilot committees for the management of communal resources were established as part of the project Towards Pro-poor REDD+. In Cambodia, one community-based ecotourism committee has been engaged to manage the Karst protected landscapes. In India, the cetacean platform for Community based Monitoring and Response System was extended for three mammals and four reptilian species. Three Pacific Island countries have approved ocean zoning that clarifies enforceable and equitable spatial dimensions of access rights to existing and future users. Water User Associations (WUAs) were supported in Tanzania.

In 2019, IUCN will continue with the development of the Indigenous Members’ strategy. Mesoamerican representatives will organize a meeting with South American IPOs at the South American World Parks Congress for discussion. CEC and WCPA will work together on refinement of the draft proposal. IUCN will continue to support community-led governance systems in Mesoamerica (Honduras and El Salvador), Asia (Sri Lanka, Cambodia) and a Pacific Island country. In addition, 3-4 active CEPF grants will support community-led protected area governance systems within priority Key Biodiversity Areas in the Indo-Burma region. In Oceania, a regional data and information hub for protected areas and other effective area based conservation measures will capture baseline information about community based resource management and their contribution to biodiversity conservation in at least 3 countries.

The main risk identified under Target 15 are socio-cultural and technical. In Honduras, IUCN will coordinate a plan with local communities to ensure representative representation. To avoid territorial conflicts, IUCN will implement a strategy to foster permanent processes of facilitation and conflict resolution under the current institutional framework in La Mosquitia. At the technical level, IUCN will provide training on how to capture learning and best practices in Ghana.

SR 2.2 - Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles.

Target 16 – Rights-based Approaches - Expected status by end 2019: On track

Target 16 Intervention points in which rights regimes related to natural resources are clear, stable, implementable, enforceable and equitable have increased and are effectively integrated with other rights regimes – particularly for women, indigenous people, youth and the poor – have increased.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Multi-stakeholder landscape governance platforms strengthened	Enhanced monitoring of Indigenous rights in 8 territories.	+ 3 territories	Legal-political: lack of political will, political instability and/or change of national and/or local authorities in Peru Technical: lack of capacity in IIPFWH

In 2018, IUCN made good progress in the implementation of initiatives that aim improving rights regimes based on IUCN’s Rights-based Approaches (RBA) policies. Key outputs include the design of social and environmental safeguards monitoring scheme by six indigenous territories in Peru. A similar process happened in two indigenous territories in Brazil. IUCN also supported the development of a draft Access and Benefit Sharing (ABS) Bill in Nepal and the mainstreaming of Free Prior and Informed Consent (FPIC) principles. There was also good progress in the formation of a new International Indigenous Peoples Forum for World Heritage (IIPFWH), whose membership cross cuts with IUCN’s IPO members’ category. IUCN has also drafted an anti-harassment and gender strategy for IUCN events.

In 2019, three additional indigenous territories will design their social and environmental safeguard monitoring scheme. IUCN will collaborate effectively with the International Indigenous Peoples Forum for World Heritage, to influence the 2019 World Heritage Committee. In parallel, IUCN will facilitate and increase IPO membership and support IPOs to implement their strategy. For the next intersessional programme, IUCN will seek guidance from IUCN Members working on indigenous issues.

The main risks under Target 16 are legal-political and technical. In Peru, IUCN will do an early assessment on the capacity of the national/subnational policy framework to support the social and environmental safeguards monitoring scheme. If not, it will change into an internal exercise to improve community-based leadership and rights advocacy. The technical capacity of the IIIPFWH goes beyond of IUCN's reach, but IUCN will continue providing targeted support in this process.

Target 17 – Inclusion and participation - Expected status by end 2019: Achieved

Target 17 The capacity of institutions (including protected area and customary institutions) to undertake decision making in a participatory, inclusive, effective and equitable manner is enhanced, especially for facilitating the active participation of women, youth and indigenous peoples as key stakeholders.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
23 National Biodiversity Strategic Action Plans and climate change Gender Action Plans developed	+4 ccGAPs	At least one new ccGAP is proposed to Green Climate Fund and/or elements of at least 1 current ccGAP are proposed for implementation	Legal-political: lack of political will for CCGAPs Financial: lack of funding to roll-out the IUCN gender certification process Technical: lack of capacity of partner organizations to support gender mainstreaming in sub-regional policy processes (ASEAN and MRC)

In 2018, **IUCN made good progress in enhancing the capacity of institutions to ensure effective participation in decision making on biodiversity and natural resources.** IUCN supported the development and implementation of four Climate Change Gender Action Plans (ccGAPs) in Zambia, Peru, Costa Rica and El Salvador. IUCN also supported gender mainstreaming in Latin America (Honduras, Mexico), Africa (energy sector), West Asia (Egypt and Jordan) and Asia (Nepal and Bangladesh). IUCN has also produced numerous resources to build evidence on the business case for gender integration. IUCN is working jointly with UNEP in the development of a “gender certification”.

Wider inclusion and participation is mainstreamed all across the globe: Examples include forest governance in South America; Southern Africa development Community (SADC) development of guidelines for community engagement in Trans frontier Conservation Areas (TFCAs); water committees working on EbA measures in Mesoamerica and the adoption by eight Caribbean countries of standard formats on EbA agreements, including Prior and Informed Consent protocols and Mutually Agreed Terms (MAT). As a result of these interventions, the governments of El Salvador and Honduras formalised restoration strategies/programmes and are using the results to secure public investments and international cooperation.

In 2019, IUCN will support CCGAP development and/or implementation, including through disseminating lessons learned. IUCN will continue the implementation of its activities across the world to enhance inclusion and participation including a Central American indigenous peoples' agenda on natural resources, the Mekong River Commission Gender Strategy and the ASEAN Gender Commitments. IUCN will also revamp the process to develop the IUCN gender certification.

The main risks identified under Target 17 are legal-political, financial and technical. To support the development and implementation of ccGAPs and the IUCN gender certification, IUCN will enhance its fundraising efforts and ensure continued constituent engagement at global policy events. At the sub

regional level, IUCN will continue to emphasise the importance of gender in all its interactions with stakeholders and to provide capacity building opportunities.

Target 18 – Rule of Law - Expected status by end 2019: On track

Target 18 Intervention points in which natural resource governance has the capacity to halt illegal natural resource use, through the promotion of rule of law and access to justice, have increased.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Initiated the development of the IUCN Declaration on the Environmental Rule of Law	Open consultation	Creation of 2 specialist groups	Legal-political: Complexity of the UN system for the development of the Global Pact
Initiated the Development of the Draft Global Pact for the Environment	Increased support	Continue with the development	Technical: best practices guidelines do not guarantee learning or the consolidation of the standards in West and Central Africa.

In 2018, IUCN made good progress in supporting natural resource governance to halt illegal natural resource use. IUCN continued participating with other partners to publish the “IUCN World Declaration on the Environmental Rule of Law” through an open call to receive comments. There has been major support in the preparation of the Draft Global Pact for the Environment as a new global covenant for human rights and the environment. IUCN cooperates in this initiative with the Club des Juristes, UN Environment, Organization of American States (OAS), Columbia University and IUCN Members. At the regional level, IUCN is organizing a train the trainers workshop in Cameroon to launch “Environmental Law Judges Training Modules” in 5 pilot schools of magistrate and “Indicators for Implementation of Environmental Law”. The capacity of community institutions has been strengthened in in Tanguar Haor and Nijhum Dwip through the provision of improved access to justice to combat illegal natural resource use. In West and Central Africa, IUCN documented legal indicators to monitor and evaluate the rule of law in the Region. IUCN also prepared a handbook entitled ‘Environmental Law’ that will be distributed in the colleges that train lawyers in Africa. In addition, IUCN provided capacity building on international water law to support the negotiation from local to basin water cooperation agreements in 10 basins involving at least 16 countries.

In 2019, IUCN will continue with the development of the IUCN World Declaration on the Environmental Rule of Law through the creation of specialist groups. IUCN will also support the establishment of the Global Judicial Institute on the Environment (GJIE) in Switzerland. IUCN will collaborate with environmental lawyers in the Shared Resources Joint Solutions project countries to improve awareness and understanding of environmental law among the civil society organisations. IUCN will also be extending its training on international water law in four new basins.

The main risks identified for the implementation of Target 18 are legal-political and financial. To address risks in the development of the Draft Global Pact for the Environment, WCEL will maintain close coordination with the other IUCN stakeholders to ensure active engagement and have one voice at the negotiations. In Central Africa, IUCN will provide training on how to capture best practices and enhance learning to ensure the application of is best practice guidelines.

SR 2.3 - Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened

Target 19 – Transboundary Natural Resources Governance - Expected status by end 2019: On track

Target 19 Legal and institutional frameworks for an increased number of transboundary areas, including protected areas, are established and deliver effective and well-implemented natural resource governance.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Transboundary hydro-diplomacy built	Evidence of progress in Mesoamerica, South America, Asia and Africa	Ongoing	Legal- political: Lack of political will or political instability and/or changes in political priorities affect achievement of the expected result.

In 2018, **IUCN made good progress in supporting the establishment of transboundary regional agreements.** Highlights in 2018 include the establishment of the Binational Commission for Transboundary Water Management of Shared Waters between Ecuador and Peru. Capacity building in water governance was delivered in 14 transboundary basins involving institutions from local to basin levels. IUCN advised the Mekong River Commission on how to enhance the implementation of the Mekong River Agreement and also provided support to strengthen the Authority of Lake Titicaca. In Central America, IUCN supported the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) and the Goascarán River Basin (Honduras-El Salvador) to incorporate the approach of ecosystem-based adaptation and adaptive governance, through the establishment of strategic plans to manage their natural resources. In Selva Maya, IUCN supported the development of a regional strategy for the management of resources and governance of this transboundary region. The strategy is currently under review in the three countries participating in this process: Guatemala, Honduras and El Salvador. In addition, IUCN trained approximately 60 senior government officials on transboundary water governance in Central American countries. In Eastern and Southern Africa, IUCN is also providing support to complete the institutional framework that would coordinate the Sio-Malaba-Malakisi (SMM) Basin transboundary management by ensuring the application of the multi-level, stakeholder-inclusive approach. In Asia, IUCN conducted trainings on water governance for the representatives of Bhutan, Bangladesh, India, Myanmar, Nepal and Viet Nam. Finally, in West and Central Africa, IUCN supported the adoption of a development plan for wetlands in the Niger Delta and the creation of one national water policy in Guinea, as well as other related activities in transboundary watersheds in the region.

In 2019, the **Selva Maya regional strategy 2030 will become official.** IUCN will also support six Central American countries participating in transboundary natural resource governance (Costa Rica, Panama, Honduras, El Salvador, Nicaragua and Mexico) on the implementation of EbA. IUCN will also provide more training in water management in four new basins. In Eastern and Southern Africa, IUCN will support the implementation of the SMM investment framework and the identification of investment projects. In West and Central Africa, four transboundary watersheds and protected areas will be established to deliver effective and well-implemented natural resource governance. In Asia (India, Bangladesh, Cambodia and Thailand) IUCN will also support institutional frameworks for transboundary cooperation.

The main risk identified in the implementation of Target 19 is legal-political. In Central America IUCN will maintain periodic spaces of dialogue and information sharing with government authorities to ensure the implementation of this Target.

Target 20 – High seas and polar governance - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 20 International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
First report on MPA scheme in ABNJ	The second report will be published before the end of the year	Ongoing support to the process + capacity building to developing countries	Financial: lack of funding to support IUCN's work on ABNJ
Declaration of the Ross Sea MPA	Ross Sea Declaration became effective	Ongoing + other high seas areas in 4 locations	Legal-political. Not to be able to set up a MOU with Canada for IMPAC5

In 2018, IUCN provided targeted support to enhance international governance mechanisms for the high seas. IUCN and other environmental organizations played a key role in the negotiation of the Ross Sea Declaration which became effective in 2018, making the Ross Sea the world's largest marine protected area. In the Western Indian Ocean, the Walters Shoal has been designated a protected area by the Meeting of the Parties of the SIOFA in June 2018. On the Sargasso Sea, IUCN finalized a publication to influence the UN negotiations for a new agreement on biodiversity beyond national jurisdiction. IUCN also produced a report on Marine Protected Areas (MPAs) in the EU Overseas; a report on other effective area-based conservation measures and a second report on the possible MPA schemes in Areas Beyond National Jurisdiction (ABNJ) planned for the end of 2018. IUCN has also been the environmental voice in a number of discussions related to the implementation of the European Plastics Strategy, as well as the implementation of the Marine Strategy Framework Directive (MSFD) of the European Commission.

In 2019, IUCN will continue to support the on-going process for adoption of an implementing agreement on biodiversity in areas beyond national jurisdiction under the UN Convention on the Law of the Sea by providing technical advice and capacity building for developing countries about ocean governance in relation with the BBNJ negotiations under UNCLOS. IUCN will also monitor MPAs and their progress towards Aichi Target 11 to communicate it to relevant organisations within the MPA Agency Partnership. IUCN will also work with regional partners to raise awareness of and support initiatives to conserve and manage specific high seas areas such as the Costa Rica Dome, the Sargasso Sea, the Antarctic, and the Western Indian Ocean. IUCN will support the adoption of additional MPAs at CCAMLR and the implementation of a resilient network of MPAs in the Arctic. Finally, IUCN will prepare the IMPAC5 conference with Canada.

The main risks identified under Target 20 are financial and legal-political. On influencing the ABNJ process, IUCN will enhance its fundraising efforts but activities risk to be delayed until funding is secured. Regarding the organization of IMPAC 5, IUCN will identify a minor role in the organization of the conference to mitigate risks.

Target 21 – National accountability – Expected status by end 2019: On track

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Four countries with revised NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs	12 countries with revised NBSAPs	+4 more countries in Asia	Legal-political: Lack of will to reflect gender equality in environmental policies
Increased ratification of Nagoya protocol	Three countries ratified the Nagoya Protocol	Regional strategy under development	Technical: IUCN regional and country offices in Asia have insufficient capacity/resources to respond to countries' request for support on NBSAP implementation

In 2018, **IUCN made good progress to support the implementation of biodiversity-related commitments.** Highlights include providing technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 Mangroves for the Future (MFF) partners countries in Asia and Jordan. IUCN is also supporting Lao PDR in developing a gender roadmap for NBSAP implementation. Moreover, three Caribbean countries have ratified the Nagoya Protocol: Guyana, St Kitts & Nevis, Antigua & Barbuda and a regional strategy is being developed. In Uganda, IUCN was co-opted on the Wetlands Bill and Policy Review Technical Committee which supported the development of terms of reference for the review of the bill and policy. IUCN has also advanced in the development of an index/scorecard to assess governments' compliance with their commitments through the design and delivery of an IUCN Member's Survey.

In 2019, IUCN will continue to support NBSAP implementation in at least four countries in Asia. In Lao PDR, IUCN will develop national capacity on gender and biodiversity among key institutions responsible for NBAPs and SDGs implementation. IUCN will also provide support and monitor Central American countries to implement their Nationally Determined Contributions (NDCs). Parties and stakeholder under Multilateral Environmental Agreements (MEAs) will continue to use gender differentiated data and analysis including from Environment Gender Index (EGI). Based on IUCN's input and advice, the Ministries of the Environment or other applicable ministries will reflect gender equality in new and amended policies in at least one country.

The main risks to implement this Target 21 on National Accountability are legal-political and technical. IUCN will continue to have continued constituent engagement at global policy events to influence government authorities. In Asia, IUCN will seek assistance from Members and partners to respond to requests on support on NBSAPs and will also enhance its fundraising efforts to implement these activities.

Programme Area 3. Deploying nature-based solutions to societal challenges

SR 3.1 - Credible and trusted knowledge on how nature-based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels

Target 22 – Nature based Solutions benefits - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 22 IUCN and partners are equipped to systematically collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
PiN development	<p>PiN tested in Tanzania</p> <p>Implementation of national restoration strategies supported in 3 countries</p>	<p>PiN tested in two more sites</p> <p>Project finalized</p>	Financial : lack of funding to secure PiN applications

In 2018, **IUCN made some progress in the development of People in Nature (PiN)**. IUCN produced a situation analysis (co-implemented with NRGF assessment) which was completed in Tanzania through the Sustainability and Inclusion Strategy for Growth Corridors in Africa (SUSTAIN). IUCN also developed a concept note on use of PiN in ESMS, specifically standard on Access Restriction. National authorities have adopted national restoration strategies in El Salvador, Guatemala and Honduras and Nicaragua's North Caribbean Coast Autonomous Region (RACCN) that are used to prepare national restoration operating plans for negotiations with key productive sectors. In West Asia, four workshops were completed to collect and compile disaggregated data that enables the assessment of the material benefits and cultural values that flow from ecosystems to, inter alia, indigenous peoples and local communities. The Participatory Rangelands and Grasslands Assessment methodology (PRAGA) has been tested in Kenya to guide investments in rangeland restoration and protection. A number of World Heritage Sites (Sinharaja, Bwindi, Kvarken, Dolomites, Machu Picchu, Kinabalu, Beech Forests, Comoé) have received training to define benefits.

In 2019, **IUCN will develop guidance for the use of PiN in the context of the Standard on Access and Restriction**. IUCN will also seek funding to initiate pilot tests in two landscapes. The PRAGA methodology will be applied in in four more countries (Uruguay, Burkina Faso, Niger and Krygyzstan). IUCN will also develop a white paper with draft indicators on human wellbeing and sustainable livelihoods. In East and Southern Africa, IUCN will disseminate FLR findings of countries in the region to prioritise restoration investments.

The biggest risk in the implementation of Target 22 and more specifically PiN is financial. IUCN will enhance its fundraising efforts to ensure the application of this knowledge product in the field.

Target 23 – Nature based Solutions Standard - Expected status by end 2019: Progress towards target but at an insufficient rate¹⁴

Target 23 IUCN and partners have a peer-reviewed framework and tools to guide the targeting of nature-based solutions and assessment of nature-based solutions effectiveness in contributing to relevant SDGs and Aichi Targets at national or sub-national levels.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Collection of evidence base to select NBS case studies	Case studies were not tested	Further identification of 2 case studies	Operational: Due to the rapid expansion of the NBS project portfolio, many actors and organisations of the NBS community in the EU are taking ownership of this concept without recognition of IUCN's work Technical: Inability to mobilize expert on NBS in North Africa

In 2018, IUCN made some progress in the development of the NBS standard by identifying its principles and mapping them to relevant standards and guidelines, but it need to invest on its applicability on the ground. Two case studies produced will be used to test the NBS framework. IUCN has also contributed to the establishment of an NBS Community of Practice through the first year of the H2020 GrowGreen project. These activities have included ongoing communications around nature-based solutions for climate and water resilience in cities and presenting the project and IUCN's NBS work at several events. IUCN is also involved in consortiums for new H2020 proposals related to NBS, including developing links between the European Union and the Community of Latin American and Caribbean States (CELAC) countries for NBS. IUCN has also organized workshops in Tunisia and Morocco to establish a roadmap on the development of concept notes of NBS projects to implement their NDCs. Finally, IUCN will organise a joint conference on NBS in December 2018 with Plan Bleu, Tour du Valat and Conservatoire du Litoral at which selected case studies on NBS will be presented, including from urban areas.

In 2019, IUCN will continue with the development of the NBS standard by publishing a paper on NBS principles; revise a paper on the relationship between NbS and similar concepts; and develop a research proposal for testing the NbS standard in case-studies. IUCN will also continue to contribute to the establishment of a NBS Community of Practice and will apply for the upcoming H2020 call for tender to coordinate the EU multi stakeholder platform for NBS. In the Mediterranean region, IUCN will identify NBS experts in the Maghreb and will organize a meeting with Moroccan and Tunisian authorities and International Financial Organisations (IFOs) on NBS.

Risks for the implementation of Target 23 are operational and technical. At the operational level, the ongoing process for the development of the IUCN NbS standard presents a good opportunity to increase the visibility of IUCNs leading role in upscaling the use of NbS, engaging with key stakeholders, including the EU institutions. At the technical level, IUCN will seek to organize trainings on NBS in North Africa to form experts.

Target 24 – Nature based solutions support tools - Expected status by end 2019: Achieved

Target 24 Key nature-based solutions interventions promoted by IUCN, (e.g. Forest Landscape Restoration, Disaster Risk Reduction, and Mangroves for the Future, river basin management and protected areas) are equipped to systematically assess and monitor the requisite in-country enabling frameworks, including legal, customary, institutional and resourcing mechanisms for implementation.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Costs and benefits of enhanced landscape management analysed	Analysis produced demonstrating costs and benefits of different restoration approaches in Colombia and Peru	An additional one in Argentina	No significant risks identified under this Target

¹⁴ In the IUCN Annual Report 2017, indicator 23 was mistakenly reported as achieved owing to the misinterpretation of the indicator definion.

In 2018, **IUCN showed good progress in the application of NBS support tools**, including Forest Landscape Restoration assessments and the Restoration Opportunity Assessment Methodology (mainly reported under Target 29 on Restoration), Ecosystem based adaptation (EbA) related assessments, cost-benefit analysis, etc. IUCN produced publications on EbA evidence and Policy in Chile and Peru and two cost-benefit analysis studies from FLR assessments in Colombia and Peru. EbA knowledge on Mt. Elgon Uganda side used to support the planning process for the vulnerability assessment on the Kenyan side on Mt. Elgon Chepkitale National Reserve. IUCN also supported Kenya's national FLR strategy development process by performing an economic analysis of the intervention options identified in the national strategy. The Uganda Ecosystem Based Adaptation case study and policy brief was widely disseminated in national, regional and international platforms, including the Flagship EbA website hosted by UNEP among others. IUCN has also contributed to advising the EC on a strategic approach to green infrastructure planning and development and integrating ecosystem services into decision making. Specifically, IUCN has provided case studies illustrating potential approaches and their benefits. IUCN provided policy guidance to Mozambique, Ecuador, UAE/Abu Dhabi and Madagascar on the use of Blue Carbon and Ecosystem Service approaches for coastal carbon management.

In 2019, IUCN will continue with the implementation of these activities at the regional level, in addition to one cost-benefit analysis study of planned FLR assessment in Argentina; the implementation of EbA measures in Chema Subcounty and Kapchesome subcounty) in the Sipi catchment, Mt. Elgon.

SR 3.2 – Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature-based solutions are tested and adopted by decision- makers at all

Target 25 – Nature based solutions incentives - Expected status by end 2019: On track

Target 25 Legal, policy and institutional mechanisms (at the national and sub-national level) that support and reward ecosystem stewardship by local communities and other resource managers for the delivery of societal benefits have been piloted and documented.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
On-ground conservation action by local communities in partnership with government supported in Mexico	1,253 ha. of pine forest protected under CONAFOR	No activities planned in 2019	No significant risks identified under this Target

In 2018, **IUCN showed good progress in promoting ecosystem stewardship**. Examples include the Community Environment Conservation Fund (CECF) which has been considered as one of the main restoration incentive approaches to be promoted in Uganda. A total of 127 villages will receive CECF funds. In a buffer zone in the Chiamani reserve in Mozambique, 1,171 farmers (58% women) are benefiting from ecological agriculture initiatives including commercial agriculture and beekeeping. In Cahoacán, Mexico, IUCN supported the protection of 1,253 ha of mesophilic-low elevation pine forest and agroforestry systems through the National Forest Commission (CONAFOR) Payment for Environmental Services Programme. Other co-management and benefit sharing mechanisms have been implemented in Nepal, Bangladesh and Burkina Faso.

In 2019, the CECF will be implemented as a restoration measure in the Awoja and Aswa catchments and it will also be rolled out in three new sites in Uganda. In the buffer zone of the Chimanimani Conservation Area, IUCN will establish community environmental conservation fund in 2 pilot sites and will consider scaling up as the uptake happens in different areas. The active CEPF grants support the piloting and strengthening of co-management and benefit sharing mechanisms in priority geographies - the Sino-Vietnamese Limestone Mountains, the Tonle Sap Lake and Inundation Zone, the Mekong River and Major Tributaries, the Hainan Mountains, and in Myanmar. The Commission on Environmental, Economic and Social Policy (CEESP) will build a coalition to support environmental defenders.

Target 26 – Nature based solutions inclusion and participation - Expected status by end 2019: On track

Target 26 Mechanisms to facilitate the active participation of women, youth and indigenous peoples as key stakeholders in the design and implementation of nature-based solutions are tested, evaluated and promoted.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Analyses on integration of gender considerations into relevant policies completed	5 FLR national working groups established 9 Gender Road Maps developed	+5 FLR national working groups + 4 Gender Road Maps developed	Financial : Lack of funding for the establishment of FLR national working groups

In 2018, IUCN showed good progress in establishing mechanisms for NBS inclusion and participation. Forest Landscape Restoration (FLR) working groups were established in five countries: Rwanda, Burundi, Kenya, Guatemala and El Salvador. IUCN also developed nine gender road maps to deliver FLR strategies that support the active participation of women and youth: five in South America and the rest in Cameroon, Guatemala, Uganda and Ghana. IUCN prepared and implemented adaptation plans with the participation of more than 500 beneficiaries – 250 of whom are women– in Mesoamerica. IUCN trained women, youth and marginalised groups on Sustainable Land Management (SLM) in 8 Great Green Wall countries, Burkina Faso, Senegal, Mauritania, Mali, Niger, Chad, Djibouti and Nigeria. 20 young people in Panama and Costa Rica were trained in climate change and the SDGs.

In 2019, IUCN will establish FLR national working groups in five additional countries; in addition, four FLR and gender strategies will be developed. FLR and ROAM trainings will be carried out in Argentina and Uruguay as part of IUCN's outreach and capacity building in South America. IUCN also expects to engage three more countries to build the capacities of women, youth and marginalised groups in SLM. Gender sensitive training modules will be developed in Mozambique.

The main risk identified under Target 26 is financial. IUCN will enhance its fundraising efforts to ensure the establish of FLR national working groups.

Target 27 – Nature based solutions Finance - Expected status by end 2019: Progress towards target but at an insufficient rate

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Ecosystem- based Adaptation financing mechanisms implemented	USD 270m mobilised under GEF agreement , no implementation yet	GEF concepts in at least two regions	Legal-political: lack of institutional and political engagement to ensure secure investment in Central and West Africa

In 2018, IUCN advanced in the establishment of a portfolio that deploys financial mechanisms to deliver nature-based solutions. The Restoration Initiative (GRI), funded by the GEF, unites ten countries and three GEF agencies - IUCN (lead), the Food and Agriculture Organization (FAO), and the UN Environment Programme – in working to overcome barriers to restoration. USD 270m have been mobilised through TRI in 2018. In Ecuador, IUCN delivered a preliminary management model and a Work Plan to continue the process of establishing a Water Fund as a means to scale-up EbA at the watershed level in Manabi, Ecuador. IUCN is also providing advice to Beyond Med Plastics for its granting mechanism by participating in its project selection process. The IUCN IPO strategy includes actions to build capacities around financial mechanism.

In 2019, IUCN plans to develop GEF concepts that include FLR in two regions as part of the TRI. IUCN will also continue to provide scientific advice to Beyond Med Plastics for its grant making mechanism. In addition, ten Central and West Africa countries will identify and promote financial mechanisms for NBS.

The main risk identified under this target is legal-political. IUCN will work with governments and partners in Central and West Africa to engage in this process to ensure secure investment.

SR 3.3 - Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored

Target 28 – Nature based Solutions Public and Corporate Investment - Expected status by end 2019: On track

Target 28 New national, sub-national or corporate planning and investment frameworks are effectively implemented in productive ecosystems to contribute to biodiversity conservation, sustainably deliver ecosystem goods and services and promote 'land degradation neutrality'.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
50 countries have set LDDN targets	118 countries have committed to set voluntary targets, IUCN supported 75 countries in setting voluntary targets	118 countries to complete LDN target setting, including 75 financed by IUCN	Legal-political: Lack of uptake by corporates and lack of support by industry associations, financial institutions and/or governments.

In 2018, **IUCN made good progress in supporting public and corporate investment for NBS.** Interest-driven partnerships for investment in landscape in growth corridors was demonstrated and investment screening criteria was agreed with SAGCOT. 118 countries have committed to set voluntary Land Degradation Neutrality (LDN) Targets. IUCN, through the GEF, supported the establishment of voluntary LDN targets in 75 countries. MFF is working with the Programme for Environmental Management of the Seas of East Asia (PEMSEA) to develop a Sustainable Business Roadmap (focusing on Indonesia, Thailand, Viet Nam, and Cambodia) for priority coastal industries and supporting development of Blue Economy approaches. In India, IUCN has supported the development of the Biodiversity Policy and Technical Standards adopted by Aditya Birla Group companies, and the implementation on management plans in eight mining sites of Tata Steel. IUCN has also developed new business relationships with Engro Energy, Toyota Motors, ENEL, Newmont Mining, Anglo American, among others to influence their practices and reduce biodiversity loss.

By the end of 2019, **all 118 countries will complete the LDN target setting**, including the 75 financed by IUCN. IUCN will continue to engage with the business sector to create the enabling conditions for change. In at least two Pacific Island countries, IUCN will support the development of marine planning guidelines and a marine spatial plan for biodiversity conservation and the sustainable delivery of ecosystems goods and services.

The main risk identified under Target 28 is legal-political. IUCN will work with committed players and associations to demonstrate the benefits, value and feasibility of such approaches to ensure successful uptake of its work.

Target 29 – Restoration - Expected status by end 2019: On track

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
On-ground restoration action promoted	13m ha. identified under FLR in 6 countries	Additional 10m ha identified	Legal-political: In Asia, lack of interest, insufficient understanding of the Bonn Challenge

In 2018, **IUCN made good progress in the implementation of restoration processes.** IUCN continued promoting commitments to the Bonn Challenge, including new additions from Cameroon and Chad with a commitment to restore 12m. ha and 5m ha. respectively. IUCN also organized the Third Bonn Challenge High Level Round Table in Brazil. IUCN is working in 35 jurisdictions in 26 countries to support ROAM assessments as knowledge product reports. The World Bank used ROAM methodologies in six AFR100 countries. The latter is a country-led effort to bring 100m hectares of

deforested and degraded landscapes across Africa into restoration by 2030. IUCN identified 13m ha. under FLR in 6 countries (Brazil, El Salvador, Mexico (Quintana Roo), Rwanda and the United States). IUCN also produced three toolkits (ROOT, Gender and FLR biodiversity guidelines) and three publications on FLR & food security; smallholders; and Value for money.

In 2019, IUCN will launch the third Bonn Challenge report with data of six countries/landscapes. At least ten more countries/landscapes will use the Bonn Challenge Barometer to track FLR progress. IUCN also aims to clearly document the development and use of ROAM data in 20 countries. IUCN plans to identify additional 10m ha under FLR, and at least one Asian country will commit to the Bonn Challenge. The China Mangrove Strategy will be developed.

The main risk identified under Target 29 is legal-political. In Asia, the most promising countries will be prioritised and key government officers will be briefed about the Bonn Challenge, through the provision of information material.

Target 30 – Nature based solutions from intact ecosystems - Expected status by end 2019: On track

Target 30 Legal, customary and institutional mechanisms and resourcing are effectively implemented to maintain intact, natural and semi-natural ecosystems that deliver benefits to society, including existing and new protected areas.			
2017 Key Outputs	2018 Expected Deliverables	2019 Planned Deliverables	Main Risks
Ecotourism revenue generation strategies developed	13 PAs in the Mediterranean include a revenue generating activity	Training on ecotourism as a revenue generating activity for all 13 Pas	Financial: changes in donors' thematic and programmatic priorities limit the continuity of the process of establishment of the Municipality Conservation Area in Ecuador
Guidance for establishment of conservation area developed	Municipality Conservation Area in Ecuador + 2 agreements under development in the East Melanesian Islands	+ 3 sites in the East Melanesian Islands	

In 2018, **IUCN advanced on its work to support NBS from intact ecosystems.** However, all these efforts need to be further documented to be able to report on them. Highlights include the establishment of one Municipality Conservation Area in Ecuador and the identification of 4,000 ha for protection as part of this designation. IUCN is also developing community agreements in two sites in the East Melanesian Islands (Choiseul and Santo) to designate new conservation areas. In the Mediterranean, IUCN supported 13 protected areas in the Mediterranean to include a revenue generating activity in their ecotourism offer.

In 2019, will continue with the designation of community areas in at least three sites in the East Melanesian Areas. In the Mediterranean, IUCN will train the 13 PAs on ecotourism as revenue generating activity.

The main risk identified under Target 30 is financial. IUCN will Explore alternative funding opportunities for scaling up actions in territory.

4. Corporate development

This section outlines the key 2019 priorities for the IUCN Secretariat's corporate functions.

4.1 Strategy and Partnerships

The **development of the Programme 2021-2024** is a key priority for setting the strategic direction for IUCN in the next decade. The Director General's Strategic Orientations for 2018 call for a Programme that is ambitious, vibrant and solutions-driven; outward looking; development-centric; championing gender; engaging indigenous people; and results focused. Key milestones for 2019 will include: the review by Council of the first draft of the Programme (April 2019); consultations of Members and key stakeholders (donors and partners) (May-August 2019); organisation of Regional Conservation Fora (also May-August 2019).

The IUCN Secretariat will make major improvements in **program planning, portfolio management and evaluation**. Following improvements in project governance made in 2018, the Planning, M&E and Risk Unit will accelerate the adoption and practice of enhanced approval, supervision and completion procedures in 2019, including the adoption of project ratings. We expect to launch a digital project management package building upon the learning from the application of the tools in the Project Guidelines and Standards (PGS). Improved supervision should create efficiencies across mid-year review and planning processes and enable a shift to a results-based annual work plan by 2020. To support a shift from managing expenditures to managing for results, new performance monitoring standards will be adopted in application of the Monitoring and Evaluation Policy. We also expect to adopt a set of harmonized standard impact indicators to enhance the ability of the Secretariat to tell an impact story at the portfolio level. A new Evaluation Strategy will be drafted to systematically address learning as well as accountability.

The IUCN Secretariat will continue to strengthen its **partnerships with Framework and Programme partners**. In 2019, the Global Strategic Partnerships Unit will ensure that resource mobilization efforts are strategic and well-coordinated across the Secretariat. Multi-stakeholder partnerships will be built and funds mobilized to support strategic priorities identified in the 2019 Work plan. IUCN's framework partnerships will be effectively managed and additional restricted funding will be secured from Framework Partners. IUCN's earmarked (*programme*) income must be increased. The quadrennial External Review of IUCN starting at the end of 2019 will be a key determinant of continued support. The donor base is both diversified and deepened through enhanced engagement with bilateral donors, multilaterals agencies and foundations. In addition, IUCN Secretariat will expand its Junior Professional Officer (JPO) programmes with bilateral donors. Enhanced core funding through major gifts from High Net Worth Individuals is expected as well, driven by the implementation of IUCN's new Patrons of Nature strategy and bequests programmes. The development of the IUCN 2021-2024 Programme and the resource mobilization strategy for the IUCN World Conservation Congress will be leveraged to create momentum towards building impactful partnerships.

The **IUCN North America office** will continue to deepen its engagement with US and Canadian Government funding agencies, especially the State Department and USAID, and closely monitor of the US Government support to conservation. Substantially increased engagement with US Foundations is also expected, including significant extra resources generated for relevant program activities. In 2019, contacts with Washington-based multilateral finance institutions, including the World Bank, the Inter-American Development Bank and the International Finance Corporation will be increased.

IUCN continues to pursue this model of strategic relations with the EU and will continue to focus on direct agreements through its various programs and Regional Offices. At the same time, the IUCN secretariat, with strategic support from the Brussels office, continues to collaborate with the EU Delegations and apply to calls for proposals to seek support for IUCN's regional offices and global programs. Moreover, the Brussels office will continue to follow and inform the political discussions of progress on the new Multiannual Financial Framework (MFF) after 2021 including the new EU instruments to be agreed upon before the EU elections, according to the official schedule. IUCN continues to pursue the indirect financial management status (formally known as IO status) and will present the final pillar-assessment to achieve this status.

The development of the **strategic engagement for GEF and GCF** operations will remain a key focus in 2019. A GEF/GCF Strategy Group at management level, and a more technical group, will play a key role in steering the development and implementation of a strategic portfolio of IUCN support to countries via its GEF and GCF interventions. This work will build on major initiatives of IUCN and its expertise with the view to scaling up efforts in countries. It will also work to build in innovative ways of working with the private sector and harnessing investment opportunities with the aim of having a more transformative portfolio within the GEF and GCF. The GEF/GCF Coordination Unit mobilizes IUCN's contribution to GEF Council meetings (twice a year) and GCF Board meetings (twice a year) with the aim of ensuring IUCN projects are part of each work programme reviewed by the relevant governing bodies of these financial mechanisms. It will coordinate and participate to GEF Secretariat interagency meetings. In particular, the Unit contributes to the harmonization and improved consistency of safeguard systems among IUCN members and other GEF agencies. The strategy for IUCN GEF and GCF operations calls for the development and use of procedures and tools to identify, appraise, manage and supervise projects implemented. Four new concepts will be submitted to the GCF for consideration and at least one IUCN project is reviewed (and endorsed) at each GCF Board meeting. The portfolio of GEF approved projects (15 projects worth USD 60 million) must disburse according to IUCN and GEF procedures. In 2019, refined procedures for monitoring and oversight of the GEF and GCF portfolio will go into place to ensure IUCN's accountability in the delivery of targeted results.

4.2 Governance, Risk and Controls

In the area of **governance**, two Council meetings will be organized in Gland and, if convened, one meeting of the Bureau between Council meetings. The External Review of Aspects of IUCN Governance to be finalized in January 2019 will be a major milestone for the year. The Council Handbook, revised following the 2016 governance reforms, was approved in April 2018. The Office of the Legal Adviser will support the Council and its subsidiary bodies (in particular Bureau and GCC) in relation to the proposed improvements of IUCN's governance and with revising of related necessary draft amendments to the Statutes and Regulations. The Governance Officer will support Council in approving reforms, if any, required following the External Review.

The reform of the Congress motions process is well underway, supported by a task force of the GCC. Priority for 2019 will be to obtain the approval of the relevant IUCN Members of the reform proposals that Council will decide at its 95th meeting. This will enable to launch the motions process in May 2019 and manage it, including launching the online discussion in December 2019, and to launch the call for nominations for the 2020 elections in September 2019 and subsequently manage the nominations process, supporting the Election Officer, until hand-over to Council in January 2020. The Office of the Legal Adviser will also support the Task Force of the GCC on the Motions' process, reviewing the drafts of any amendments to the Statutes and Regulations.

The year 2019 will see the implementation of the new **Membership Strategy**, including the recruitment of more State and IPO Members. Considerable efforts will be dedicated to the preparations of the Regional Conservation Fora. The Union Development Group will finalise the Membership dues reassessment process and update Membership brochures and launch the Membership newsletter.

The **Enterprise Risk Management (ERM)** Policy for the Secretariat was adopted by Council in 2018. Because IUCN delivers its contribution to the Programme through projects, project risk management is an essential pillar of ERM for the Secretariat. In 2019, project risk management will be fully integrated into the Project Guidelines and Standards (PGS). Successful implementation of project risk management rests on (1) embedding a risk culture, and (2) accountability for risks. The main effort of the Planning, M&E and Risk Unit will be on capacity development of staff as a precondition for the use of advanced Governance, Risk and Control systems. Decision meetings for large projects and periodic reviews of project portfolios will consider risk dimensions. We plan to pilot and showcase innovative risk management tools adapted for conservation in 10 projects to create a demonstration effect throughout the project portfolio. By combining mainstreaming of risk into procedural, cultural and organizational practices, we expect business owners to see improvements in their risk profile and an enhanced ability to take risk-informed decisions.

The IUCN Secretariat benefits from proven **Environmental and Social Management Standards (ESMS)** for project development and implementation. The Secretariat, with support from CEESP, will explore the integration of governance-related risks in the ESMS. In conjunction with the development of conservation-adapted ESMS tools and guidelines, the Secretariat will build ESMS capacity through workshops and on-the-job support during the design and implementation phases of projects.

The Office of Legal Adviser and the Oversight Unit will play a critical role in the implementation of an integrated **governance, risk and compliance** framework. The Oversight Unit provides assurance on internal control, risk management and governance processes. In 2019, it will continue providing planned and unplanned assurance, advisory and investigations services, carry out fraud risk assessments, and follow-up on the status of management's implementation of internal audit recommendations. Information and training on the internal control systems, anti-fraud and corruption will be integrated into the initiative on capacity development for risk management. The anti-fraud and corruption policies and procedures will be updated. The Office of the Legal Adviser will continue to support all corporate units in achieving results while addressing uncertainty and acting with integrity.

4.3 Resource Management, People and Culture

In the area of **financial management**, the Chief Finance Officer will continue rollout of the cash management project, increasing the number of office using electronic banking with host to host connections to 10. Foreign exchange management processes are currently being improved and will be fully implemented in the first half of 2019. The NAV financial system will be upgraded by June 2019. The finance function will continue making improvements to management reporting. A revised version of the global management report will be launched in Sept 2018 which will track performance against targets. In addition, an automated reports distribution system will be launched for project financial management. In relation to project finance, priorities of the Global Programme Operations Unit (GPOU) for 2019 include improvements to the project budget framework building on work performed in 2018, and the rollout of the first phase of the time management system. This will be followed by a 2nd phase that will include the development of a resource planning component.

Major improvements in **Information Systems** are expected in 2019. The upgrade of the ERP system will be completed and we will start the development of 2020 Congress Applications. The Secretariat will continue to optimize the Global Wide Area Network (GWAN) and common infrastructure, and expand in new locations. We will continue the implementation of a new Digital Workplace across GWAN locations. The Programme and Project Portal will be further developed to enhance results reporting and project management tools. We will implement a new Knowledge Management approach focusing on ease of search of information within IUCN repositories.

Human capital is the most precious resource of the IUCN Secretariat. The Human Resources Management Group will support a shift from a Vacancy Management to a Workforce Planning approach, whereby Senior Management and each unit/regional management teams adjust their staffing, mobility and development plans based on IUCN's operational needs. Furthermore, HRMG will establish a Talent Management suite of interconnected HR products and initiatives including: performance management, staff mobility (functional & geographical), development assignments, high-potential program and common onboarding & offboarding programs. Following the adoption of corporate competency framework in 2018, it will train Managers and Directors on the use of the Corporate Competency Framework and its implications for Recruitment, Talent Reviews and Succession Planning. It will launch and socialize the new Career Development Framework along administrative, technical and managerial streams across job families and grades. It will consolidate of the New Leadership Development programme. Further consolidation of application of HR policies across all our country offices is expected.

4.4 Communications

Throughout 2019, the Global Communications Unit (GCU) will continue its advisory work on IUCN's identity and messaging. The development of a clear corporate identity and core value proposition, coupled with a lack of communicable content in support of IUCN's corporate positioning are the greatest challenges IUCN faces in relation to communications. GCU will continue to bring programmes under a more cohesive **corporate communication strategy** by continuing the matrix management system and better aligning programmatic communicators with corporate-level communications. In 2019, GCU will also continue to enforce, encourage use of, and provide trainings related to the Social Media, Media Relations and Web Governance policies, style guide and Writing for the Web guide, as well as the new Guide to Media Relations and Shorthand Guides, and Content Strategy, all recently completed. Social media, media relations, multimedia and content strategy will be a focus of larger GCU efforts to train, coordinate and draw upon the larger group of IUCN communicators in programmes and regions. GCU will continue to ensure programme and regional communicators understand and follow the various IUCN communications policies and other best practices.

IUCN's **corporate media relations** remain significantly above industry standard. The Unit will strive to maintain this in 2019. Project-based communications will benefit from continued seminars and trainings on writing press releases and broader press relations on the back of the *Guide to Media Relations* issued in 2018. As the Congress in Marseille approaches, outreach to media and efforts raise visibility of the Congress with press audiences will increase.

The GCU will refine and begin implementation of a communications strategy for the 2020 World Conservation Congress in Marseille. As the year progresses, this is likely to represent an increasing share of the Unit's workload. The WCC is a unique opportunity to enhance a **Union identity**. In 2019, GCU aims to increase the profile of IUCN as a Union beyond the WCC. We will continue to build profile with French press in advance of the 2020 Congress.

The primary goal for corporate **social media** efforts in 2019 is to continue implementation and fine tuning of the social media strategy to make better use of social media in achieving overall IUCN communications objectives. GCU will continue to maintain website but, due to a maintenance-only budget, will not be able to make improvements. GCU will use its custom Twitter monitoring tool developed in-house in 2018 to continue to refine its Twitter efforts and will begin development of a similar tool for Facebook monitoring. GCU will continue to use Twitter news alerts to target journalists and expand the use of content created specifically for social media. It utilises in-house resources to create a variety of micro-content such as quote images, basic graphics and simple videos to help IUCN content stand out in the crowded social media environment.

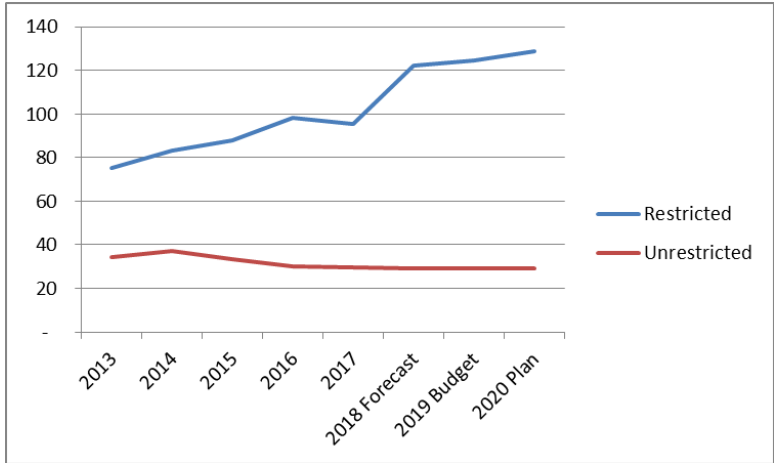
Part II: THE IUCN BUDGET FOR 2019

1. Summary

The 2019 budget reflects a rising level of restricted income (project income) and a stabilization of the level of unrestricted income (core income)¹⁵ as shown in

Figure 6: Income trends, CHFm below.

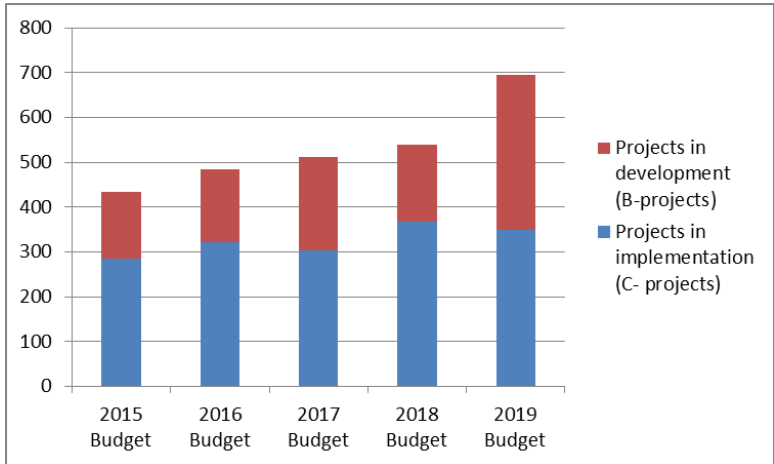
Figure 6: Income trends, CHFm



2017 saw a levelling off of project restricted income. However, this is expected to be temporary in nature as the project portfolio is showing strong growth as noted in

Figure 7: project portfolio, gross contract values, CHFm below.

Figure 7: project portfolio, gross contract values, CHFm



Although the value of signed contracts (C projects) that will be implemented in 2019 is slightly lower than comparable numbers for the 2018 budget, there are several major projects that are in development which are expected to result in signed contracts before the end of 2018.

The overall growth in the project portfolio (C and B projects) is driven by access to the Global Environment Facility (GEF) and the Green Climate Fund (GCF) funds and by focusing on large-scale

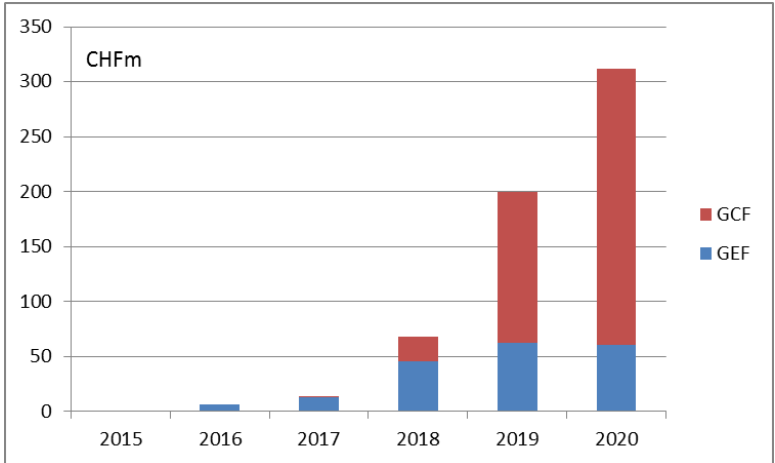
¹⁵ The terms restricted income and project income, and unrestricted and core income are used interchangeably in this document.

programmatic initiatives that are well aligned with donor priorities. Significant resources are being received from the GEF, European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

The expected evolution of the GEF/GCF portfolio is shown in

Figure 8: Evolution of the GEF/GCF portfolio, CHFm below. The current value of the GEF portfolio (excluding agency fees) is CHF 45m and this is set to rise to CHF 62m in 2019. The GCF portfolio is still at an early stage of development. The first project (CHF 22m) is expected to be approved in October 2018, followed by several major projects in 2019 and 2020 resulting in a projected portfolio of CHF 250m by the end of 2020.

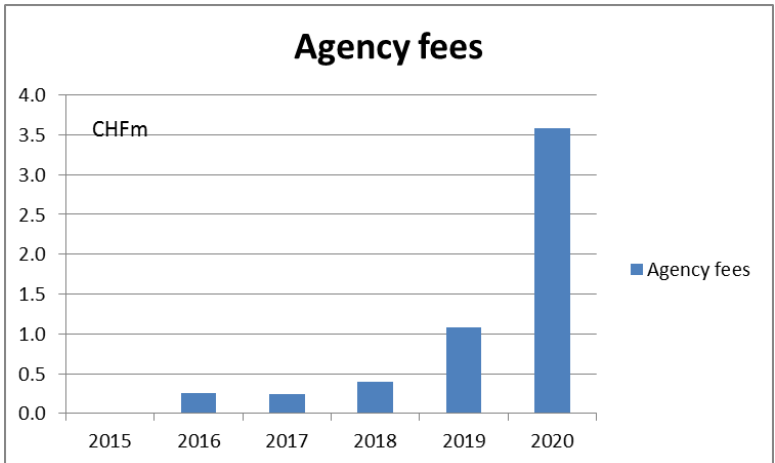
Figure 8: Evolution of the GEF/GCF portfolio, CHFm



There is a significant lag – often up to one year - between project approvals and actual expenditure being incurred and hence the level of agency fees that is budgeted to be earned in 2019 is only CHF 1m, though this is expected to increase to CHF 3.5m in 2020, as shown in

Figure 9: Evolution of GEF/GCF agency fees, CHFm, provided projects in the pipeline are approved as forecast.

Figure 9: Evolution of GEF/GCF agency fees, CHFm



Unrestricted income has stabilized. Membership dues remain at a similar level to 2018 as does Framework income. There is a marginal increase in other unrestricted income from CHF 6.3m forecast in 2018 to CHF 6.5m in 2019 reflecting growth in the Patrons of Nature initiative.

Investment of core resources in global and regional programme remains at a similar level to 2018 with no significant changes to the distribution. IUCN continues to invest in improving systems and processes to improve efficiency, ensure programmatic alignment of its portfolio and to demonstrate delivery.

Table 11: Budget summary below shows the total budget broken down into its two components: the core budget and the project budget.

Table 11: Budget summary

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Core budget				
Income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	67.1	70.2	67.8	68.0
Expenditure	66.0	70.2	68.9	67.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0
Project budget				
Income	95.4	122.3	124.5	120.0
Expenditure	58.0	81.1	86.0	81.0
Cost recovery	37.4	41.2	38.5	39.0
Total expenditure	95.4	122.3	124.5	120.0
Operating result	-	-	-	-
Total budget				
Income	125.1	151.3	153.8	149.0
Expenditure	124.0	151.3	154.9	148.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0

Note: cost recovery is shown as income in the core budget and as expenditure in the project budget. It represents operating costs recharged, or "recovered", from project budgets.

A total expenditure budget of CHF 154.9m is proposed for 2019. This compares to a 2018 forecast of CHF 151.3m and the 2017-20 Financial Plan projection of CHF 148m.

The budgeted operating result for 2019 is a deficit of CHF 1.1m and a breakeven result after taking into consideration budgeted transfers from designated reserves. The transfers from designated reserves represent the drawdown of funds set aside in previous years for 2019 expenditure in respect of the Regional Conservation Fora, Congress preparatory costs and the External Review.

The core budget is slightly lower than the 2018 Forecast (2019 budgeted expenditure of CHF 68.9 vs 2017 forecast expenditure of CHF 70.2). This is a result of lower levels of cost recovery from the project portfolio and represents a progressive shift towards grant making and working through partners (e.g. as an implementing agency of the GEF and GCF), and away from direct project execution. This requires less IUCN staff time as a proportion of total project costs.

The project budget shows a marginal increase from a forecast of CHF 122.3m in 2018 to CHF 124.5m in 2019, reflecting steady growth of the project portfolio.

2. Core income and expenditure

Table 12: Core income and expenditure below provides a summary of the core income and expenditure budget.

Table 12: Core income and expenditure

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Membership dues (net of provisions)	11.4	11.4	11.5	13.0
Framework income	12.5	11.3	11.3	10.0
Other unrestricted income	5.8	6.3	6.5	6.0
Total core income	29.7	29.0	29.3	29.0
Cost recovery	37.4	41.2	38.5	39.0
Total income	67.1	70.2	67.8	68.0
Operating expenditure	65.5	69.6	68.3	67.0
Other income and expenditure	0.5	0.6	0.6	
Total expenditure	66.0	70.2	68.9	67.0
Operating result	1.1	-	(1.1)	1.0
Transfers (to)/from designated reserves	(1.2)	(0.3)	1.1	-
Surplus/(deficit) after reserve adjustments	(0.1)	(0.3)	0.0	1.0

The budgeted operating result for 2019 is a deficit of CHF 1.1m and a breakeven result after taking into consideration transfers from designated reserves.

Transfers from designated reserves represent funds set aside in previous years for events and expenditure that will be incurred in 2019; namely the Regional Conservation Fora, Congress preparatory costs and the External Review.

2.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarized in Table 14: Membership dues (CHF m) below.

Table 13: Core income summary (CHF m)

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Membership dues (net of provisions)	11.4	11.4	11.5	13.0
Framework income	12.5	11.3	11.3	10.0
Other unrestricted income	5.8	6.3	6.5	6.0
Total core income	29.7	29.0	29.3	29.0

Core income is budgeted at CHF 29.3m; in line with the 2018 forecast and the 2019 plan.

2.2 Membership dues

Table 14: Membership dues (CHF m) shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 14: Membership dues (CHF m)

	2017	2018	2019
CHF m	Actual	Forecast	Budget
Membership dues	11.7	12.0	12.0
Provision for non-payment	(0.3)	(0.6)	(0.5)
Net Membership dues	11.4	11.4	11.5

Gross Membership dues are budgeted at CHF 12.0m in line with 2018. A provision of CHF 0.5m (2018: CHF 0.6m) has been budgeted for the non-payment of Membership dues. This is a management estimate based on previous years' experience.

2.3 Framework income

Framework income is budgeted at CHF 11.3m (2018 forecast: CHF 11.3m).

Of the total, CHF 8.1m is secured and based on signed agreements. The remainder is dependent on the signing of new agreements. For these agreements the amounts budgeted have been based on indications received from donors and past experience.

Of the total Framework income of CHF 11.3m, CHF 1.9m is programmatically restricted. No amounts have been budgeted for new framework partners that may join IUCN in 2019, although new relationships with potential partners will continue to be explored.

2.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 6.5m. This comprises various items as shown in Table 15: Other unrestricted income.

Table 15: Other unrestricted income

	2017	2018	2019
CHF m	Actual	Forecast	Budget
Government tax exemptions	1.3	1.4	1.4
Rental income and services	1.5	1.7	1.7
Patrons of Nature	0.7	1.0	1.3
GEF and GCF agency fees	0.2	0.5	0.5
Deferred income	0.5	0.5	0.5
Other income	1.6	1.2	1.1
Total	5.8	6.3	6.5

The key items are the value of Government tax exemptions in respect of expatriate staff resident in Switzerland and Germany (Total: CHF 1.4m) and rental and service fee income received from Ramsar and other tenants in the Headquarters building plus rental income received in the regions (Total: CHF 1.7m). Patrons of Nature are expected to contribute CHF 1.3m in 2019. IUCN currently has 8 patrons that provide financial contributions and this is expected to increase further in the latter part of 2018 and in 2019.

GEF and GCF agency fees of CHF 0.5m have been budgeted in 2019. This is based on the current GEF/GCF portfolio and the expected date of approval of project concepts by the GEF Council and GCF Board. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects and 7%

of the value of GCF projects. Approximately 50% of the agency fee is budgeted as core income where it is used to fund the GEF/GCF Coordination Unit and HQ services. The remaining 50% funds project development, monitoring and support costs incurred at the programme level and is included in the project restricted budget.

Deferred income relates to the value of donations received in respect of the IUCN HQ building – income is recognized over the life of the assets concerned. Other income reflects various amounts received by regional and country offices.

2.5 Operating expenditure

Operating expenditure (Table 16: Operating expenditure) is budgeted at CHF 68.3m (2018 forecast: CHF 69.6m). 80% of costs are staff costs and 20% other costs. The ratio is similar to the previous two years.

Staff costs are slightly lower than forecast for 2018, despite a growing project portfolio. This reflects a shift in the delivery model whereby a greater proportion of projects is implemented by partners.

Travel costs are budgeted as CHF 3.5m (2018 forecast CHF 2.8m). The increase is due to the Regional Conservation Fora (RCFs) which will take place in 2019. 100% of the budgeted cost of the RCFs (CHF 0.75m) is budgeted under travel and conference costs.

Table 16: Operating expenditure

	2017	%	2018	%	2019	%
CHF m	Actual		Forecast		Budget	
Staff costs	52.0	80%	55.8	80%	54.8	80%
Communication & publication costs	0.3	0%	0.3	0%	0.2	0%
Consultancy & prof. services	2.2	3%	2.2	3%	1.9	3%
Office costs	3.9	7%	4.6	7%	4.5	7%
Travel, hospitality & conferences	2.7	4%	2.8	4%	3.5	5%
Grants to partners	0.5	0%	-	0%	-	0%
Total other costs	13.5	20%	13.8	20%	13.5	20%
Total	65.5	100%	69.6	100%	68.3	100%

2.6 Other income and expenditure

Other income and expenditure is budgeted at CHF 0.6m. It comprises provisions to cover operational risks such as adverse movements in foreign exchange rates and project deficits as detailed in Table 17: Other income and expenditure below. The total amount is similar to that forecast for 2018.

Table 17: Other income and expenditure

	2017	2018	2019
CHF m	Actual	Forecast	Budget
Foreign exchange	(0.3)	0.3	0.3
Project deficits	1.1	0.2	0.2
Other income and expenditure	(0.3)	0.1	0.1
Total expenditure	0.5	0.6	0.6

2.7 Transfers to/(from) designated reserves

IUCN makes annual allocations from income to designated reserves to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2019 budget includes

a release from designated reserves of CHF 1.1m. This includes CHF 0.5m to cover expenditure related to Regional Conservation Fora (RCFs), CHF 0.2m to cover Congress 2020 preparation costs, CHF 0.1m to cover the External Review and CHF 0.2m to cover information systems investments. These amounts are combined with any additional budgetary allocations made in 2019.

Table 18: Allocations to/(from) designated reserves

	2017	2018	2019
CHF m	Actual	Forecast	Budget
World Conservation Congress and RCFs	0.5	0.3	(0.7)
External and Governance Review	0.1	-	(0.1)
Information Systems Investments	0.4	-	(0.2)
Commission Operating Funds	0.2	-	(0.1)
Total expenditure	1.2	0.3	(1.1)

2.8 Allocation of Core Income

Table 19: Core expenditure and related funding sources below shows the total core expenditure budget and how each of the different components is funded.

Table 19: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programme support	Corporate support	Total
Expenditure	25.8	22.2	8.3	12.6	68.9
Internal service charges	1.4	0.3	(0.1)	(1.6)	-
Total expenditure	27.2	22.5	8.2	11.0	68.9
Funding					
Membership	1.5	1.6	3.6	4.8	11.5
Framework	3.8	6.5	0.8	0.2	11.3
Other unrestricted	1.0	0.7	0.6	4.2	6.5
Core income	6.3	8.8	5.0	9.2	29.3
Cost recovery	21.1	13.7	2.4	1.3	38.5
Allocations from reserves	-	0.1	0.9	0.1	1.1
Transfers/adjustments	(0.2)	(0.1)	(0.1)	0.4	-
Total funding	27.2	22.5	8.2	11.0	68.9

Total core income amounts to CHF 29.3m (see Table 13). This has been allocated on a strategic basis taking into account alternative funding opportunities.

Membership dues are used to support the “backbone” of IUCN, including Union functions such as Membership support, Commission support, and Union Governance. Membership dues also support programmatic support functions such as planning, monitoring, evaluation and risk management, strategic partnerships and corporate communications. At the regional level membership dues fund representation and membership support. An element is also used to fund a proportion of corporate functions (management, oversight, finance, HR, information systems, general administration etc.) which are necessary for the efficient functioning of IUCN and for the establishment of a platform to support programme implementation. The cost of corporate functions are also partly funded through cost recovery and the internal service fee mechanisms operated by IUCN.

Membership dues of CHF 1.3m has been allocated to support the operations of IUCN’s 6 Commissions. This is included in the Global programmes category.

Framework income is almost entirely allocated to regional and global programmes in line with donor conditions where it is used to support the development and delivery of the IUCN programme. The other principal source of funding for global and regional programmes is through cost recovery derived from the project portfolio.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from HQ tenants of CHF 1.3m funds the cost of services provided to tenants.

3. Project income and expenditure

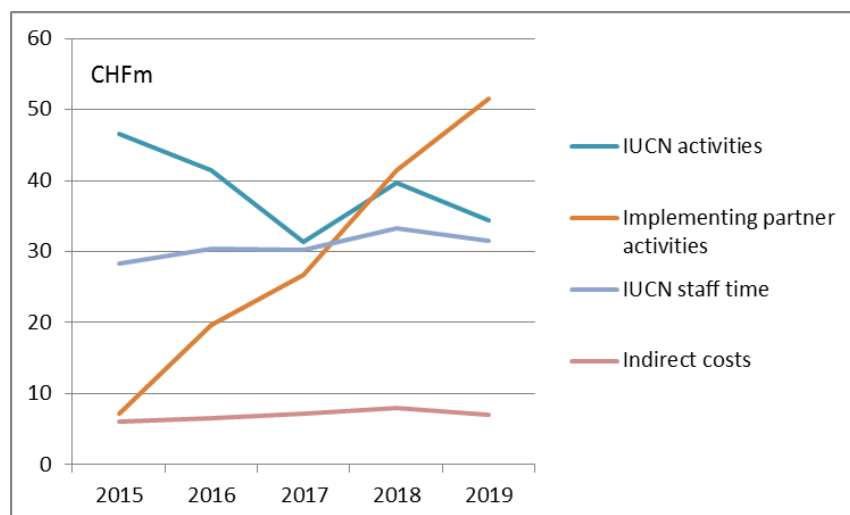
Table 20: Project income and expenditure shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 124.5m compared to a forecast level of CHF 122.3m in 2018. The budgeted level is higher than that foreseen at the time of preparation of the 2017-20 Financial Plan (CHF 120m), reflecting healthy growth of the project portfolio.

Table 20: Project income and expenditure

	2017	2018	2019	2019
CHF m	Actual	Forecast	Budget	Plan
Project income	95.4	122.3	124.5	120.0
IUCN activities	31.3	39.7	34.4	81.0
Implementing partner activities	26.7	41.4	51.6	
IUCN staff time	30.3	33.3	31.5	39.0
Indirect costs	7.1	7.9	7.0	
Total project expenditure	95.4	122.3	124.5	120.0

Figure 10: Project expenditure breakdown below shows trends in the main project expenditure categories.

Figure 10: Project expenditure breakdown

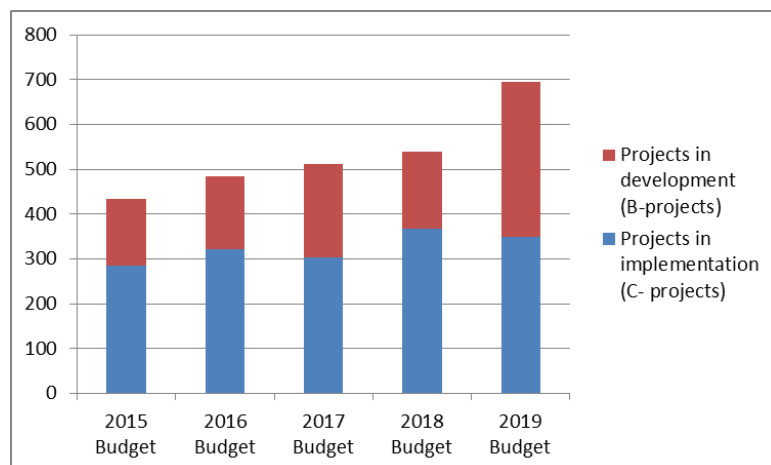


Expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and as a result of the development of the GEF (Global Environment Facility) and GCF (Green Climate Fund) portfolios. This represents a strategic shift that is expected to continue beyond 2019 as funding from GEF and GCF further increases.

Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 41.4m in 2018 to CHF 51.6m in 2019. The majority of this expenditure will be spent through IUCN members.

The budget reflects a growing project portfolio as shown in Figure 11: IUCN project portfolio.

Figure 11: IUCN project portfolio



The total value of projects under implementation (C-projects) at the time of budget submissions that will continue into 2019 is CHF 349m, and the value of those at the proposal stage (B-projects) is CHF 346m. B projects are contracts under negotiation that are expected to be signed during the remaining months of 2018 and during 2019. The total value of the portfolio (B+C) has risen by 29% since the 2018 budget exercise. However, it should be borne in mind that not all B-projects reach fruition and some may not start to be executed until 2020.

3.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects. Cost recovery comprises staff time cost recovery and indirect cost recovery. Table 21: Project expenditure and cost recovery shows the 2019 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2018.

Table 21: Project expenditure and cost recovery

CHFm	2019 Budget				2018 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	63.2	22.8	86.0	69%	66.0	16.6	82.6	67%
Staff time	21.9	9.6	31.5	25%	26.1	6.3	32.4	26%
Indirect costs	5.1	1.9	7.0	6%	6.1	1.6	7.7	6%
Total project expenditure	90.2	34.3	124.5	100%	98.2	24.5	122.7	100%
	72%	28%	100%		80%	20%	100%	

Staff time. IUCN's unique set-up requires that IUCN staffs many of the projects that IUCN implements. This, therefore, means that for projects where IUCN is the executing agency, staff charges are a significant element of project costs. On this basis, the budget for 2019 projects fairly significant staff cost recovery (CHF 31.5m), representing 25% of total project expenditure.

The level of staff cost recovery differs from project to project, depending on its nature and whether IUCN has a direct role in project execution. Knowledge based projects tend to have a higher ratio of staff time

than projects delivering results on the ground or those delivered through grant making or implementing agency mechanisms where project execution is performed by grant recipients and partner organisations. As the GEF/GCF portfolio grows, staff time as a % of project expenditure will decrease.

Indirect costs. IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Indirect cost recovery from projects fund the administration and financial management costs related to project implementation and execution. The average level of indirect cost recovery is around 6%. The rate differs depending on the type of project and donor rules. The rate is lower where the majority of expenditure is incurred by partner organisations or where donor rules require that overheads are charged as direct costs (to the extent possible) instead of as a % fee.

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

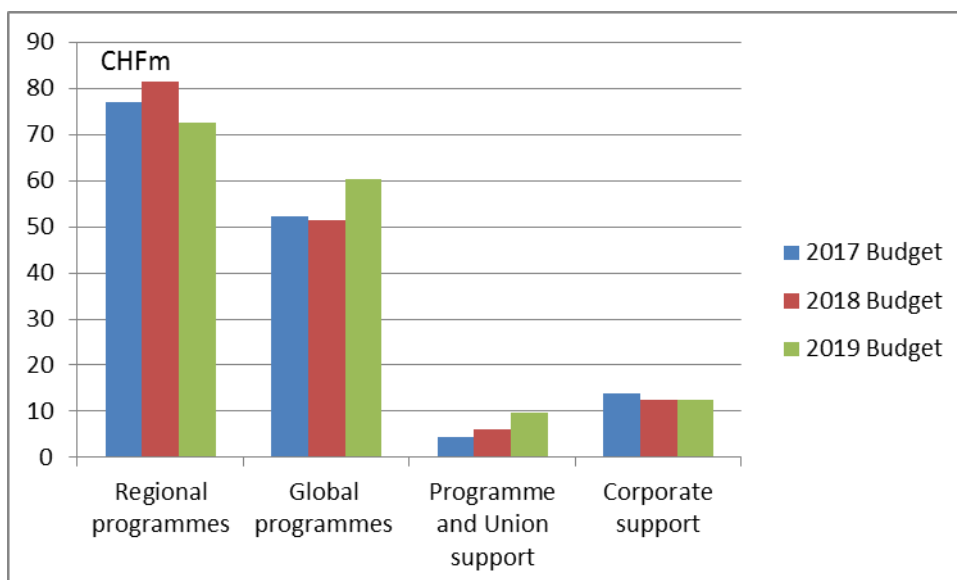
Projects in development (B-projects). When preparing their budgets, programme units assess the likelihood of projects under development being finalized and a contract awarded. The level of expenditure to be incurred in 2019 is then estimated. This is then discounted to reflect the risk of the contract not being awarded or the risk that the implementation start date will be delayed.

Cost recovery budgeted to be earned from projects in development is CHF 11.5m compared to CHF 7.9m in 2018. Although this reflects an increase in risk, budgets were submitted at the end of August which was significantly earlier than usual. Several major projects are expected to be concluded before the end of 2018.

3.2 Total budgeted expenditure

Figure 12: Breakdown of total expenditure budget by organisational component shows a breakdown of total budgeted expenditure (core plus project) by IUCN organizational component.

Figure 12: Breakdown of total expenditure budget by organisational component



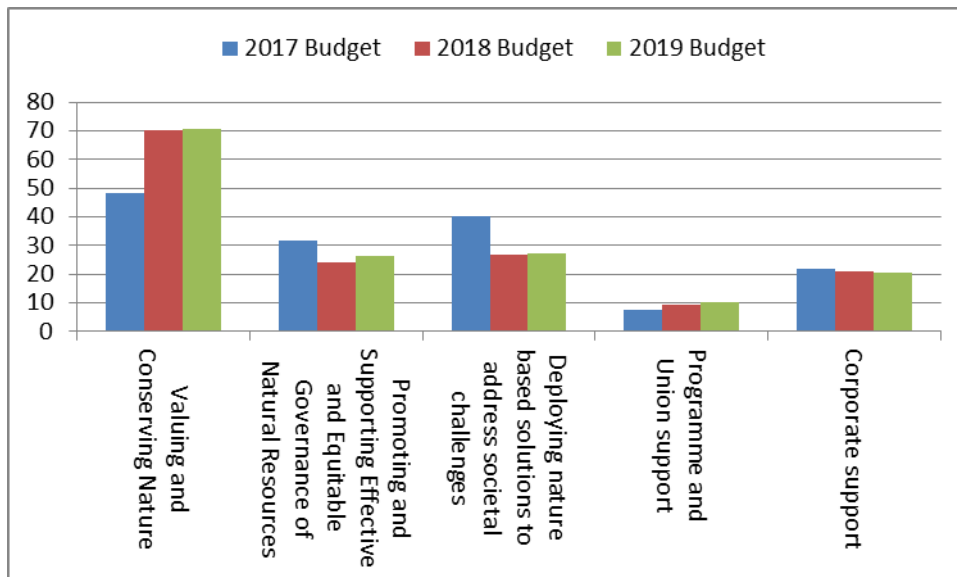
Total expenditure is budgeted at CHF 155m (2018 budget: 151m). Regional programmes show a slight decrease in total expenditure due to a decline in programme levels in the Americas, whereas Global Programme show an increase, primarily as a result of growth in the Species and Protected Areas programmes. The growth in both of these programmes is driven by grant making initiatives.

Programme and Union support also shows an increase due to preparatory work of the Congress and the Regional Conservation Fora that will be held in 2019.

Global programmes generate significant amounts of income to be spent at the regional level – this is included under Regional programmes.

Total budgeted expenditure can also be analysed between the 3 programme areas of the 2017-20 Programme and between programme and Union support and corporate support as shown in Figure 13: Total expenditure by programme area and support functions, CHFm below.

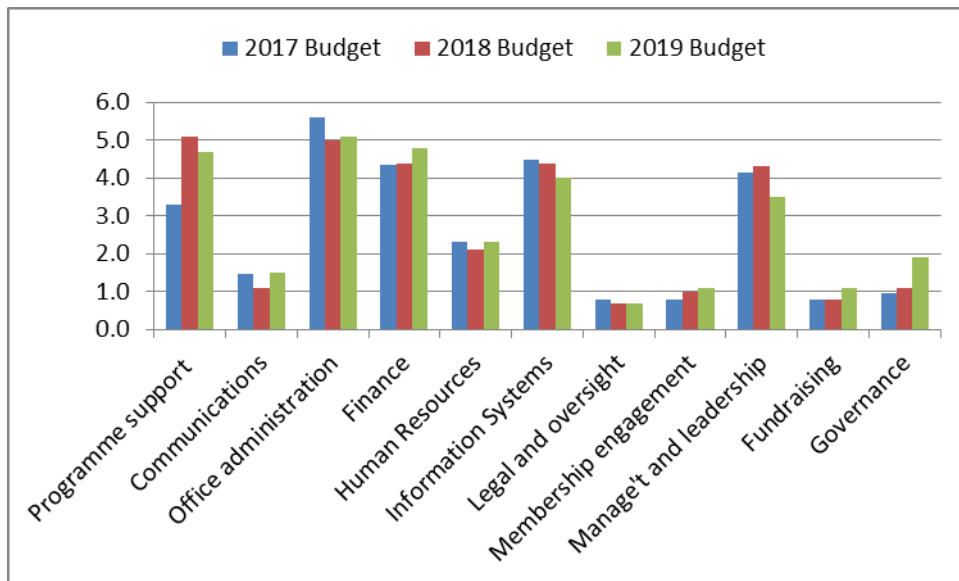
Figure 13: Total expenditure by programme area and support functions, CHFm



Valuing and Conserving Nature represents the largest area of expenditure (CHF 70m), followed by Deploying Nature-based Solutions (CHF 27m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 26m).

Programme and Union Support, and Corporate Support are broken down as follows:

Figure 14: Programme and Union Support by function



The total cost of programme and Union support (CHF 10.3m) and corporate support (CHF 20.4m) is the cost of these functions across the global Secretariat, including regional and country offices. Programme support increased significantly in 2018 as a result of the setting up of the Global Programmes Operations Unit. In prior years the equivalent costs were shown as direct programme costs. Governance costs will increase significantly in 2019 as a result of the Regional Conservation Fora and Congress preparatory costs.

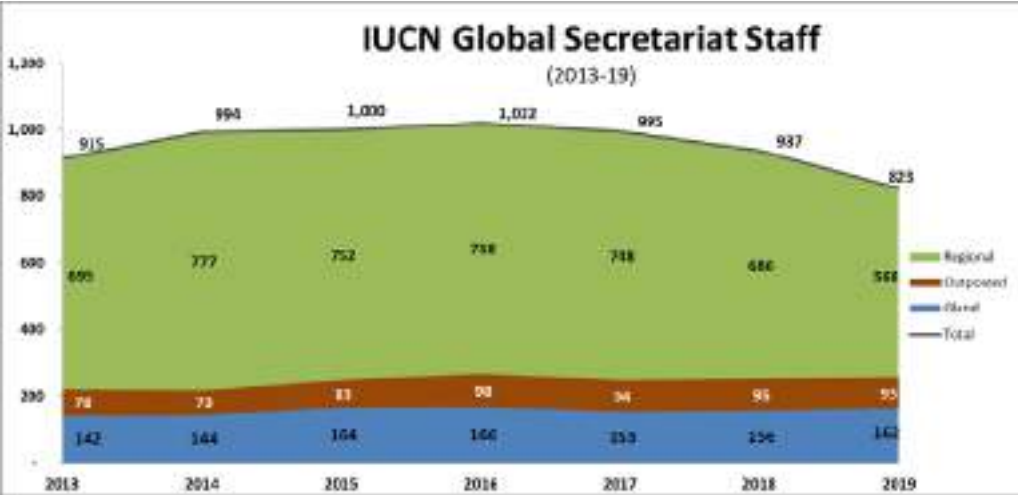
CHF 1.3m of corporate costs (primarily those related to office administration, but also in respect of finance, HR and information systems) are recovered from HQ tenants.

The attribution of costs to functions is not an exact science and hence some of the annual variation is likely due to individual interpretation of budgeting procedures, particularly in respect of the categories management and leadership and programme support.

3.3 Staffing and staff costs

Figure 15: Secretariat staff shows trends in staffing levels from the year 2013 to the present date. A decrease in total staff numbers from 937 to 823 is foreseen in 2019, a decline of 12%. The decrease is most marked in the Meso-America and Caribbean region where staff numbers are budgeted to fall by 44 reflecting a significant decrease in programme expenditure from CHF 13m in 2018 to CHF 7m in 2019. This in turn reflects several major projects coming to an end. Decreases in other regions reflect rationalization and project staffing requirements. Staff in Gland are projected to increase from 156 to 162 during the course of 2019 as a result of taking on additional staff for Congress preparations.

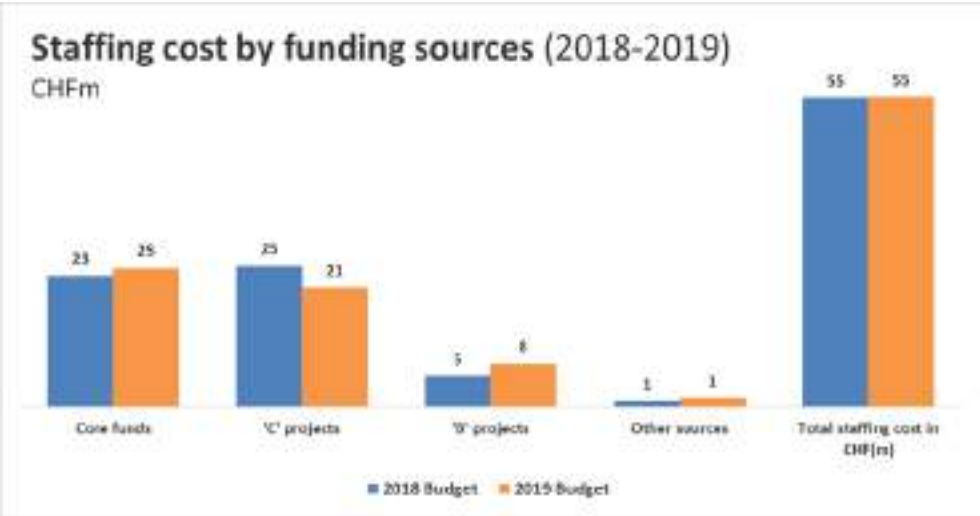
Figure 15: Secretariat staff



The total budgeted 2019 staffing cost is CHF 54.8m (2018 Forecast: CHF 55.8), a decline of 2%. The decline is not as marked as the decline in staff numbers as the Secretariat undertook a benchmarking survey of its pay scales in 2017 and 2018 and continues to adjust salaries to be in line with the market, subject to budget affordability.

Staff costs are budgeted to be funded as shown in Figure 16: Funding of staff costs.

Figure 16: Funding of staff costs



Staff costs funded by core funds is budgeted to increase from CHF 23m to CHF 25m in 2019. This is partly due to additional Congress positions and also positions funded by the French and Korean governments. CHF 8m is budgeted to be funded from “B” projects, i.e. projects currently under negotiation/development which are expected to be signed in the last 4 months of 2018 or during 2019. Although the level of staff costs budgeted to be funded from unsecured income is higher than in 2018, the total value of projects under negotiation is CHF 346m (see section 3) and the overall risk is manageable. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed.

3.4 Investments in Information Systems

IUCN continues to invest in its information systems structure and applications to increase efficiency and control and to provide services to the Union.

Table 22: Information systems initiatives below shows the status of major initiatives:

Table 22: Information systems initiatives

Initiative	Description	Current status	2019 plan
Global Wide Area Network (GWAN)	Standardised IT network allowing offices to connect to global applications (ERP, CRM, Union Portal, HRMS, eMail) in a secure and reliable way and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.	Implemented in all regional and outposted offices. Solution in development for small offices	Start rollout of solution for small offices.
Programme and Project Portal	Database of all IUCN projects allowing tracking of project delivery and global reporting against the IUCN Programme.	All base data maintained in the system. Analytical reporting implemented. Project appraisal and approval processes under development – expected to go live in Nov 2018.	Support the change management and address gaps. Plan for new release.
Time Management Systems	Global system for the recording and approval of staff time.	Requirements defined and solution identified. Rollout to start in Q4 of 2018.	Complete rollout and support the change management process.
ERP system	Finance, procurement, grant management and administration system.	Rollout of administration portals, including approval workflows completed. Improvements to travel and expense processes implemented. Implementation of global e-banking solution in progress. Automated management reports distribution in development.	Continue implementation of e-banking rollout. Upgrade finance system to new version. Implement improvements to procure to pay process.
Union Applications	Includes: Union Portal and CRM	Requirements completed for a centralized Commission management system including GDPR compliance. New CRM (customer relationship management) tool selected and development started.	V1 of Commission management system to go live in 2019. CRM tool to go live in Q1 of 2019. Develop Congress website and applications. Continue upgrade of Union Portal with improved functionality.

The costs of all of the above are included in the Global Information Systems Unit budget (Total for all services including new initiatives: CHF 3.8m) with the exception of CHF 0.2m which will be funded from the designated reserve for investments in information systems.

3.5 Balance sheet and reserves

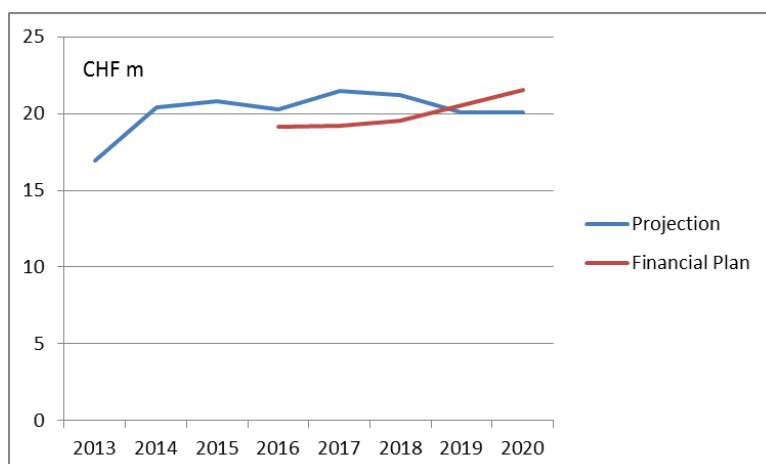
Table 23: Forecast balance sheet below shows IUCN's balance sheet at the end of 2017 and the forecast balance sheet at the end of 2018 and 2019. Cash balances are forecast to decline by the end of 2018 as they were unusually high at the end of 2017 due to the high inflow of advances from donors towards the year end. Cash balances are expected to increase during 2019 as the project portfolio continues to grow. The trend in project agreement advances mirrors that of the cash balances. Advances to implementing partners are also expected to grow during 2019, reflecting the progressive shift to working through partners for project implementation.

Table 23: Forecast balance sheet

	2017 Actual	2018 Forecast	2019 Forecast
	CHFm	CHFm	CHFm
Cash and short term bank deposits	49	40	50
Financial assets	16	16	17
Project agreement receivables	14	13	10
Advances to implementing partners	13	14	17
Other current assets	9	9	10
Current assets	101	92	104
Fixed assets	31	29	28
Total assets	131	121	132
Project agreement advances	58	48	60
Other liabilities	19	19	20
Current liabilities	77	67	80
Provisions	6	6	6
Non-current liabilities	27	27	26
Total liabilities	110	100	112
Designated reserves	2	2	1
Unrestricted reserves	19	19	19
Total designated and unrestricted	21	21	20

Figure 17: IUCN Reserves shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 20m by the end of 2019 as a result of the drawdown from designated reserves to fund the Regional Conservation Fora and Congress preparations. Achieving the level of reserves set out in the Financial Plan at the end of 2020 will be dependent on raising additional core income or on higher levels of cost recovery from projects. The long term reserves target set by Council is CHF 25m.

Figure 17: IUCN Reserves



Part III: Risks Inherent in the Work Plan and Budget 2019

The main risks for 2019 are:

Delays in project implementation

Risk Level: Tier 2 – High. Project expenditure is budgeted at CHF 125m, in line with the 2018 forecast of CHF 122m. However, this is significantly higher than the level of CHF 95m achieved in 2017. As core income declines IUCN becomes increasingly dependent on the project portfolio for the funding of staff costs and infrastructure costs. Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of infrastructure costs that can be recovered from the project portfolio, meaning a higher portion has to be funded from core income. A total of CHF 34m of project expenditure is budgeted to come from contracts not yet signed, which is higher than the 2018 level of CHF 24m. The risk of new projects not coming on line as budgeted is significant.

Risk response: The rates of project implementation and cost recovery will be monitored on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of signed project contracts to the extent possible. Conversion rates of projects under development will be monitored and a risk assessment performed before the end of 2018. If the level of conversions is low budget modifications will be considered.

Risk Owner: Global and Regional Directors

Implementation shortfalls for valuing and conserving nature

Risk Level: Tier 2 – High. Sub-Result 1.1, ensuring “Credible and trusted knowledge for valuing and conserving biodiversity is available, utilized and effectively communicated” greatest concentration of targets that require more effort and resources to be met by 2020 combined with potential technical challenges.

Risk response: The project portfolio will be reviewed in mid-2019 to identify bottlenecks and opportunities. Fundraising for the KBA Secretariat will be prioritized. IUCN will also enhance its resource mobilization efforts in connection with the post 2020 agenda.

Risk Owner: Global Director – Biodiversity Conservation Group

Delays in signing of framework agreements

Risk Level: Tier 3 – Moderate. Of the total budgeted Framework income of CHF 11.3m, CHF 8.1m is secured by signed agreements. The remaining CHF 3.2m is subject to agreement in the latter part of 2018 or in 2019.

Risk Response: This risk is being addressed through the active follow up of the partners concerned and by demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

Risk Owner: Director of Strategic Partnerships Unit

Non-payment of membership dues

Risk Level: Tier 3 – Moderate. Members may decide to withdraw from IUCN or delay payment of membership dues. This could happen for a variety of reason, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

Risk response: A provision of CHF 0.5m has been made in the 2019 budget for non-payment of membership dues. A Membership strategy has been developed and this will be rolled out during 2019. The strategy will strengthen IUCN's value proposition.

Risk Owner: Global Director - Union Development Group

Exposure to foreign exchange fluctuations

Risk Level: Tier 4 – Low. Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2018 budget. In addition, IUCN receives and spends funds in a variety of currencies for projects. In respect of the core budget which is set in Swiss francs, the risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements.

Risk response: In respect of the project budget a natural hedging strategy is adopted whereby project assets and liabilities are balanced to the extent possible. A general provision of CHF 0.3m is also included in the budget for exchange gains and losses.

Risk Owner: Chief Finance Officer



Agenda item 8.1 – Report of the PPC

PPC agenda item 1 – IUCN Work Plan 2019 incl. the Commissions' Work Plans 2019 for submission to Council for approval

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of The Programme and Policy Committee, ***approves*** the IUCN Work Plan 2019 including the Commissions' Work Plans.

PPC agenda item 2.1 – Update on the post-2020 global biodiversity framework incl. establishment of the task force following discussions at PPC43 (May 2018)

The Programme and Policy Committee ***establishes*** a Post-2020 Global Biodiversity Framework Task Force, ***approves*** the amended TORs and ***invites nominations*** from other Council members to form part of the Task Force membership.

Agenda item 2.2 – Revision of IUCN’s Policy on
Quality

COUNCIL DECISION

The Council, on the recommendation of the Programme and
Committee,

adopts the IUCN’s Policy on Gender Equality with the following
elements:

Quality

This policy applies to all Secretariat staff, Commissions
and can provide guidance to National Committees and IUCN

PPC agenda item 2.3 – Update on the retirement of Resolutions (WCC-2016-Res-001) incl. the possible establishment of an ad-hoc working group or equivalent in order to consider the initial classification carried out by the Secretariat

The Programme and Policy Committee *establishes* a Task Force on Resolutions Retirement, *appoints* Peter Cochrane to act as its Chair, and *invites nominations* from other Council members to form part of the Task Force membership.

PPC agenda item

- 8.1. Africa Parks Congress
- 8.2. Latin America Parks Congress

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Programme and Policy Committee,

welcomes the proposal for an Africa Protected Area Congress to take place in November 2019 and **encourages** all IUCN Members and Commissions to support this event to showcase innovation and further conservation in Africa.

Furthermore, **welcomes** the Third Latin America and the Caribbean Parks Congress, to take place in Lima, Peru, in March 2019 and **encourages** all Commissions and Regional Members to support this event to showcase innovation and further conservation in the Latin America and the Caribbean region.



IUCN 95TH COUNCIL MEETING

Report of the FAC

6-8 October 2018

Budget 2019

- 2019

- Breakeven budget
- Core income steady: CHF 29m
- Project income - slight growth: CHF 125m

- 2018

- Breakeven budget
- CHF 29m
- CHF 123m

Budget 2019

- Core income
 - 2019 budget: CHF 29m
 - All framework income secured with the exception of CHF 0.6m from the USA which is approved on a year to year basis
 - Continued growth in Patrons of Nature Programme
- Restricted (project) income
 - Healthy growth in project portfolio
 - 2019 budget: CHF 125m
 - 28% to come from projects in development – risk
 - Minimum amount budgeted for GCF due to uncertainties

Budget 2019

- Risks
 - Delays in project implementation
 - CHF 34.3m unsecured out of CHF 124.5m
 - High
 - Non-payment of membership dues
 - Moderate
 - Foreign exchange fluctuations
 - Low

Budget 2019

- Other points:
 - Framework income no longer considered a risk as all amounts confirmed with the exception of amount budgeted from USA: CHF 600k
 - Request from Bureau to include CHF 10k for 2 days of committee meetings at one of the 2019 Council meetings

Budget 2019

- The **FAC recommends** to Council to approve the 2019 Draft Budget as presented, subject to removal of the risk on framework funding, and requests the Director General to allocate funding within the budget for 2 days of committee meetings during one of the Council meetings to take place in 2019.

DRAFT COUNCIL DECISION

The IUCN Council, *on the recommendation of* the Finance and Audit Committee,

approves the 2019 budget subject to removal of the risk on framework funding.

Results to date

- Result at the end of August 2018: operating deficit of CHF 2.7m.
 - This is a cash result and is expected to improve significantly as outstanding framework income is received and income from Patrons of Nature.
 - Project expenditure was 35% below budget for the period. But expenditure is expected to increase significantly in the last months of the year as expenditure from implementing partners is recognised.
- The forecast for the year was a deficit of CHF 0.3m

FAC comments

- Concerns about the low level of project expenditure and the impact that this could have on the core result
- The increase in the level of expenditure going through implementing partners created a risk as expenditure was out of the control of the Secretariat
- The deficit could be higher if project expenditure was significantly lower than budget and also depending on the level of provision required for ineligible costs

Investment Update

- The CFO presented key statistics. The return on the investment for 2018 was -ve 1.2% due to rising global interest rates and increased market volatility.
- The FAC considered a proposal from the investment managers to increase the level of return.
 - The key change would be to increase the level of equity investments to 15%
 - Expected level of return would be 2.5%

Investment update

FAC considerations:

- Was this a good time to be moving into equities, noting that the market had had a good run and maybe close to its peak?
- Did IUCN have the capacity to absorb potential losses, noting that a 10% fall in the equity component would result in a CHF 240k loss?
- Although an overall loss over a period of 5 years was exceedingly unlikely, IUCN would need to be prepared to accept annual losses.
- The CFO was asked to research whether the investments would need to be marked-to-market each year and whether losses had to pass through the income statement.

Investment update

FAC recommendation

- The FAC asked the CFO to check the accounting treatment of investment gains and losses and to discuss further with the Treasurer and the DG.
- Subject to advice from the Treasurer and the agreement of the DG, the FAC approved moving to the revised portfolio, noting that it would not require any changes to the investment guidelines.

Report from the Head of Oversight

- Update on the activities of the Oversight Unit
- Statistics on investigations and a case summary
- Results of an entity level internal control self-assessment was shared with the FAC – no critical deficiencies
- HoO provided an opinion on the entity level internal control framework
 - *Nothing has come to the attention of the Oversight Unit of an adverse matter(s) regarding IUCN's entity-level system of control covering governance, risk management and internal control.*

Supplemental report on the fraud investigation in Regional Office for West Asia (ROWA)

- Substance of the fraud
 - Misreporting financial results
 - CHF 250 k charged to projects that should be charged to core
 - The primary causes of the fraud were management override of existing controls by two senior staff, as well as a weak ethical and compliance culture.
- Actions taken by the DG
 - Two senior managers that had perpetrated the fraud were dismissed
 - Interim Regional Dir and finance manager sent to ROWA to stabilise the office
 - Various stakeholders - members, government contacted
 - Control deficiencies are being addressed
 - Time recording system being implemented
 - Automation of distribution of project reports to project managers
 - Greater vigilance of the review of project balances

Supplemental report on the fraud investigation in Regional Office for West Asia (ROWA)

- The FAC TOOK NOTE of the report of the HoO and noted that immediate corrective action had been undertaken and longer term mitigation measures were being put in place to the satisfaction of FAC.
- The FAC emphasized that important protocol and governance lessons can be learned from this case.
- Members spoke to the FAC terms of reference that places all strategic finance, audit and oversight matters within the FAC setting, and therefore pointed out that all matters of this nature be discussed in and by FAC.

Staff Rules

- Revised draft circulated to FAC in early September
- FAC teleconference held on 18 September
- Questions comments forwarded to Secretariat
- Revised draft circulated to FAC on 1 October

Staff Rules

- FAC review:
 - Document needs a good edit
 - Satisfied that appropriate consultation had taken place
 - Asked that an analysis of the input received and how it has been dealt with be provided
 - Agreed that para 3 of section 8.5 should be deleted
 - *“for Regional Director positions the Director General will seek input from the Council Members of the region concerned.”*
 - as it blurred the line between and management and governance but encouraged that the current practice of consultation with regional councillors continues to take place

Staff Rules

FAC recommendation

- The Finance and Audit Committee *recommends* that Council **approves** the revised Staff Rules subject to:
 - Editing the document to ensure consistency of style, terminology and grammatical accuracy;
 - Deletion of para 3 of section 8.5; and
 - Preparation of a paper on the treatment of matters raised during the consultation process

Draft Council Decision

The IUCN Council, *on the recommendation of* the Finance and Audit Committee, **approves** the revised Staff Rules subject to:

1. Editing the document to ensure consistency of style, terminology and grammatical accuracy;
2. Deletion of para 3 of section 8.5; and
3. Preparation of a paper on the treatment of matters raised during the consultation process

THANK YOU



**95th meeting of the IUCN Council
6-8 October 2018
GOVERNANCE AND CONSTITUENCY COMMITTEE (GCC)**

Meeting of Saturday 6 October 2018

Report to Council

(please [click here](#) to access all GCC documents)
(<https://portals.iucn.org/union/cont/documents/686/16706>)

In attendance: Chair: Jennifer Mohamed Katerere, Members: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Sixto J. Incháustegui, Ali Kaka, Tamar Pataridze, Youngbae Suh. Apologies: Jenny Gruenberger, Lider Sucre

Secretariat: Enrique Lahmann, Fleurange Gilmour-Bieri, Sarah Over, Legal Adviser: Sandrine Friedli-Cela; Luc De Wever, Senior Governance Manager and Secretary to Council; Charles Lor - Head, Planning, Monitoring & Evaluation and Risk;

Guests: Stewardship and Governance Associates (SGA), Loic Frank

Agenda Item/Content

The Chair opened the meeting and welcomed everyone.

There were some minor amendments to the Agenda which was then approved.

1. Governance issues

1.1 Revisions to the motions process including amendments to the Rules of Procedure and the Regulations (DEC)

Tamar Pataridze, Chair of the Motions working group, presented the outcome of the Task Force on the Motions Process reflecting the results of two online meeting of the TF that took place on August 28 and September 19, 2018, as well as the two face-to-face meetings of the TF held in Jeju on 3 and 4 October 2018.

After thorough deliberation on all the feedback and suggestions received from participants of the 2016 Congress, IUCN Members, the 2016 Congress Resolutions Committee and through the article "[IUCN's encounter with 007: safeguarding consensus for conservation](#)", the TF developed proposals to amend the Rules of Procedure and agreed other actions to improve the motions process, including actions of a more technical nature, which do not require amendments to the Rules of Procedure in order to be implemented.

The results of the TF meeting together with the final versions of the proposed amendments and of the draft Council decision were presented. If approved by the GCC and the Council, the document will be presented by the Council to the IUCN Members to initiate the electronic approval process of the proposed amendments to the Rules of Procedure. At the same, the document informs the Members of all other actions undertaken by the Council to improve the motions process.

Discussion

Following a question from the CEM DC about the involvement of the Commission Chairs in the motions review process ahead of Congress, the Chair explained that Commission Chairs would have the opportunity to review but that any questions should be raised before the 95th Council meeting in which the final list of proposals to amend the Rules of Procedures to be submitted to Congress would be confirmed.

The results were presented thematically and the Legal Adviser proposed that the amendments also be listed in a table format to show the changes per Article in order to facilitate their reading.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

In response to Congress decision WCC-2016-Dec-113,

1. Endorses the proposed amendments to the Rules of Procedure aiming to improve the motions process (Annex ..); and
Decides to submit each proposed amendment, revised by Council as the case may be following the online discussion [Regulation 94 (a)], to the IUCN Members for approval by electronic vote to be concluded by 15 March 2019 with the voting options “yes”, “no” or “abstain”;
2. Endorses the proposed amendments to the Statutes for the purpose of consulting the IUCN Members during the Regional Conservation Forums to be held in 2019 and through an online discussion platform, in view of determining at the latest during the 98th Council meeting (February 2020) whether to submit them to the 2020 Congress for adoption; (Annex ..)
3. Approves in first reading the proposed amendments to the Regulations aiming to improve the motions process (Annex ..); and
Decides to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes, and subject to the results of the electronic vote of IUCN Members on the proposed amendments to the Rules of Procedure;
4. Decides that the deadline for submission of motions referred to in Rule 49 will be 28 August 2019 at 13:00 GMT/UTC.

1.2 Improving IUCN's governance including proposed amendments to the Statutes, Rules of Procedure and Regulations (DEC or DIS/DEC or INF)

Recommendations from GCC's working groups and Commission Chairs, due by October 2018 (decision C/94/5) and suggestions of other improvements that Council should consider

During its conference call of 11 June 2018 (GCC's 14th meeting), the Governance and Constituency Committee (GCC) identified a number of areas for improvement of IUCN's governance as presented to and endorsed by Council (C/94/5) and, for each of them, agreed a process for the preparation of proposals for consideration by the GCC at the 95th Council meeting. The GCC assigned some of the areas to the Chairs of the Commissions and others to a number of working groups established for this purpose. The Secretariat provided support.

A.2	Council Global Focal Persons	No comments from IUCN Members. Can be approved in 2 nd reading, as is, by GCC at C95. See document C/95/GCC16/1.3.
B.1	Modify the term “Regional Councillors”	Proposal by Masahiko Horie and Mamadou Diallo (group 1) with input from the Chair of GCC and the Legal Adviser. (Annex 4)
B.3	Commission membership renewal process	A note prepared by the Commission Support Unit has been reviewed by the Chairs of the Commissions during their meeting of 5 October 2018. (Annex 6)
B.6.b	The role of Commissions in	The GCC's working group (group 2 Jenny

	National and Regional Committees	Gruenberger, Jon Paul Rodriguez, Angela Andrade supported by Enrique Lahmann) will prepare a proposal for consideration at the 96 th Council meeting following consultation with Commissions and National and Regional Committees, taking into account that this issue does not have the same time sensitivity as the others. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects. (copy hereafter as Annex 5)
B.5	Improvements to the motions process	See the results of the GCC task force on the motions process in document C/95/GCC16/1.1 rev
B.11	Council access to information	No action required prior to the 95 th Council meeting.
C.1.a	Procedure for in-Commission nominations process	A draft procedure prepared by the Secretary to Council has been reviewed by the Commission Chairs during their meeting of 5 October 2018. (Annex 7)
C.1.b	Election procedures and inclusiveness of dependent territories	A proposal has been prepared by group 3 (Sixto Inchaustegui with support from the Legal Adviser and the Secretary to Council) – attached hereafter as Annex 2
C.2	Procedures for electronic votes	A proposal has been prepared by group 4 (Lider Sucre with support from Sarah Over) – attached hereafter as Annex 3

A.2 This item was discussed under Agenda item 1.3 below

B.1 Modify the terminology of the Statutes to make it clear – and avoid any possible confusion

A proposal tabled during the 92nd Council meeting suggested to 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.

Following discussions, the working group made three proposals:

1. ‘Elected Councillors’;
2. ‘Councillors as per Article 39’. This could be somewhat cumbersome;
3. ‘Councillors nominated by the World Conservation Congress’. This refers to Article 12 (b) (iii), but it could be somewhat cumbersome.

The group discussed possible options for replacing the term Regional Councillor, including the use of the term Global Councillor, Appointed councilor and Elected councilor. However, in each case, there was no consensus. It was also noted that one of the difficulties was that Members believe they are electing a candidate to represent their region but in reality it is the process that is regional and Councillors are elected at the Global level.

The Chair proposed that a working group continue to work towards a revised proposal to the 96th Council meeting, with the view of replacing the term “Regional Councillor” with a more appropriate decision.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN’s governance;

1. Takes note of the progress on GGC’s work regarding a possible modification of the term “Regional Councillor”, including possible amendments to the Statutes, which will continue to be prepared for consideration by Council at its 96th meeting with a view to consulting the IUCN Members. Council will decide at the latest at its 98th Meeting (February 2020) whether to submit amendments to the Statutes for adoption by the 2020 Congress;

B3 – Revise and make more efficient the Commissions’ membership renewal process at the beginning of each quadriennial

Statutes and Regulations enable Congress to review the number of Commissions and their mandate every four years. Members of IUCN as well as the Council may make proposals to Congress with regard to the mission and ToR of the Commissions.

A clear life-cycle to Commission membership has merits. Over time, the mandates of Commissions evolve and therefore the organisational structure of the working groups of the Commissions may change.

The four yearly cycle of Commission membership,

- facilitates data clean-up
- provides a diplomatic way to “retire” members who have not contributed to or participated in the work of the Commission
- allows new Groups and structures to be established in response to a changed Commission mandate.
- Allows for adjustments in the admission requirements (e.g. acceptance of Code of Conduct, Data Protection Policy).

Whilst the idea is that 4-yearly review is a good opportunity for Commissions, over the years there have been perceptions that process is cumbersome. The renewal process has been complicated with the Statutes not providing any clear guidance on the process, in terms of responsibility of renewal and the implications of time frames specified.

With the establishment of the Commission Support Unit within the Secretariat, work has begun on updating these processes which have been digitalized to improve time efficiency. It is anticipated that the process next time round will be much smoother, elegant, quicker and more respectful to Members.

A number of elements in the Statutes needed clarification, including Commission Chairs’ duty to reappoint the Commission members within a specific period. Currently it is inferred that reappointment is a requirement and that it should happen within 3 months following the Congress. The Statutes/Regulations do not say what happens if such reappointment is not made within that period.

As a result, two proposed amendments to Regulations 72 and 75 have been made.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN’s governance;

1. Approves in first reading the proposed amendments to Regulations 72 and 75 presented by the Chairs of the IUCN Commissions with the purpose of clarifying the process for the renewal of the membership of the Commissions; (**Annex ..**)
2. Decides to table the proposed amendments on the agenda of the 96th Council meeting (March 2019) for adoption in second reading, modified as the case may be following the consultation of IUCN Members required by Articles 101-102 of the Statutes;

B.6.b The role of Commissions in National and Regional Committees

A proposal will be submitted for consideration at the 96th Council following consultation with Commission and National and Regional Committees, taking in to account that this issue does not have the same time sensitivity as the other. In the meantime, the Legal Adviser has transmitted a legal opinion on specific aspects .

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

2. Takes note of the progress on GCC's work to clarify the role of the IUCN Commissions in National and Regional Committees which will be prepared for consideration by Council at its 96th Meeting;

C.1.a Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30bis

At present, the Regulations provide three parallel "tracks" for proposing names for election as Commission Chair: Nominations by Members of IUCN, by Commission members and through the process of an ad hoc committee.

In November 2015, the Election Officer of the 2016 Congress provided guidance for the implementation of Regulation 30bis which was then applied for the first time, after having been adopted by Council in 2012. Specifically regarding this option and the establishment of the ad hoc committee, the Council 2012-16 recommended to the next Council that it adopts detailed procedure for the establishment of the Commission ad hoc Committees. The proposed procedure does not require amendments to the Regulations and so, may continue to be refined until March 2019 in order to be effective prior to the call for nominations that will be issued in June/July 2019.

The proposed procedure shall be incorporated in the by-laws of each IUCN Commission

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. Takes note of the proposed procedure to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30bis, presented by the Chairs of the IUCN Commissions, which require no amendments to the Regulations and will continue to be prepared for consideration by Council at its 96th meeting;

C.1.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

The working group was requested to study and make a recommendation to GCC regarding procedures, a legal interpretation, and/or amendments to the Statutes regarding ways to avoid the exclusion of constituencies because IUCN structures the distribution of Regional Councillor seats by regions while it also operates through parts of regions.

An example in case was the nomination by Members of the Caribbean of a candidate Regional Councillor from Puerto Rico. As he was one of two candidates of the same State (USA), IUCN Members from the Caribbean nominated an additional candidate from another State in order to ensure their candidate could be elected.

Two proposals were made in terms of process. Acknowledging that the issue of representation from parts of regions is important and needs to be dealt with pragmatically, it was proposed that further consultation on the matter could be undertaken on the basis of a more structured draft document.

The Chair proposed that the GCC empower the working group to begin a process of a consultation or reflection on the wording and to complete that process ahead of 96th Council in March 2019. A consultation with Members

would then take place at the RCFs with a final proposal to be presented for adoption at the 97th or 98th Council meeting.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

1. Takes note of the progress on GCC's work to 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 parts of regions. The results, which may include amendments to the Statutes, will be presented to Council at its 96th Meeting. With Council's approval, any proposed amendments to the Statutes will be presented to IUCN Members for comment and discussion. Council will consider at the latest at its 98th Meeting (February 2020) whether to propose amendments to the Statutes for adoption by the 2020 Congress;

C.2 Clarify Regulation 94 regarding the procedures for electronic votes of the IUCN Members based on experience.

During electronic votes by the membership held in the period 2015-18, the following three specific questions were addressed by way of a ruling of the Legal Adviser based on her authority under Regulation 94 (f) and incorporated in the Guidance note on electronic voting:

- a. Is quorum achieved (under Article 36 (a)) when IUCN Members receive the URL to vote?
- b. Should a Member not voting on a question be regarded as having abstained in the same way as them ticking the "Abstain" option in the question answers?
- c. Should abstentions be counted as part of the vote?

The Working Group was required to recommend to the GCC / Council whether to codify the Legal Adviser's interpretations of the Statutes and Regulations on the above questions or to modify them, by amending Regulation 94.

Having discussed the matter and consulted with the Legal Adviser, it was felt that current practice within IUCN regarding quorum was adequate and therefore no amendments would be proposed. The current interpretation of Article 36 (a) should continue to be applied.

The IUCN Council,

On the recommendation of the Governance and Constituency Committee responding to Council decision C/94/5 regarding areas for improvement of IUCN's governance;

2. Takes note of the GCC's endorsement of the interpretation of Article 36 in the context of electronic votes by IUCN Members and GCC's recommendation that no amendments to the Statutes are required .

1.5 Procedure for filling a vacancy for Regional Councillor (DEC)

Following the demise of Councillor Rustam Sagitov earlier this year, the process for filling the vacancy was agreed.

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of the Governance and Constituency Committee,

1. modifies its decision C/85/27 (May 2015) by substituting step 3 of the procedure for filling a vacancy for Regional Councillor, with a new step 3 that confirms the authority of the Council, in accordance with Article 43 of the Statutes, to elect a candidate to fill the vacancy by secret ballot;
2. modifies §19 of the Council Handbook accordingly;
3. decides to initiate the process for filling the vacancy of East Europe, North and Central Asia left by the deceased Regional Councillor, Rustam Sagitov, as follows:

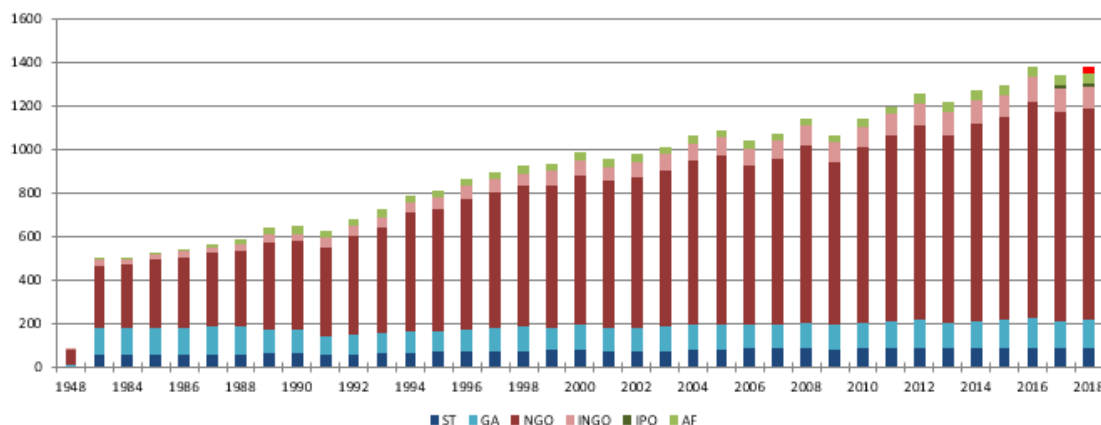
- i. The Council invites IUCN Members from East Europe, North and Central Asia to submit nominations on the basis of the profile for Regional Councillors approved by Council in May 2015 and included in the call for nominations for the 2016 elections;
 - ii. The Vice-Presidents acting as Council's Nominating Committee validate the nominations put forward by IUCN Members;
 - iii. Council elects the Regional Councillor by (secret) electronic vote.
4. Requests the President immediately following the close of the 95th Council meeting to launch the process by issuing the call for nominations open for 30 days with the intention to fill the vacancy as soon as possible.

2.1 Update on IUCN Membership.

1348 IUCN Members (as of 05/10/2018) (vs 1333 Members in April 2018)



Evolution of IUCN Membership (data as of 05.10.2018)



1381 Members if the 33 new applicants are admitted

2.2 Presentation of Draft 1.0 of the membership Strategy

Following consultation with Council, LT, Secretariat colleagues and Members, a first draft membership strategy proposal was submitted to GCC for consideration in September 2018.

The 460 replies of the Member survey that took place between end 2017/beginning 2018 were analysed.

Results showed that valued elements of IUCN membership are:

- **Contributing to Conservation**

- **Access to scientific knowledge and data**
- **IUCN as a learning platform**

Delivery of these elements is satisfactory on the whole but Members would like to see **increased regional engagement with Members, networking opportunities, capacity building and communications.**

At its 94th meeting in May 2018, the IUCN Council agreed on a Value Proposition text for inclusion in the new Membership Strategy.

Four broad objectives have been proposed as well as a series of sub-objectives and action points.

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.*

Objective 2: Learning and improving. *Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.*

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.*

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.*

Following the presentation, there was a discussion around the key values Members articulated and to what extent the four objectives proposed addressed these aspects.

Points raised during the discussion included

- 1) moving beyond business as usual:
- 2) Difficulties around implementation, particular if IUCN does not provide for implementation in the budget
- 3) How do we use networks etc effectively
- 4) How GCC/Council (and individual councillors) can engage Members more effectively
- 5) Consideration of the type of Members the Union needs/wants (State Member concerns, milestones)
- 6) Planning for the future – 2030 end date
- 7) Criteria for assessing programme and projects
- 8) Finding a way of monitoring and reporting strategy success that includes desegregating the types and groups IUCN engages with in the IUCN programme

In terms of next steps, Secretariat/Membership Unit was asked to provide an updated timeline and to start preparing a revised draft of the strategy taking into account the points raised during the GCC discussion.

2.3 Improved communication and engagement between the Secretariat and National and Regional Committees

Letters have been received from South American Regional Committee and East and South Africa Regional Committees highlighting concerns about activities held in the region which Members were not aware of or included in. The example of Biopama was mentioned into regions and in another the lack of collaboration between IUCN members and the Secretariat in reconciling approaches to a mining disaster.

The Committees also raised issues regarding the value of membership and the engagement in general and the One Programme approach was questioned. The East and South Africa Regional Committee made some proposals regarding actions that could be undertaken to improve this situation.

The Chair asked the members of the GCC whether they were experiencing similar concerns from the Members and if so, how were they dealing with them.

In Europe, the situation works well. There is timely communication between regional councillors and IUCN headquarters and regional offices.

The Chair highlighted that it is essential that Regional offices should be aware of what is going on. In the past, Members have complained that the programme has been developed without Member participation. Efforts should be made to ensure that IUCN Policy be communicated at all levels and the role of National Committees in ensuring communication with Members. In addition, Councillors must also communicate with Members, the Regional Committees and the Regional Officers to ensure that IUCN is engaging with Members at all levels.

Membership Focal Points play an important role in membership engagement and they should be used effectively. It was proposed that to ensure effective membership development and engagement, a full time Membership focal point in each Region, with a clear work plan on how to engage with Members. This is currently not the case and could be included in the Strategy

Network development is also important (this also came out in the Member survey) and whilst Member activities require human and financial resources, the Union needs to capitalise on existing resources to facilitate this and decide what IUCN's priorities are.

The GCC expressed concern that the implementation of the Members Strategy is not provided for in the 2019 Budget. It was noted that the Membership Strategy was requested by the members at the 2016 WCC. The opinion was expressed that IUCN needs to communicate clearly to the Members its commitment to developing a responsive and effective membership strategy.

The Chair confirmed that she would reply to letters.

2.4 Membership applications (DEC)

GCC Considered the following:

1. 25 new membership applications (submitted by 30 June 2018), which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;
2. Four (4) membership applications (submitted by 30 June 2018), which received objections from IUCN Members;
 - **Autoridade de Avaliacao Ambiental Competente**, Guinea Bissau: GCC members considered the file. The organisation has a development focus but also an environmental one. The SDGs influence IUCN's work and social justice has been a key part of IUCN's programme for the last two programme periods. The application was agreed.
 - **Thinking Animal**, USA – GCC were not convinced that they have a substantive conservation record. However, some of the regional offices confirmed that they know them and although they do not highlight any conflict. However due to the lack of conservation action, GCC rejected the application.
 - **Saibaan Development Organisation**, Pakistan. There was a sufficient conservation record. They deal with climate change, disaster risk management. GCC accepted the application.
 - **NGO Forum**, Cambodia. There is no NC in Cambodia but the Regional Office support the application. The GCC accepted the application.
3. **Association Française des Entreprises pour l'Environnement**, France (submitted by 31 December 2017) deferred from the 94th meeting of Council for due diligence and clarification. GCC approved the application.
4. **Asociación para el Bienestar y Amparo de los Animales del Cantón de San José** (Association for the Welfare and Protection of Animals of the Canton of San Jose), Costa Rica (submitted by 31 March 2018). Objections received and decision was deferred from 94th Council. GCC reviewed the file and **rejected this application**.
5. Application from the **Fundación Chito y Nena Kafie**, Honduras, (submitted by 31 March 2018). Concerns had been raised by GCC. Upon further review of the file, GCC was satisfied that this organisation has a strong social proponent and approved the application.
5. **Agence Française pour la Biodiversité** (French Agency for Biodiversity) - decision was deferred from 94th Council. This applicant has applied for the Affiliate membership category whereas it's a government agency. Legal opinion stated that the Statutes and Regulations are not clear about the specific qualification criteria applicable to the Affiliate category. If Council would like to restrict the access to the Affiliate Category to applicants not fulfilling certain specific admission criteria set forth in the Regulations, it is recommended that this be achieved through a statutory and/or Regulation changes.

GCC voiced their disappointment about the fact that this government agency was applying as an affiliate (presumably to pay lower dues) rather than as a Government Agency. Following the discussion above, it was decided that the application should be accepted and the Member then encouraged to change their status to Category A –Government Agency.

DRAFT COUNCIL DECISION

Approves the admission of 28 organizations and/or institutions applying for membership.

Encourages the **Agence Française pour la Biodiversité, France**, to request to be transferred to the membership category A (Government agency).

Encourages, **NSW Biodiversity Conservation Trust, Australia** to request to be transferred to the membership category A (Government agency).

Defers the admission of **Earth X, USA, Petra Development Tourism Regional Authority, Jordan** and **Ghazi Bharota Development Organisation, Pakistan** to its next meeting.

Requests the Secretariat to seek additional clarification from this/these organisations.

Rejects the admission of **Asociación para el Bienestar y Amparo de los Animales del Cantón de San José Costa Rica (ABAANIMAL)** on the basis that the organisation does not fulfil the requirements set out in the objectives of the IUCN Statutes.

Rejects the admission of **Thinking Animals, USA** on the basis that that the organisation does not fulfil the requirements set out in the objectives of the IUCN Statutes.

2.5 Changes of Members' name or membership category (DEC)

The Julie Ann Wrigley Global Institute of Sustainability in USA requested to move from the NGO to the Affiliate category. The organisation has grown over the years; they still want to participate in IUCN activities without being a voting Member.

In addition, GCC took note of the change of legal name of five current Members.

DRAFT COUNCIL DECISION

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

1. Approves the request from one current IUCN Member, The Julie Ann Wrigley Global Institute of Sustainability in USA, to change its membership category from NGO to Affiliate.
2. Takes notes of the change of name of four current Member organisations, as follows:

Member ID	Country	Previous name	New name
ST/7672	Tunisia	Ministère du Développement Local et de l'Environnement (Ministry of Local Development and Environment)	Ministère des Affaires Locales et de l'Environnement (Ministry of Local Affairs and Environment)
GA/25551	Honduras	Secretaría de Energía, Recursos Naturales, Ambiente y Minas (Ministry of Energy, Natural Resources and Environment and Mining)	Secretaría de Recursos Naturales y Ambiente (Ministry of Natural Resources and Environment)
ST/25228	Rwanda	Ministry of Natural Resources*	Ministry of Lands and Forestry*
NG/1314	France	Fondation Nicolas Hulot pour la Nature et l'Homme (Foundation Nicolas Hulot for Nature and Humankind)	Foundation pour la Nature et l'Homme (Foundation for Nature and Humankind)
IN/780	United Kingdom	International Fur Trade Federation	International Fur Federation

2.6 National and Regional and Interregional Committees

2.6.1 Revised bylaws of the Caribbean Regional Committee (DEC)

The Governance and Constituency Committee took note and informed Council of the revised Bylaws of the Caribbean Regional Committee of IUCN Members.

These bylaws were submitted to GCC at its 13th meeting in April 2018 but following comments received by the Legal Adviser, the Regional Committee was requested to update its Bylaws and to resubmit them to the 95th Council in October 2018. The revised version has been reviewed and endorsed by the Legal Adviser.

DRAFT COUNCIL DECISION

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

1. Takes note of the revised Bylaws of the Caribbean Regional Committee of IUCN Members.

2.6.2 Paper on the establishment of Interregional Committees

This item was deferred.

Following the discussion on establishing an Interregional Committee for West Europe, East Europe, North and Central Asia, the GCC asked the Secretariat to prepare a paper on the establishment of Interregional Committees in general

The paper was presented last April but GCC, following recommendations from Bureau, requested the Secretariat to revise the document and have it considered by this meeting of GCC/Council. The draft paper and requested input from the Legal advisor was not received. After discussion with the Secretariat and given that one of the areas of improvement of IUCN governance is related to the requirements for establishing the National/Regional and Interregional Committees, for which recommendation is to be made at next Council, the GCC Chair and Deputy Chair agreed to postpone the discussion of this paper to 2019.

2.7 Regional Conservation Forums (RCF): update on the RCF to be held in 2019 (DEC)

Enrique Lahmann explained that Regional Forums will take place between May and end of August 2019 to prepare IUCN Constituents to participate meaningfully in the 2020 Congress. The main objectives and criteria for eligibility for sponsorship were set out. These have been used to establish a formula which will determine the allocation of funds to Regional offices for the preparation of the RCFs.

In summary, the following formula will be used to distribute the Membership Fund to the different offices:

$$\frac{(a*1) + (b*05) - c}{d - (e/2) - f}$$

Where:

- a: Number of Members in the region from low and middle income economies that are current in the payment of their dues (up to and including 2017)
- b: Number of Members in the region from high income economies that are current in the payment of their dues (up to and including 2017)
- c: Number of Sponsored delegates in the region that did not comply with one of the two following requirements: voting in at least 75% of the decisions at the 2016 Congress or submitting a post-Congress report.
- d: Total number of Members worldwide that are current in the payment of their dues (up to and including 2017).
- e: Number of Members worldwide from high income economies that are current in the payment of their dues (up to and including 2017).
- f: Number of Sponsored delegates worldwide that did not comply with one of the two requirements mentioned in "c" (above).

There was a brief discussion on the sponsorship for Members at Congress. Related to this, information on Sponsored delegates for the 2016 Congress and their rate of compliance with requirements was examined. The GCC noted that there was a high level of non-compliance by Sponsored Delegates in the Asia and Africa regions. Clarification was sought as to whether this would have an effect on the allocation of funds for the RCFs. Enrique confirmed that it would but he explained that how Regional Offices distribute the funds is up to them.

DRAFT COUNCIL DECISION

The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Endorses the eligibility criteria for supporting the Regional Conservation Forums and the formula to calculate the distribution of the IUCN Membership Fund.

2.8 Membership dues

2.8.1 Progress report of the joint GCC/FAC working group (INF)

At the last meeting in May, it was agreed to establish a joint GCC/FAC working group on membership dues to analyse the current membership dues, taking into account the value members receive from their membership and Council's interest in maintaining diverse membership across regions and categories, and prepare a proposal for the 2021-2024 period that includes a financial analysis thereof, to be presented to the 2020 World Conservation Congress. Council's interest in retaining membership. This will include the review of membership dues for Indigenous peoples' organisations, zoos, smaller civil society organisations, etc.

GCC's representatives will be: Ali Kaka, Sixto Incháustegui, Jenny Gruenberger and Ramiro Bätzin. Confirmation of FAC representatives is awaited.

In addition, a letter was received from IPO Members on 29 September. This follows their letter dated end of July asking for a revision of membership dues for the IPO Members. The GCC/FAC membership dues Task Force will study these options and report to GCC at the 96th meeting.

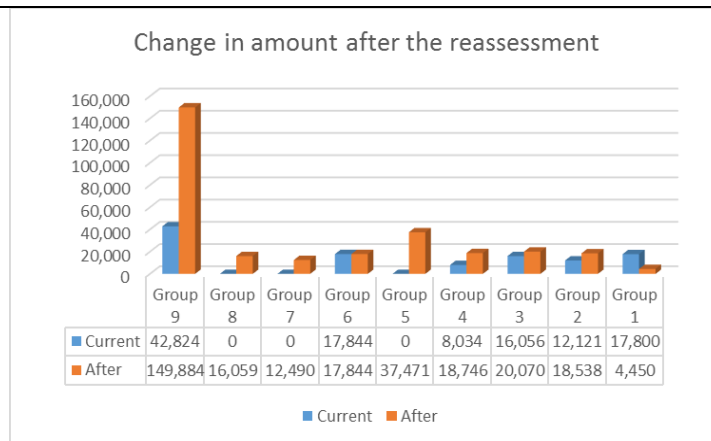
The GCC Chair proposed that the joint working group present its Workplan based on the agreed TORs to the GCC Chair by 1 December and the Chair will present that to the GCC for approval by email thereafter. An interim report will be presented to the GCC/FAC at the 96th meeting and a final report to 97th meeting, 2019, with a proposal for the 2021-2024 Membership Dues for consideration by the 98th Council in 2020.

2.8.2 Dues reassessment process for NGOs (INF)

The 2017-2020 Membership Dues Guide that was approved by the 2016 Congress includes a process to review membership dues for NGOs every four years.

- In 2016, the Secretariat suggested implementing a process whereby the dues of a Member would be **reassessed every four years**.
- The membership dues group assessed by the Secretariat would remain in place for the next four years. Members who do not provide the Secretariat with their financial particulars within a set period would be automatically **moved up to the next dues group**.
- This process described in the 2017-2020 Membership Dues Guide was **approved by the 2016 Congress**.
- The Process is underway and should conclude in 2019.
- No changes to dues (increase or decrease) will take place before 2020 invoicing and a letter will be sent to Members informing them.

To date, 308 financial reports have been received (out of 721 Members contacted). 100 reports have been analysed and results suggest that there would be a 157% increase income once the changes have been implemented. (CHF 114,679 to CHF 295,552)



2.8.3 Update on Members whose rights were rescinded by the 2016 Congress and Members whose rights will be rescinded by e-vote in 2018 (DIS/DEC)

Update on the Members whose rights were rescinded by the 2016 Congress.

GCC were requested to make a decision on the 11 Members remaining on the 2016 rescission list. Note that these have remained Members of IUCN, while they should have been withdrawn on 10 September 2017.

The issue with State Members is that if they are withdrawn, there is nothing to stop them reapplying the next day, effectively allowing them to avoid paying their outstanding dues. It was a matter of concern to the GCC that this was possible and that it would be sensible to consider a way of avoiding this in the future.

The Chair suggested that if members wished to look into this, it could be added to the list of Governance issues and taken to Bureau.

UDG agreed to circulate an update of the high level actions undertaken by Secretariat to keep Members as requested by Council. The decision on further action would be taken by email.

2.9 Issues regarding the membership admission criteria for International NGOs (DEC)

Under current wording of the Statutes, a number of International NGOs that are IUCN Members would fall into the National NGO category if they applied today. (eg.; *International Association of Fish and Wildlife Agencies, USA, admitted in 1989; National Geographic Society, USA, admitted in 2005; International Primate Protection League, USA, admitted in 1982; Rainforest Alliance, USA, admitted in 2008*).

Statutory requirements and interpretation of the Regulations (mainly Reg.6) have changed over the years. Regulation 6(c) of IUCN Statutes (amended at the 2012 World Conservation Congress, reads as follows:

“Any International non-governmental organisation seeking admission as a Member of IUCN shall, have a substantial record of activity in two or more States and out posted or country offices reporting back to Headquarters”.

The legal interpretation is that the organisation must operate and have activities (i.e. concrete projects) in two or more States. The organisation must have its Headquarters and **two or more out posted countries offices reporting back to it**. Out posted staff based or hosted in partner organisations in other countries cannot be considered as out posted offices.

From at least 1996 until 2012, the requirements were to have offices, including Headquarters, in two or more States, i.e. **a minimum of 2 offices**. From September 2012, the requirements were to have offices (meaning at least 2) reporting to Headquarters, i.e. **a minimum of 3 offices**.

It was proposed that current INGOs concerned be “Grandfathered” and apply to any new applications the rule of a minimum of 2 offices in addition to Headquarters, located in other States.

However, the Chair proposed that in an effort to show that we are trying to ensure that the governance rules are complied with, the Secretariat write to these Members and offer them the opportunity to change their classification to be consistent with the current classification that IUCN uses.

The Secretariat agreed to the proposal and will contact the Members concerned.

2.10 2019 Budget: Implications for governance and fulfillment of the statutory obligations of Councillors

This item relates to the 2019 budget for Council's fulfillment of obligations, including costs related to Congress Committee meetings and other budget provision for items essential to IUCN's Governance, including for a two day meeting of standing committees at Council, and other in-person meetings.

The Chair went through section 4.2 of the budget and workplan and requested clarification on the Council, Bureau and external governance review and allocation for membership engagement/support/ strategy.

There was also a discussion about the need for an extra day Committee meetings. The Chair proposed to suggest that this be an option written into the budget for 2019 and that Committees have the possibility of making the request, depending on the length of the Agenda. The GCC members agreed with the proposal.

Enrique provided an overview of the meetings planned leading up to the Congress in 2020.

The Chair made a general comment about budget and implications on the implementation of the Strategy. In view of the small size of the UDG team, there was concern raised about the feasibility of the implementation of the membership strategy and the human and financial resources requirements needed to implement it.

Strategy implementation:

There is nothing budgeted for such costs for 2019. The Chair voiced her concern that it will be regarded a failure if nothing is produced. It is necessary to establish what is needed to implement the strategy. GCC considered how to bring the FAC into discussions in the future to help tackle this issue. It will be necessary to establish what needs to be allocated to this process to ensure delivery. The GCC agreed that the Director of the UDG and Vice President, Ali Kaka agree on an appropriate figure to cover these costs and that VP Kaka would attend FAC to request inclusion of these costs in the budget.

Budget allocation for the motions process.

With regard to proposals to amend the statutes of IUCN, where Council Members are present at RCFs, the process can be explained to Members by them. However, in the absence of any Council Members, provision should be made for someone from GCC to attend the RCF to explain the changes in the process. It was agreed that GCC would take stock of which of the regions are already represented and make sure that any gaps are covered.

The Chair highlighted that since the revision of the regulations is a complex issue, GCC would have to decide if they would like to see someone from the working group there, or a secretariat representative or someone who was associated with the process.

It was confirmed that the budget for this item would come from the RCF allocation.

3. World Conservation Congress

3.1. Registration fees for the IUCN World Conservation Congress

This item was postponed to 2019 at the request of the French Ministry, following the change of Minister of Environment. They guaranteed that the logistics company they will contract to build the registration system will be able to deliver the system in time for a registration launch in September 2019, even if the fees are only adopted by April 2019. The Congress Preparatory Committee will consider this at its first meeting in 2019.

3.2 Sponsored Members

This item was postponed

During the GCC call in June, there was a presentation on the results of the implementation of the Guidelines for the Sponsored delegates Programme at the last Congress in Hawaii.

GCC agreed to support the decision adopted by the 2016 Congress Preparatory Committee on the three minimum criteria¹ (for the selection of sponsored Members) and Invited the Congress Preparatory Committee, as soon as it is established, to approve criteria for selecting additional sponsored Members subject to availability of funds.

¹ 3 minimum criteria are:

1. Members coming from countries with low and middle-income economies, as per the 2019 World Bank list of economies.
2. Members which are up-to-date in the payment of their membership dues, i.e have voting rights.

It also recommended that the Congress Preparatory Committee be formed as soon as possible to enable the Secretariat to start the preparations of the 2019 Regional Conservation Fora and the 2020 Congress, considering that these criteria should be applied for both events.

The GCC meeting on 18 September 2018 unanimously agreed to discuss the President's request to consider the TORs for the CPC alongside those of other Council Committees engaged in preparations for Congress, effectively setting aside this earlier recommendation.

The following questions were asked to GCC members during the call and GCC members were requested to provide their feedback by e-mail after the call.

- Should GAs be sponsored when they have no voting rights?
- Should a Member be active for several years before sponsoring? This would not adversely affect Indigenous Members since all have been Members for some time – they moved to the new category following its formation in 2016;
- Should NCRCs be informed of non-compliance? Members are aware of the criteria and they sign a contract in which they agree to fulfil the criteria.

In June, GCC members received detailed results of the survey completed by Sponsored Members post Congress and the individual details of the Sponsored Members' compliance with the Programme's requirements.

The Chair requested GCC members give their reactions on this matter in order to be able to pass the information to CPC when it is established.

4. Any other business –

4.1. The Chair confirmed that the GCC work plan and GCC work progress tracker document: have been finalized and will be shared with GCC. These are live documents and will be regularly updated. Note that these are live documents that will constantly be updated.

4.2 14th GCC meeting (conference call on 11 June): The Chair reminded the GCC that approval was needed on the minutes of the conference call on 11 June before it could be submitted to Bureau for approval

GCC approve the Vice Presidents' request that the GCC make a recommendation appointing Ramiros Batzin to the GCC.

The meeting closed at 19.45



United for
life and
livelihoods

Report of the Governance and Constituency Committee (GCC)

GCC Agenda

1. Revision to the motions process;
2. Statutory and governance reforms;
 - Regulation 45
 - Modification of the terminology of the Statutes to clarify and avoid possible confusion
 - Commission membership renewal process
 - In-Commission nomination process
 - Election procedures and inclusiveness of dependent territories
 - Procedures for electronic votes

GCC Agenda

3. Membership Strategy;
4. A number of constituency issues including membership admissions;
5. Regional Conservation Forums;
6. Membership dues / rescission.



1. Presentation of draft 1.0 of the Membership Strategy

IUCN Value Proposition

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.

Membership Survey

460 responses analysed

Valued elements of IUCN membership:

- **Contributing to Conservation**
- **Access to scientific knowledge and data**
- **IUCN as a learning platform**

Delivery of these elements is satisfactory on the whole

But would like: **increased regional engagement with Members, networking opportunities, capacity building and communications.**

Proposed objectives

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.*

Objective 2: **Learning and improving.** *Knowledge Products, Knowledge Sharing, science and knowledge. Ensure that Members are aware of, use and contribute to the Knowledge Products.*

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.*

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*

Discussion

- 1) Moving beyond business as usual.
- 2) Difficulties around implementation, budgetary issues;
- 3) Effective use of networks;
- 4) How GCC/Council (and individual Councillors) can engage Members more effectively
- 5) Consideration of the type of Members the Union needs/wants
- 6) Planning for the future – 2030 end date
- 7) Criteria for assessing programme and projects
- 8) Finding a way of monitoring and reporting strategy success that includes disaggregating the types and groups IUCN engages with in the IUCN programme

Next steps

Secretariat to provide timeline to GCC by
31 October



2. Members whose rights were rescinded by the 2016 Congress

Article 13 of IUCN Statutes state the following:

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;

8.3 Report of the Governance and Constituency Committee (GCC)

Members's rights rescinded by 2016 Congress	161
Members withdrawn post-Congress	121 (out of 161)
<i>Members no longer in rescission (payments received)</i>	24
<i>Members with payment plans</i>	5
<i>Remaining Members on rescission list</i>	11

Category	State	Total owed including 2017-2018	Dues pending up to and including	Status
States	Central African Republic	CHF 41,390.00	2013	Committed to pay soon – Asked extension until end.Oct. 18
States	Congo	CHF 52,110.94	2012	Regional Director (RD) met Minister. No payment/commitment received.
States	Kenya	CHF 107,984.00	2012	RD met Permanent Secretary. No payment / commitment received.
States	Malaysia	CHF 322,096.00	2015	RD & Regional Councillor met with gov. officials. Partial payment received.
States	Nigeria	CHF 448,295.00	2013	Letter from DG. IUCN is not a priority for them. No payment/commitment received.
States	Solomon Islands	CHF 61,488.00	2011	RD met with government officials. Committed but no payment received.
States	Zambia	CHF 38,674.16	2014	Have no budget for IUCN. Programmatic engagement being re-established. No payment/commitment received.
Gov. agency	Australia	CHF 52,854.00	2013	Changes in Ministry. RD+NC in contact. No payment/commitment received.
Gov. agency	Congo, the Democratic Republic of	CHF 17,509.88	2014	Letter from DG. Committed to pay by end 2018.
Gov. agency	Pakistan	CHF 14,148.00	2013	Committed but no payment received.
National NGO	Pakistan	CHF 4,930.26	2012	Committed but no payment received.

CHF 1,161,480.17 (564k invoiced)



3. Members whose rights will be rescinded by e-vote in 2018

105 Members whose rights may be rescinded by Members during e-vote scheduled at the end of 2018

(i.e. membership dues for 2016-2017 and beyond are outstanding)

List available on Union Portal:

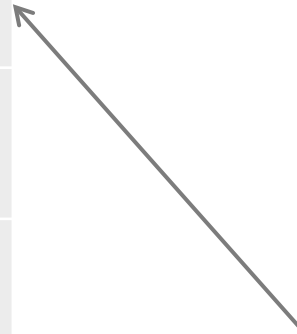
<https://portals.iucn.org/union/node/19207>

8.3 Report of the Governance and Constituency Committee (GCC)

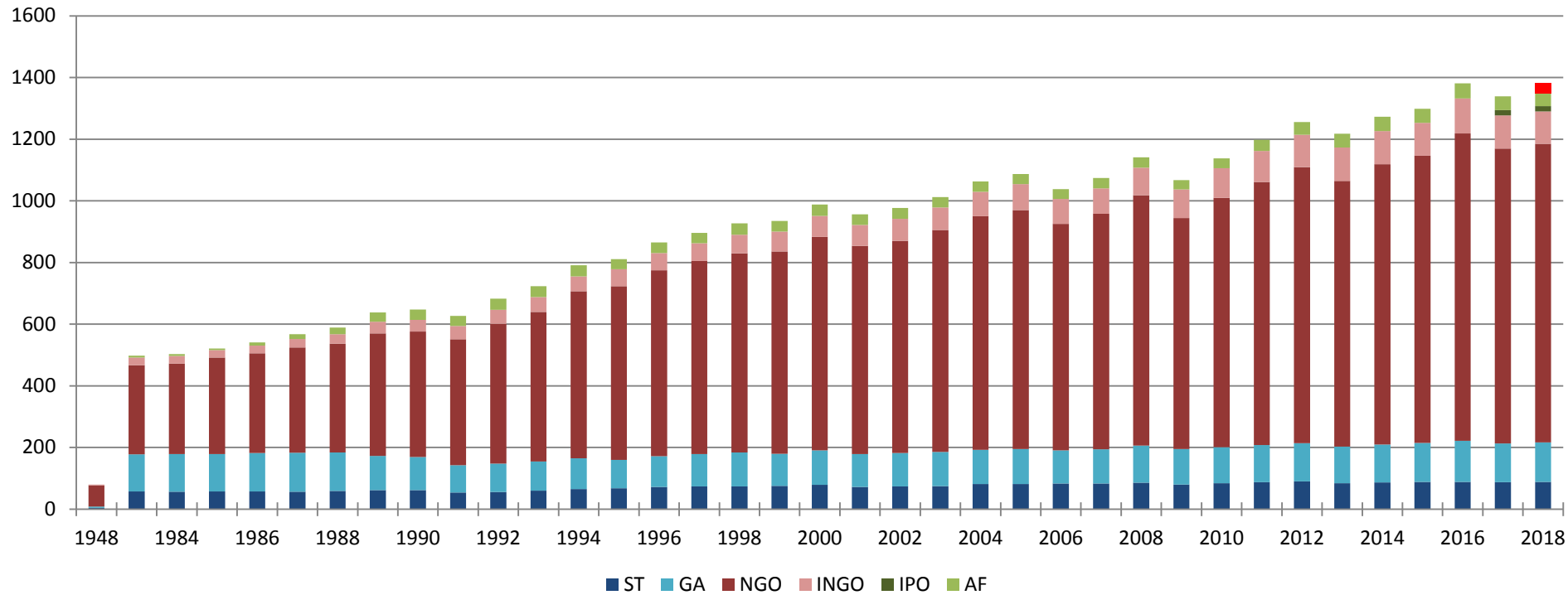
States	9
Gov. Agencies	19
National NGO	72
International NGO	1
Affiliates	4
Grand Total	105

States

Africa	Burundi
	Guinea Bissau
	Rwanda
	South Africa
	Uganda
Meso and South America	Ecuador
Oceania	Vanuatu
South and East Asia	India
	Lao People's Democratic Republic



Evolution of IUCN Membership (data as of 07.10.2018)



1376 Members as of today



Thank you

Council proposals to update the motions process

Introduction

Decision [WCC-2016-Dec-113](#) adopted by the IUCN World Conservation Congress 2016 in Hawai'i requested "the next IUCN Council to:

- create an opportunity for IUCN Members to provide feedback on the online discussion and electronic vote on the motions prior to Congress with the objective of improving the motions process for the future, and
- if needed, prepare amendments to the Rules of Procedure (such amendments will need to be submitted to an electronic vote by the IUCN Members prior to the launch of the 2020 Congress motions process)."

Feedback and suggestions were received from participants of the 2016 Congress, IUCN Members (on the online part of the motions process), the 2016 Congress Resolutions Committee and through the article "IUCN's encounter with 007: safeguarding consensus for conservation" published in *Oryx* whose authors come from a broad cross-section of IUCN. Links to these sources and summaries of the feedback can be found in [Council document C/93/GCC/3.2](#).

The table below presents Council's response to the feedback and suggestions received. It was recommended to Council by its Governance and Constituency Committee which had been assisted by a task force set up for this purpose and supported by the IUCN Secretariat.

Proposals to amend the Rules of Procedure presented in this table will be put to the IUCN Members for discussion and vote online in accordance with the procedure defined in Regulation 94. The online discussion will open soon after the 95th meeting of the IUCN Council (6-8 October 2018) and concluded with an electronic vote sometime in February / March 2019.

The following proposals also include a small number of amendments to the Statutes of IUCN. However, decision [WCC-2016-Dec-113](#) only refers to amendments to the Rules of Procedure. In addition, Rule 45*bis* (d) requires that motions pertaining to governance, including amendments to the Statutes and Rules of Procedure, be referred to the Members' Assembly for discussion and voting. Exceptions have been made when IUCN Members in a session of Congress have requested that amendments on a particular issue be put to an electronic vote between sessions of the Congress. For this reason, the IUCN Council will present the proposed amendments to the Statutes to the IUCN Members for comments and discussion through an online platform and during the Regional Conservation Forums to be held in 2019, and taking into account the feedback received, may table the proposed amendments to the 2020 Congress for discussion and voting.

In addition, Council will examine an amendment to Article 94 of the Statutes to clarify the restrictions such as the one defined in Rule 45*bis* (d) regarding the matters that can be put to the electronic discussion and vote between sessions of the Congress.

Proposals to amend the TOR of the Motions Task Force or the Congress Resolutions Committee will be decided to by Council at the appropriate time.

For the purpose of providing IUCN Members with the total picture of all improvements to be made for the next motions process, the proposed amendments to the Rules of Procedure have been integrated in this table together with other actions which Council undertook to take.

Cluster 1: Proposals to enhance consensus building	
Feedback from the 2016 Congress	Council proposals
1. Empower the Congress Resolutions Committee to refer potentially divisive but non-urgent motions to a two-step process	
<p>The Oryx article suggests that the Congress Resolutions Committee should have the authority to refer potentially divisive but non-urgent motions, for which eventual consensus would be beneficial for conservation, to a two-step process whereby the Congress requests the preparation of proposals for consideration at the next session of the Congress. The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the global conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. Such two-step processes have been applied by decision of the Congress (e.g. the IUCN Policy on Biodiversity Offsets approved by the 2016 Congress following the request of the 2012 Congress for proposals following a comprehensive consultative process).</p>	<p>The IUCN Council proposes to make a modest amendment to Rule 62<i>quinto</i> (b) to make it clear that also motions that in its view are controversial and eventual consensus would be beneficial for conservation, be referred to the Members' Assembly for continued debate and voting.</p> <p>The IUCN Council also proposes to empower the Congress Resolutions Committee to propose that controversial but non-urgent motions for which eventual consensus would be beneficial for conservation, or motions based on technically weak arguments, be deferred to the next Congress provided they are properly submitted according to the applicable rules.</p> <p>Council will incorporate wording to this effect in the Terms of Reference (ToR) of the Motions Working Group and in Council's proposal of the ToR of the Congress Resolutions Committee.</p> <p>To support these changes, Council proposes the following amendment to the Rules of Procedure:</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or <i>ad hoc</i> contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. <u>It may also propose that motions whose arguments are not technically sound or coherent and require further development</u></p>

or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 49 as follows:

Motions may be proposed by the Council, or by any Member eligible to vote with the co-sponsorship of at least five other eligible Members. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The same process and requirements shall apply for motions, which have been deferred to the following session of the Word Congress as per Rule 56. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.

Amend Rule 62quinto as follows:

Following the close of the online discussion the Motions Working Group will
[...]

(b) refer to the Members' Assembly for continued debate and vote, 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; [...]

A consequential amendment to Rule 45bis (c) ii) is required as follows:

The draft agenda shall focus, and reserve adequate time during the Members' Assembly for discussion and voting on: [...]

	<p>(c) A limited number of motions which, in the opinion of the Motions Working Group, [...]</p> <p>ii) have been the subject of such debate and divergent proposed amendments <u>or that are so controversial</u> that it is not possible to produce a consensus text for submission to a decision by electronic vote prior to the Congress; and [...]</p>
<p>2. If consensus is not possible, a drafting group prepares a consensus text to be presented to plenary. If this is not possible, a text with brackets is presented to the plenary</p>	
<p>The value of IUCN Resolutions and Recommendations is that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting parties. That is why the 2016 Congress Resolutions Committee suggested that, for issues that are hard to resolve in contact groups and to avoid the adversarial way of taking decisions (as was the case with 2016 Motion 007) the facilitators of contact groups, or the Resolutions Committee should/can set up drafting group(s) that balance the spectrum of views on the motion. The drafting group would normally be fewer than 10 people appointed by the facilitator or the Resolutions Committee. Membership of the drafting group would be closed. The drafting group would be given a deadline for producing new text to bring to the next session of the contact group or the Resolutions Committee. They also propose that, should a consensus remain impossible, the minority views are presented as alternative formulations in square brackets in the text presented to the plenary. The brackets in text avoid a situation where Members with a minority view point have to formally put them forward during the plenary. The bracketed amendments would be considered and voted on as the Assembly works through the text coming from the contact group or the Resolutions Committee.</p>	<p>The IUCN Council proposes to amend Rule 56 of the Rules of Procedure in order to assign authority to the Resolutions Committee and contact group facilitators to set up drafting groups and / or present minority views as bracketed amendments in the document resulting from their work, as follows:</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. <u>For issues that prove hard to resolve in contact groups, the Resolutions Committee or the facilitator of a contact group may set up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments.</u> The reports of such contact groups <u>or drafting groups</u> shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p> <p>In addition, the Council recommends that this additional authority of the Resolutions Committee also be incorporated in the ToR of the Resolutions Committee and the procedures and code of conduct for</p>

	<p>contact groups to be approved by the Members' Assembly at the proposal of the Council.</p>
<p>3. Present amendments first to the contact groups and only bring them to the plenary in exceptional circumstances</p>	
<p>The 2016 Congress Resolutions Committee suggested to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned. In practice, Members who do not wish or are not able to attend a contact group, present their amendments to the motion concerned during the plenary sitting that considers the text resulting from the deliberations of the Resolutions Committee and contact group. However, in Hawai'i, only one amendment to such a motion (Motion 065) was brought forward during the plenary sitting. As a result, the Resolutions Committee referred Motion 065 back to a contact group. As the contact group did not discuss the amendments to Motion 007, they were presented to the Resolutions Committee and subsequently to the plenary sitting of the Members' Assembly. Throughout the 2016 Members' Assembly, Members were encouraged to bring their amendments to the relevant contact group or, if they could not attend the contact group meeting(s), to ask another IUCN Member to table their amendments in the relevant contact group.</p>	<p>To increase the efficiency of the process with regard to amendments, the IUCN Council proposes to amend Rule 59 of the Rules of Procedure in order to establish the requirement that amendments to motions for which a contact group has been created, be presented to the contact group concerned, as follows:</p> <p><i>Amend Rule 59 as follows:</i> Amendments shall relate directly to the text which it is sought to alter. They shall be signed by their author and, unless proposed in the course of a debate, submitted in time for them to be distributed before they are debated. Ordinarily, all amendments shall be transmitted to the Resolutions Committee <u>or, in the case of motions for which a contact group has been established, to the relevant contact group</u>. The Resolutions Committee, or in special circumstances when an amendment is proposed in the course of a debate, the Chair, shall decide whether an amendment is in order.</p> <p>In addition, this requirement shall also be included in the procedure and code of conduct for contact groups explaining that IUCN Members who can't attend a contact group meeting may either ask another IUCN Member to present their amendments in the contact group concerned, or ask a representative of their recognized National or Regional Committee to do so on the basis of Rule 66 (d).</p>
<p>4. Congress decisions should normally be taken by consensus and with voting only when consensus can't be achieved</p>	
<p>The authors of the Oryx article suggest that Congress decisions should normally be taken by consensus and with voting only when consensus cannot be achieved. The value of IUCN Resolutions and Recommendations is such that they present a common, considered, negotiated view of the IUCN conservation community. Motions passed by simple majorities against strong opposition, although legally valid, in practice lack legitimacy and authority, especially with dissenting</p>	<p>The IUCN Council supports the view that every attempt must be made to achieve the broadest possible support before a motion is put to the vote because this will increase the legitimacy and authority of the Resolutions and Recommendations, as well as their chance of being effectively implemented.</p> <p>To achieve this, the IUCN Council recommends that the Chair of the</p>

<p>parties.</p>	<p>Members' Assembly requests the support of the Members' Assembly to make every attempt to achieve the broadest possible support before each motion is put to the vote.</p> <p>The IUCN Council will also consider whether to include in the ToR of the Steering Committee of Congress the authority to decide or to recommend not to put a motion to the vote if despite all efforts, and given the importance of the object of the motion for IUCN and conservation, a vote would negatively impact the legitimacy and authority of the motion and seriously impair its implementation. The Steering Committee could also be given authority to decide or recommend that the motion be deferred to the next Congress, or negotiation be continued and motion submitted to an inter-sessional e-vote of the IUCN membership, or that it be referred to the IUCN Council or other component of IUCN in order to consider the best possible course of action. While a Steering Committee decision could, of course, be overruled by the Members' Assembly, it would provide an opportunity for reflection by the Members' Assembly on how to proceed in the best interest of the Union.</p> <p>The IUCN Council does not wish to propose amendments to the Statutes and Rules of Procedure establishing the requirement that Congress decisions be taken by consensus and that voting will only take place when consensus cannot be achieved. Such an amendment would not only introduce a differentiated legal regime for motions approved by e-vote prior to Congress – where a consensus rule could not be applied in practice – and those approved during the Congress where the consensus rule would apply. It would also require the consideration of a number of consequential issues: such as its impact on the requirement that electronic voting is mandatory if an electronic voting system is available onsite (Regulation 40<i>bis</i>) or on the requirement to publish the voting record (Rule 71<i>bis</i>).</p>
<p>5. Need for a higher percentage majority to adopt decisions</p>	
<p>The authors of the Oryx article suggest that, when voting is needed (in the absence of consensus), instead of the current simple majority, a</p>	<p>Based on the same rationale for making every attempt to achieve the broadest possible support for a motion before it is put to the vote, the</p>

<p>higher percentage majority will be needed to adopt decisions. A higher percentage majority requirement would increase the incentives to negotiate in good faith, as it would be harder for a motion to be adopted in the absence of consensus.</p>	<p>IUCN Council proposes to increase the majority requirement for voting on motions referred to in Rule 48<i>bis</i>, i.e. the motions that take the form of a Resolution or Recommendation (defining the general policy of IUCN, influence policies or actions of third parties, or addressing the governance of IUCN). The Council is concerned / motivated to ensure a genuine interest for all participants to engage in discussions and negotiations.</p> <p>This will require the following amendment to the Statutes:</p> <p><i>Insert a new Article 31bis in the Statutes as follows:</i> <u>The adoption of motions referred to in RoP 48<i>bis</i> shall require a majority of two-thirds of the votes cast in Category A and in Categories B and C combined.</u></p> <p>The IUCN Council will consult the IUCN Members on this proposed amendment through an online discussion platform and during the Regional Conservation Forums, prior to submitting it to the 2020 Congress for discussion and voting.</p> <p>In addition, the IUCN Council will propose to the Members' Assembly for approval a code of conduct and procedure for contact groups which will include further guidance for facilitators and participants to ensure constructive and inclusive discussions and negotiations.</p>
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Cluster 2: Proposals to improve the quality and implementation of motions	
Feedback from the 2016 Congress	Council proposals
6. Strengthen submission criteria relating to sponsors to make motions more globally/regionally relevant.	
<p>Members suggested that, in order to make motions more relevant at the global level (across the regions), the criteria related to co-sponsorship required for the submission of motions be strengthened. Currently, motions must be submitted by any Member eligible to vote "with the co-sponsorship of at least five other eligible Members". (RoP 49)</p>	<p>The IUCN Council proposes to amend the rules to require that henceforth the co-sponsors must come from at least two statutory Regions (in the sense of Article 16 of the Statutes).</p> <p><i>Amend Rule 49 as follows:</i> Motions may be proposed by the Council, or by any Member</p>

	<p>eligible to vote with the co-sponsorship of at least five other eligible Members from at least two Regions. Motions shall normally be submitted to the Director General by a date set by Council which shall not be later than six months before the opening of the next session of the World Congress. The Secretariat shall circulate all accepted motions which are received by it, to all Members, at least three months in advance of that session of the World Congress.</p>
<p>7. Strengthen submission criteria relating to technical and scientific quality and to prevent unclear intentions – give Council’s Motions Working Group (MWG) the authority to reject or edit such motions.</p>	
<p>In 2016, based on Regulation 29, the Motions Working Group (MWG) edited motions for clarity of the wording or removed parts of motions affecting the draft IUCN Programme or proposed mandates of the IUCN Commissions (Rule 51). However, the MWG did not consider that it was authorized to reject or edit a motion that was of poor technical or scientific quality. This led to some motions being admitted to the online discussion and vote prior to Congress that were vague and/or which did not reflect the scientific/technical quality desirable in IUCN. The 2016 Congress Resolutions Committee therefore suggested that an amendment be made to the criteria for submitting motions (Rule 54) in order to allow the MWG to either reject or edit motions that are found to be of insufficient technical or scientific quality, or unclear in their intention.</p>	<p>The IUCN Council proposes to amend Rule 54 by adding to the conditions for admissibility of motions that they contain technically sound and coherent arguments and be precise on what they aim to achieve.</p> <p>At the same time, Council proposes to correct an omission in Regulation 29 by clarifying that the MWG has the authority to prepare motions (including editing such motions) for the online discussion of motions in addition to preparing them for submission to the Resolutions Committee and the Congress.</p> <p><i>Amend Rule 54 as follows:</i> Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48<i>bis</i> and meet the following requirements:</p> <p>(a) related to content: [...]</p> <p>iii. Contain technically sound and coherent arguments; iv. Be precise on what they aim to achieve; iiiv. Propose aspirational goals that are reasonable; [...]</p> <p><i>Amend Regulation 29 as follows:</i> At least six months before the date set for the opening of a session of the World Congress, the Council shall also appoint a Motions</p>

	<p>Working Group of 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, together with the Director General ex officio, to guide the Members on the submission of motions, receive such motions, <u>prepare them for the online discussion prior to Congress or for submission to the Resolutions Committee and the World Congress</u>, facilitate discussion between Members on motions in advance of the World Congress, prepare them for submission to the Resolutions Committee and the World Congress, and such other tasks as described in Part VII of the Rules of Procedure. Consolidated motions may be put forward by the Motions Working Group.</p>
<p>8. Strengthen submission criteria to tighten requirements on consultation with local stakeholders, in particular on motions on local, national or regional issues.</p>	
<p>According to the 2016 Congress Resolutions Committee, there were some motions that were deemed admissible, but for which the level of consultation had been less than ideal. Such motions run the risk of becoming controversial later on in the process. The 2016 Congress Resolutions Committees therefore suggested that Rule 54 specify that with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question must be consulted, and that it must be demonstrated that the consultation has taken place.</p> <p>The Resolutions Committee also noted that for the most part use was not made of the Regional Conservation Forums (RCF) to prepare, develop and promote motions, and there was scope for improvement here. Members also suggested that motions be discussed in National Committees and RCF.</p>	<p>The IUCN Council supports amendments to Rule 54 (in (a) related to content) to strengthen the criteria for admissibility of motions by requiring that, with regard to motions focusing on local, national or regional issues, the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted. Further, an amendment to Rule 54 (in (b) related to process and format) will require that the proponent of the motion demonstrates that the required consultations have been made. Should consultations not have been undertaken, the proponent of the motion will be required to explain the reasons in the template for the submission of motions, or in the explanatory memorandum.</p> <p>In addition, Council wishes to clarify the intention of Rule 51<i>bis</i> as an incentive for National and Regional Committees and RCF to examine whether the best possible action to solve the issue is through regional (programmatic) cooperation or indeed through a (global) motion.</p> <p>Finally, Council seizes this opportunity to correct an omission as Rule 54 (b) vii should also refer to Rule 49<i>bis</i>.</p>

Amend Rule 54 as follows:

Motions shall be accepted only upon determination by the Motions Working Group or the Resolutions Committee that they are consistent with the purpose of motions as defined in Rule 48bis and meet the following requirements:

(a) related to content:

[...]

v. When focusing on local, national or regional issues, state, with the proponent providing evidence at the moment of submission, that (1) the matter covered by the motion has been engaged at local, national and/or regional instances and that the desired result has not been achieved; (2) the Members and relevant Commission members as well as other stakeholders in the geographic area in question have been consulted; and

(b) related to process and format:

[...]

vii. Be proposed and co-sponsored by Members eligible to vote, in accordance with Rules 49 or 49bis;

viii. The proponent specifies a) which of the Members and/or components of IUCN or third parties, which the motion calls upon to undertake action, have been consulted or have collaborated in the development of the motion, b) which Members or components of IUCN have been consulted with a view to identify solutions that might address the underlying issues and cb) the actions and resources required to implement the motion and the contributions which proponents and co-sponsors intend to make towards its implementation;

[...]

Amend Rule 51bis as follows:

National Committees, Regional Committees and Regional Fora, when convened, are encouraged to provide a forum for motions that warrant discussion at a local and/or national level for the purpose of identifying solutions such as regional programmatic cooperation, that might address the underlying issues in addition to, or instead of submitting a motion.

9. Give authority to the Motions Working Group (MWG) to tackle issues around quality after the close of the online discussion in order to avoid motions of low quality being adopted through the electronic vote.	
<p>According to the 2016 Congress Resolutions Committee, it is possible that a motion might be deemed to be of sufficient quality to be sent to the electronic debate, but then lose its focus and technical merit as a result of the compromises made during the online debate. In the future, it would be helpful if the facilitators could flag motions considered to be of lower quality than the original motion to the MWG so that decisions could be taken on how to handle them. Options could include extending the electronic debate in these instances, or sending them to the WCC rather than the e-vote, or the MWG engaging in further discussions with the Members concerned to resolve any problems with quality. It is possible that amendments to the Rules might be needed to give the MWG the authority to address problems after the electronic debate.</p>	<p>In the view of the IUCN Council, once the electronic discussion of motions is over, the motions resulting from it should either be put to the electronic vote or referred to the Members' Assembly for continued debate and vote, as provided in RoP 62<i>quinto</i>. The electronic discussion should not be extended and motions should not be amended by the MWG or Members at that point in time.</p> <p>Instead, issues of quality need to be tackled in a timely and effective way during the electronic discussion. Note also in this regard the proposed amendments, presented in section 7 above, to Rule 54 and to Regulation 29. In addition, a provision will be included in the ToR of the MWG requiring it to monitor the quality of motions, alert Members and facilitators before/during the electronic discussion of quality issues, provide guidance to facilitators empowering them to raise issues of poor quality of motions and actively work with Members to solve them before the end of the electronic discussion.</p>
10. Allow the Motions Working Group (MWG) to remove motions after the electronic discussion which are not well aligned with the IUCN Programme.	
<p>A member of the IUCN Council suggested that, in order to make Resolutions / Recommendations more relevant, the MWG should be given the authority to remove motions that are not well aligned with the IUCN Programme.</p>	<p>Given its hesitation about tackling issues of quality after the close of the online discussion of motions as described in section 9. above, the IUCN Council considers Rule 51 adequate to deal with issues of alignment with the IUCN Programme either before, during or after the online discussion of motions: the MWG has the authority to refer any motion or a parts of a motion affecting the draft IUCN Programme to the session of Congress that considers the Programme. The MWG will be requested to provide clear guidance to the facilitators of the online discussion to alert Members to issues of alignment with the IUCN Programme, or to alert Members directly during the online discussion, e.g. at the beginning of the 2nd reading.</p>
11. Requiring and guaranteeing the scientific independence of the work carried out by Commissions and Secretariat under IUCN's technical role.	
<p>The authors of the Oryx article suggest that the Statutes be amended</p>	<p>The IUCN Council supports amendments to the Statutes to require</p>

<p>to require and guarantee 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."</p>	<p>and guarantee the scientific independence of the work carried out by the IUCN Commissions and the IUCN Secretariat. In line with the Oxford Dictionary, "undue influence" 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.</p> <p><i>Amend Article 3 (f) of the Statutes as follows:</i></p> <p>(f) develops expert networks and information systems to support its Members and components;</p> <p><i>Insert a new Article 3 (f) bis as follows:</i></p> <p><u>(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;</u></p> <p><i>Insert a new provision in the Statutes after Article 3 as follows:</i></p> <p><u>Article 3bis:</u> <u>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.</u></p>
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Cluster 3: Proposals regarding participation in the motions process	
Feedback from the 2016 Congress	Council proposals
12. Participation in online discussion should be improved / reviewed with regard to Cat. A Members	
<p>As a result of a perception that Cat. A Members were under-represented during the online discussion of motions prior to Congress, Members suggested to make participation for Cat. A Members mandatory. However, in fact, during the 2016 online discussion, both Membership Categories A and B had a similar level of participation of Members:</p> <ul style="list-style-type: none"> ○ Cat. A: 16.6 % 	<p>The IUCN Council expects the Motions Working Group to encourage broad participation of Cat. A Members (through reminders, incentives, etc.) and to keep a record that shows appropriate engagement with/ invitation to State Members.</p> <p>The Council does not wish to propose amendments to the Statutes or the Rules of Procedure establishing a quorum requirement for Cat. A</p>

<p>○ Cat. B: 15.7 %.</p> <p>In terms of comments made during the online discussion, 61% of comments originated from Cat. B and 31% from Cat. A. (Note, however, that 83% of IUCN's Members are in Cat. B)</p>	<p>Members or otherwise require / ensure that they are present in order to legitimize the results of the online discussion of motions. Complex questions such as what an adequate minimum level of participation would be, or whether the quorum requirement should only be established for Cat. A Members, or what the consequence would be of a quorum not being met, would require a high amount of attention disproportionate with the expected net result.</p>
<p>13. Reconsider the method of counting the votes cast during the e-vote and address the large amount of abstentions</p>	
<p>In the same way as RoP 77bis and Regulation 40bis provide that during sessions of the Congress “Members who choose not to cast a vote electronically shall be declared to have abstained”, Members who did not cast a vote on a motion during the electronic vote prior to the 2016 Congress were considered to have voted “abstention”. (Cf. the 4th guidance note for the 2016 World Conservation Congress Motions Process - 4. The Electronic Vote Prior to Congress - 23 July 2016)</p> <p>This is considered by some members as portraying a skewed picture. Other Members criticized that sometimes the number of abstentions was very high and suggested that a motion should not be adopted if abstentions are more than one third of votes cast.</p>	<p>The IUCN Council proposes to stop counting non-voting as abstentions. In other words, <u>when presenting the voting results</u>, the number of “abstentions” will only include the votes resulting from explicitly voting “abstention”. This will require amendments to RoP 77bis and Regulation 40bis.</p> <p><i>Amend Rule 77bis as follows:</i> Elections may be held using ballot papers or electronically by inserting the Members’ voting cards into a machine. In case an electronic elections system is used, Members who chose not to cast a vote shall be declared to have abstained. The Election Officer shall monitor the accuracy of the electronic election system.</p> <p><i>Amend Regulation 40bis as follows:</i> When voting is normally carried out by delegates holding up voting cards under Rule 67 of the Rules of Procedure of the World Conservation Congress, and if an adequate electronic voting system is available at the Congress site, the voting shall be conducted by delegates electronically by inserting into a machine each Member’s voting card. Votes for/against/abstain are tallied electronically by computer and the results of the tally announced to the World Congress by the Chair through displaying the tally on a screen visible to all delegates, with government votes and non-government votes reported separately as required under Articles 34 and 35 of the Statutes. Members who choose not to cast a vote electronically shall be declared to have abstained. The</p>

	<p>Election Officer shall monitor and ensure the accuracy of the electronic voting system.</p> <p>In addition, the IUCN Council will examine whether to prepare an amendment to Article 32 of the Statutes in order to provide that if the number of abstentions (as they are currently being counted, i.e. including those not casting a vote) is more than 1/3 of all votes in either one of the Categories, the motion is not adopted.</p> <p><i>Amend Article 32 of the Statutes as follows:</i> Abstentions shall not be counted as votes cast. <u>However, if the number of abstentions is 1/3 or more of all votes in either Category A or Category B and C combined, the motion is not adopted.</u></p>
<p>14. Better balance between NGO and Government participation in Contact Groups.</p>	
<p>The 2016 Congress Resolutions Committee suggested that Council reviews options for achieving a better balance between NGO and Government participation in contact groups. Some State and Government Agency Members had complained that in Hawai'i some contact group discussions were dominated by NGO Members. To some extent this is inevitable given the much large number of NGO Members. However, there might be ways to achieve a better balance, for example by limiting the number of participants to one person per NGO Member, but two per Government Member.</p> <p>On the proposal of the Resolutions Committee, the Steering Committee of Congress adopts procedures and a code of conduct for contact groups. These procedures provide, among others, that speaking in contact groups is restricted to one representative per IUCN Member, Commission, National or Regional Committee and the Secretariat and that the facilitators have the authority to implement this rule while ensuring that the floor is given in an equitable and fair manner.</p>	<p>“Delegate” is a broad term covering not only accredited representatives of Members, but also of observer organisations / institutions (Rule 12) and of recognized National and Regional Committees holding a proxy from one or more of their Members [Rule 66 (c) and (d)]. The IUCN Council therefore proposes to amend the Rules of Procedure in order to make it clear that contact groups are composed of Members, including National or Regional Committees holding a Member’s proxy, because they are an emanation of the Members’ Assembly.</p> <p><i>Amend Rule 56 as follows:</i> The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates <u>from accredited Members</u>, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.</p>

15. New rules to govern participation of Commission members and National and Regional Committees in contact groups (keep numbers of Commission members to a minimum / an assigned speaker).

The 2016 Congress Resolutions Committee suggested that new rules be established to govern the participation of Commission members and National and Regional Committees in contact groups. Apart from IUCN Members in good standing, Commission members and representatives of National or Regional Committees may also attend. In the 2016 Congress, there were several good examples of Commission members clarifying complex issues to help the debate in contact groups. On the other hand, one Commission member dominated the discussion in one contact group to the annoyance of other participants. The role of Commission members is to serve in an advisory capacity, and to help ensure that the text is scientifically and technically accurate and relevant. However, given that the contact groups are primarily for the IUCN Members, the 2016 Resolutions Committee believed that the numbers from the Commissions and Committees should be kept to a minimum.

The Secretariat has staff in the contact groups to act as motion manager, technical experts, rapporteurs, etc. The Secretariat will not normally speak in a contact group except to bring clarification to issues.

The IUCN Council proposes that the Rule 56 be amended in order to clarify who, apart from IUCN Members in good standing may attend the contact groups and in which capacity.

The Council suggests doing so by harmonizing the rules regarding contact groups during Congress (Rule 56) and those regarding the online discussion of motions (Rule 62*bis*). At the same time, an anomaly could be corrected by ensuring that both Rules refer to National as well as "Regional" Committees and to "recognized" Committees only, in line with the wording of Rule 66 (c) and (d), noting that proxies are not accepted during the online discussion of motions.

Amend Rule 56 as follows:

The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. Commission members, representatives of recognized National and Regional Committees and members of the Secretariat may take part in contact groups only in a technical advisory and support capacity, without prejudice to the application of Rule 66 (c) and (d). The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.

Amend Rule 62bis as follows:

[...] The online discussion of motions shall be open to all IUCN Members during a period of at least two months following the date of publication of the motions in accordance with Rule 49. The Motions Working Group shall ensure that the online discussion of motions is transparent and will adhere to the greatest possible extent to the procedure for discussion and amendment of motions

	<p>during Congress. Commission members, representatives of <u>recognized</u> National <u>and Regional</u> Committees and members of the Secretariat may take part in the online discussion of motions only in a <u>technical</u> advisory and support capacity.</p> <p>In addition, the IUCN Council also proposes to amend Rule 37 to enable the Chair of the Members' Assembly to more effectively address behavioural issues.</p> <p><i>Amend Rule 37 as follows:</i> If a speaker is irrelevant <u>or disruptive</u>, the Chair may call the speaker to order. In the event of persistent irrelevance <u>or disruption</u>, the Chair may forbid the speaker to speak for the remainder of the debate. [...]</p>
<p>16. Guide the participation of observers in Contact Groups.</p>	
<p>The 2016 Congress Resolutions Committee suggested that observers other than Commissions, National and Regional Committees, and the Secretariat should not to be permitted to attend or participate in contact groups. There seems to have been a corporate lobbyist in one of the contact groups in Hawai'i.</p>	<p>The IUCN Council recommends that a procedure and code of conduct for contact groups be prepared and formally approved by the Members' Assembly, providing clear guidance for the facilitators of contact groups.</p> <p>Instead of restricting attendance of contact groups, the participation of various categories of participants (listen, speak or vote) should be regulated. In the same way as the 11 point guidance for contact group facilitators issued in 2016, which did not have a formal status, the procedure and code of conduct could authorize the facilitators to give the floor to all participants if time permits and when called upon by the facilitator, and to give priority to interventions by Members if time is limited.</p>
<p>17. Ensure the serious nature of the motions process is respected.</p>	
<p>The 2016 Congress Resolutions Committee suggested that Council explores ways with the Members concerned to develop a more productive and less adversarial and controversial negotiations with a view to encourage Members to engage in the motions process, and ensure that the serious nature of the IUCN Motions process, as well the specific nature of the IUCN Membership, is respected by all IUCN Members and that the contact group is not used merely as a training</p>	<p>The IUCN Council recommends that the procedure and code of conduct for contact groups includes specific clauses emphasizing the importance to exert maximum efforts to reach a consensus taking into account minority views and to avoid disrespectful and adversarial attitudes, and that – through other relevant instruments – such rules of conduct also apply to the online discussion and plenary sittings of the Members' Assembly. The IUCN Council further recommends that</p>

opportunity for students or others on negotiation or public speaking.	IUCN Members and all other participants are sensitized of the procedure and code of conduct well in advance of Congress.
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Cluster 4: Proposals regarding voting	
Feedback from the 2016 Congress	Council proposals
18. Strengthen criteria on which motions are referred to the Members' Assembly and which ones are submitted to the e-vote.	
<p>Of the 99 motions discussed electronically prior to the 2016 Congress, the Motions Working Group (MWG) referred 85 to the electronic vote held prior to the Congress. Of the remaining 14 motions, 8 motions had been subject of such discussion and divergent proposed amendments that it was, in the opinion of the MWG, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress and were therefore referred to the Members' Assembly for continued debate and vote. [RoP 62quinto (b)] The other 6 motions previously identified as warranting debate at the global level were referred to the Members' Assembly to be further discussed and voted upon. [RoP 62quinto (a)] (Communication of the MWG on the results of the online discussion of motions, July 2016)</p> <p>Members felt that it was not always clear why a motion was discussed and voted on electronically prior to Congress or referred to the Members' Assembly for continued debate and vote. They mentioned examples of motions that did not really need in-person discussion, while others dealt with electronically could have benefited from more discussions.</p>	<p>Considering the criteria of Rules 45<i>bis</i> and 62<i>bis</i> adequate as they are, the IUCN Council will request the MWG – through its Terms of Reference (ToR) - to communicate clearly and comprehensively to the IUCN membership the rationale for referring certain motions to the electronic vote prior to Congress and others to the Members' Assembly, either at the time of publication of the motions prior to the online discussion (RoP 62<i>bis</i>) and/or after the online discussion, at the time the motions are submitted to the electronic vote (RoP 62<i>quinto</i>) e.g. by explaining what the issues are that could not be solved during the online discussion and that require continued debate during the Members' Assembly.</p> <p>In addition, the Council will request the MWG – through its ToR – to monitor the electronic discussion and assist / guide the facilitators to proactively build a consensus during the online discussion, thereby reducing as much as possible the application of RoP 62<i>quinto</i> (b), i.e. the referral to the Members' Assembly of motions that led to such divergent proposed amendments that it was not possible to submit them to the electronic vote prior to Congress.</p>
19. Streamline voting on amendments (during the electronic vote on motions prior to Congress)	
<p>A small number of Members found the voting on amendments confusing and one considered that it led to an above average adoption of amendments. The 2016 Resolutions Committee, however, thought that “the electronic vote proceeded well without any serious glitches and noted that the clear thinking in advance by the Motions Team, Legal Adviser and Secretary to the Council on how to present and</p>	<p>Taking into account that the voting on amendments did not pose technical issues and the near totality of Members participating in the 2016 online vote cast their vote correctly, the IUCN Council considers that the voting system adequately deals with proposed amendments, in conformity with the Statutes and the Rules of Procedure. The Council will request the Motions Working Group to explain as clearly</p>

vote on amendments helped hugely.”	as possible the way of voting through amendments in the Guidance for IUCN Members on electronic voting.
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Cluster 5: Proposals regarding new and urgent motions	
Feedback from the 2016 Congress	Council proposals
20. Earlier submission deadline for “late” motions.	
<p>The 2016 Congress Resolutions Committee recommended that Council reviews the options from establishing an earlier submission deadline for motions submitted at Congress. At present the deadline falls on the first day of the Members Assembly. This is to allow important motions to arise from the Forum which only ends the night before. Moving the deadline earlier would in theory put later sessions of the Forum at a disadvantage, as they could take place after the deadline. On the other hand, many “late” motions do not appear to arise from the Forum at all, in which case a deadline before the beginning of the Forum could be appropriate. Some members of the 2016 Congress Resolutions Committee would prefer to make it more difficult for Members to submit late motions, not least because in the last two Congresses (2012 and 2016), some of these late motions have been particularly controversial, and the Members have often been ill-prepared to debate these issues (indeed obtaining objective information of the subject matter of late motions in order to guide debate has not always been easy).</p>	<p>The IUCN Council supports the view that a modification be made to encourage IUCN Members who wish to submit urgent and new motions, to do so prior to the opening of the Congress in order to timely prepare for distribution those motions that are admitted by the Resolutions Committee. Urgent and new motions could be submitted from one week prior to the opening of the Congress until the end of the first day of the Members’ Assembly.</p> <p>In addition, the proponent and co-sponsors of urgent and new motions should come from at least two Regions in the sense of Article 16 of the Statutes. The template for submission of motions referred to in Rule 54 (b) x. will specify that one of these Regions should be that of the proponent of the motion.</p> <p><i>Amend Rule 52 as follows:</i> Motions may be submitted at the World Congress (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote <u>from at least two Regions</u>¹; and (c) only if the <u>Congress</u> Resolutions Committee determines that the subject of the motions is new and urgent according to the following criteria and on that basis authorizes their distribution to delegates: [...]</p> <p><i>Amend Rule 53 as follows:</i> Motions meeting the criteria of Rule 52 shall be submitted <u>from one</u></p>

¹ “Regions” as defined in Article 16 of the Statutes.

	<p>week prior to the opening of the Congress until the end of the first day of the Members' Assembly by the deadline set by the Steering Committee. Motions received after such deadline shall be admitted only with the consent of the President.</p>
<p>21. Tighter and clearer criteria for submission of “late” motions.</p>	
<p>The 2016 Congress Resolutions Committee recommended that Council develops tighter criteria for defining the terms “new” and “urgent” thereby providing greater clarity on the meaning of these terms. The Rules of Procedure are not sufficiently clear to enable the Congress Resolutions Committee to make an easy determination on these “late motions”. The term “urgent” is particularly poorly defined. Some members of the Congress Resolutions Committee believed that the term “urgent” should be interpreted as the urgency to take action prior to the next Congress, rather than the urgency of the conservation issue in general. But whatever the case, the term needs to be defined more tightly; if this is not done, the decisions of the Resolutions Committee are likely to be controversial with some Members. The Resolutions Committee also notes that all the criteria for the admissibility of regular motions (Rule 54) also apply to late motions with the exception of the deadline for their submission.</p>	<p>The IUCN Council wishes to increase the clarity and effectiveness of the rules concerning “late” motions on new and urgent issues in order to improve the decision processes in future Congresses. It therefore proposes to provide in Rule 52 a tighter definition of what is “urgent”, and to correct an omission in that “late” motions should also meet the general requirements for motions defined in Rule 54, with the exception of the deadline of course.</p> <p><i>Amend Rule 52 as follows:</i> Motions may be submitted at the World Congress</p> <ul style="list-style-type: none"> (a) either by the Council, or by (b) a Member eligible to vote with the co-sponsorship of at least ten other Members eligible to vote; and (c) only if the Resolutions Committee determines that <u>they meet the requirements of Rule 54 with the exception of paragraphs (b) vi and vii and that</u> the subject of the motions is new and urgent according to the following criteria, and on that basis authorizes their distribution to delegates: <ul style="list-style-type: none"> i. “New” means that the issue which is the subject of the motion has arisen or has been subject to developments occurring after the closing of the deadline for the submission of motions and, at that time, could not have been foreseen; and ii. “Urgent” means that the issue is of such importance that its <u>requires an immediate response from the Union in the form of a Resolution or Recommendation</u>consideration cannot wait until the next Congress before being presented in a motion.

Cluster 6: Technical improvements and revised timeline of the motions process	
Feedback from the 2016 Congress	Council proposals
22. Technical improvements and revised timeline of the motions process	
<p>IUCN Members, the 2016 Congress Resolutions Committee as well as the authors of the Oryx article have proposed a number of technical improvements and a revised timeline for the next motions process.</p>	<p>Some of the technical improvements will be included in the template for the submission of motions to be approved by the IUCN Council. Others will be incorporated in the Guidance notes for electronic voting, the electronic voting system itself or the practical arrangements to be made onsite of the Congress venue, under development by the Secretariat. Still others will be taken up in the Procedure and code of conduct for contact groups to be approved by the Congress Steering Committee or the Members' Assembly.</p> <p>Many of the suggested technical improvements relate to the time assigned to the various steps in the motions process. These have been incorporated in the overall timeline for the 2019-20 motions process <u>attached hereafter</u>. The two key changes of the timeline compared to 2016 are as follows:</p> <ul style="list-style-type: none"> a. More time is provided for the various steps of the motions process; b. The motions process also begins much earlier in order to make the best possible use of the Regional Conservation Forums to advance the development of motions thereby increasing the quality of the motions and their chances of being implemented. <p>The cornerstone of the overall revised timeline is the deadline for the submission of motions referred to in Rule 49. The IUCN Council has set 28 August 2019 at 13:00 UTC/GMT as the deadline for the submission of motions.</p>

Regulation 72:

The terms of appointment of Commission members, shall continue for ~~three~~-six months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.

Regulation 75:

The Chair of each Commission shall be responsible for the appointment or reappointment of the members of the Commission. ~~Candidates shall be selected through a process of appropriate consultation with the members of the Commission especially the Commission Steering Committee, to provide a wide coverage of subjects and opinions as well as geographical areas. The Council and Members of IUCN may propose candidates to the Commission Chair. Where a nominee is denied membership of a Commission, the nominator may appeal the decision to the Council within the term of the Commission.~~

Proposed amendment to Regulation 45bis

	<u>IUCN Council Global Focal Person(s)</u>
<p>Current Regulation 45bis:</p> <p>Council shall appoint a member of Council as the IUCN Council Global Oceans Focal Person.</p>	<p>Proposed amendment to Regulation 45bis:</p> <p>Regulation 45bis</p> <p>Council shall<u>may</u> appoint a<u>members</u> of Council as theIUCN Council Oceans Global Focal Persons, <u>for a period up to the end of the term for which s/he has been elected, with the purpose of:</u></p> <ul style="list-style-type: none"> (a) <u>increasing the understanding in Council on a specific matter and the inclusiveness of its deliberations;</u> (b) <u>contributing to raise the profile of IUCN's work with key stakeholders;</u> (c) <u>promoting a strong focus and coherent body of work across IUCN on the issue concerned by liaising with the Secretariat, the Commissions and Members; and</u> (d) <u>bringing her/his perspective and advice to the Council trough the relevant committee of the Council, including policy, governance, and resourcing implications.</u>

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
Africa	1	Alliance des Défenseurs des Droits Humains et de l'Environnement au Tchad (Chadian Alliance of Defenders of Human and Environment Rights)	ADHET	Chad	https://www.facebook.com/nandjede/	NG
	2	Conservation des Espèces Marines (Marine Species Conservation)	CEM	Côte d'Ivoire	http://www.ong-cem.org	NG
	3	Forêts pour le Développement intégral (Forest for Integral Development)	FODI	Democratic Republic of the Congo	http://www.fodi-rdc.org	NG
	4	Herp Conservation Ghana	Herp- Ghana	Ghana	http://www.herpghana.org	NG
	5	Autoridade de Avaliação Ambiental Competente (Competent Environmental Assessment Authority)	AAAC	Guinea Bissau		GA
	6	Giraffe Conservation Foundation	GCF	Namibia	http://www.giraffeconservation.org	NG
	7	Busitema University Faculty of Science and Education Nagongera Campus	BUFSE	Uganda	http://www.busitema.ac.ug	NG
Meso and South America	8	Reserva Ecologica de Guapiaçu (Guapiaçu Ecological Reserve)	REGUA	Brazil	http://www.regua.org	NG
	9	Sociedade para a Conservação das Aves do Brasil - SAVE Brasil (Society for the Conservation of Birds in Brazil)	SAVE - Brasil	Brazil	http://www.savebrasil.org.br	NG
	10	Fundación Ecohabitats (Ecohabitats Fundation)	Ecohabitats	Colombia	http://www.fundacionecohabitats.org	NG
	11	Fundación Neotrópica (Neotropica Fundation)	FN	Costa Rica	http://www.neotropica.org	NG
	12	Fundación EcoMinga (EcoMinga Fundation)		Ecuador	http://www.ecomingafoundation.wordpress.com	NG
	13	Fundación Chito y Nena Kafie		Honduras	http://fundacionchitoynenakafie.org	NG
	14	Red de Manejo del Bosque Latifoliado de Honduras (Broadleaf Forest Management Network of Honduras)	REMBLAH	Honduras	http://www.remblah.com	NG
	15	ALTERNARE A.C.		Mexico	http://www.alternare.org	NG
South and East Asia	16	The NGO Forum on Cambodia	NGO Forum	Cambodia	http://www.ngoforum.org.kh	NG
	17	Green Hunan	GH	China	http://www.greenhunan.org.cn	NG
	18	Guangdong Forest Parks Association	GFPA	China	https://park.gdf.gov.cn/index.php?option=com_sectionex&view=category&id=13&Itemid=33	NG
	19	Yunnan Green Environment Development Foundation	YGF	China	http://www.ygf.yn.cn/	NG

Members admitted by the 95th Council in October 2018

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category
South and East Asia	20	Watawaranka Lagi Yuwa Sanjal (Youth Alliance for Environment)	YAE	Nepal	http://yae.org.np/	NG
	21	Azad Jammu & Kashmir Environmental Protection Agency	AJK-EPA	Pakistan	http://www.epaik.gok.pk	GA
	22	Saibaan Development Organization	SDO	Pakistan	http://www.saibaan.org.pk	NG
Oceania	23	NSW Biodiversity Conservation Trust	BCT	Australia	http://bct.nsw.gov.au	AF
West Europe	24	Agence Française pour la Biodiversité (French Agency for Biodiversity)	AFB	France	http://www.afbiodiversite.fr	AF
	25	Association Beauval Nature pour la Conservation et la Recherche (Beauval Nature Association for Conservation and Research)	ABNCR	France	http://www.beauvalnature.com/	NG
	26	Association Française des Entreprises pour l'Environnement (French association of companies for the environment)	EPE	France	http://www.epe-asso.org	NG
	27	Fondation d'entreprise Biotope (Biotope Corporate Foundation for Biodiversity)		France	http://biotope.fr/fondation-biotope-pour-la-biodiversite/	NG
	28	Verband der Zoologischen Gaerten (VdZ) (Association of Zoological Gardens)	VdZ	Germany	http://www.vdz-zoos.org	NG

NG National Non Governmental Organisations
AF Affiliates

GA Government agencies



Thank you



95th Meeting of the IUCN Council
Jeju (Republic of Korea), 6 – 8 October 2018

**Recommendations of the Ethics Committee of Council
regarding the Conflict of Interest Disclosure Form**

Origin: Secretary to Council

DRAFT COUNCIL DECISION

The IUCN Council,

On the recommendation of its Ethics Committee,

1. Adopts the Conflict of Interest Disclosure Form (Annex 1);
2. Adopts the amendments to the Code of Conduct for IUCN Councillors pertaining to the disclosure of interests (Annex 2);
3. Requests Council members to return the Conflict of Interest Disclosure Form duly filled out and signed by 30 November 2018.

1. As required by the Code of Conduct for IUCN Councillors, the Council's Ethics Committee established the Conflict of Interest Disclosure Form and submitted it to the Bureau for approval in November 2017. The rationale and considerations of the Ethics Committee can be found in [Bureau document B/73/7](#).

The Disclosure Form itself would become an Appendix to the Code of Conduct which in itself is an Annex to the Council Handbook. The Ethics Committee also proposed an amendment to the Code of Conduct for IUCN Councillors that is consequential upon approval of the Disclosure Form.

2. As reported to Council during its 93rd meeting ([Summary Minutes](#), p. 17), the approval of the Disclosure Form and the corresponding amendments to the Code of Conduct was suspended until further work had been undertaken on the performance tools of the Council Handbook.
3. After approving the Council Handbook at the 94th Council meeting, the Council postponed the approval of the Ethics Committee's recommendations regarding the Disclosure Form to the next Council meeting following a discussion on a procedural question. Cf. the [Summary Minutes of the 94th Council meeting](#), p. 23.
4. In the meantime, the conflict of interest disclosure process had been recognized in the Performance Commitment for IUCN Councillors adopted by Council at its 94th meeting. (cf. [Council Handbook](#), Annex 5)
5. On 1 May 2018, in response to feedback received from Council members, the Ethics Committee made two modifications in the section "Definitions" of the Disclosure Form.
6. The version, as revised, was submitted to the 94th Council meeting as document C/94/8.1. It is the same version that is attached hereafter as [Annex 1](#), together with the amendment to the Code of Conduct that follows hereafter as [Annex 2](#).