

93rd Meeting of the IUCN Council
Gland, 19-21 November 2017

Draft Agenda

For information: other related meetings (all meetings will be held at the Secretariat HQ unless indicated otherwise)	
Bureau of the Council (room: Think Tank)	18 November 09:00-17:00
Chairs of the Commissions (room: Kinnarps)	18 November 15:00-17:00
President, DG and Commission Chairs (annual evaluation)	19 November 19:00-20:00
Private Sector Task Force ¹ (room: Mountains)	18 November 17:00-19:00
Urban Task Force ¹ (room: Wetlands)	18 November 15:00-17:00
Climate Change Task Force ¹ (room: Wetlands) ²	21 November 12:30-14:00
Presentation investment managers to FAC (Red List A)	21 November 12:30-14:00
Pre-working group on WCC-2016-Res-003 (Library)	18 November 17:00-19:00

Note: the membership of the standing committees, Bureau, task forces and pre-working group on WCC-Res-2016-003 is presented in the chart of "[Subsidiary bodies of the IUCN Council 2016-20](#)".

Sunday, 19 November 2017

(Location: Secretariat HQ)

Time	Agenda Item/Content ³	Documents ⁴
All day	<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> <div style="border: 1px solid black; padding: 5px; margin: 10px 0;"> <p style="text-align: center; margin: 0;">IMPORTANT TO NOTE:</p> <p>12:30-14:00: Lunch Presentation of Regional and Global Programs (Main room) by:</p> <ul style="list-style-type: none"> Boris Erg, Director, IUCN Regional Office for Eastern Europe and Central Asia, Belgrade Luc Bas, Director, IUCN European Regional Office, Brussels <p><i>Continuing the longstanding practice of Regional and/or a Global Thematic Directors presenting their work priorities, achievements and challenges with the purpose of enabling Council members to familiarize themselves with the decentralized Secretariat.</i></p> </div>	<p>PPT Boris Erg</p> <p>PPT Luc Bas</p>
	<p>Programme and Policy Committee (PPC) (Red List A)</p> <p>1. IUCN Annual Report 2016 (Implementation of the IUCN Programme by the Secretariat and the Commissions)</p> <p>2. Commission Plans 2017-20 and Commission Annual Work Plans 2017 and 2018</p>	
08:30-12:30 and 14:00-18:00		

¹ The chairs of the three task forces established by the Programme and Policy Committee (PPC) on 24 August 2017 have convened a face-to-face meeting of their TF at the occasion of the 93rd Council meeting. The initial membership of the task forces is indicated in the chart of "[Subsidiary bodies of the IUCN Council 2016-20](#)". For the ToR of the task forces, see [summary minutes of the 41st PPC meeting 24 August 2017](#).

² Documents of the Climate Change TF can be downloaded from the Portal [here](#).

³ Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

⁴ All Council documents will be listed in this column and accessible via a hyperlink as soon as they are available and posted in the [Union Portal](#).

	<p>3. Draft 2018 IUCN Work Plan</p> <p>4. Annual update on evaluations</p> <p>5. Specific Programme and Policy issues</p> <p>5.1 Implementation of Resolution WCC-2016-Res-001 - <i>Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions</i>: initial consideration of the process to retire obsolete IUCN Resolutions</p> <p>5.2 Consideration of a Green List Standard</p> <p>5.3 Update on developments regarding the Post-2020 Biodiversity Framework discussions (cf. WCC-2016-Res-096 - <i>Safeguarding space for nature and securing our future: developing a post-2020 strategy</i> and Decision CBD/COP/13/1)</p> <p>5.4 Global Pact for the Environment</p> <p>6. Follow-up on assignments</p> <p>6.1 WCC-2016-Res-018 – <i>Toward an IUCN standard classification of the impact of invasive alien species</i> (IUCN Environmental Impact Classification for Alien Taxa)</p> <p>6.2 WCC-2016-Res-030 - <i>Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCAs) overlapped by protected areas</i></p> <p>6.3 WCC-2016-Res-045 – <i>Protection of primary forests, including intact forest landscapes</i> (Policy statement on the importance of the conservation of primary forests)</p> <p>6.4 WCC-2016-Res-075 - <i>Affirmation of the role of indigenous cultures in global conservation efforts</i></p> <p>6.5 WCC-2016-Res-086 – <i>Development of IUCN policy on biodiversity conservation and synthetic biology</i></p> <p>6.6 DEC C/92/8 annex 7 PPC Report p. 5 - Relationships between healthy ecosystems and human health and a health dimension in the work of IUCN</p> <p>6.7 DEC C/92/8 annex 7 PPC Report p. 7 regarding Council focal persons. Discussion about:</p> <ol style="list-style-type: none"> Amendment to Regulation 45bis to include more generic wording ToR and appointment of a Gender focal person ToR and appointment of an Oceans focal person <p>7. Reports from Task Forces established by the PPC</p> <ul style="list-style-type: none"> Urban Task Force (UTF), including progress with implementation of WCC-2016-Res-029 - <i>Incorporating urban dimensions of conservation into the work of IUCN</i> Private Sector Task Force (PSTF) <p><i>Note: under this agenda item, Task Force reports are listed only if/when they wish to submit recommendations or update the PPC on progress.</i></p> <p>8. Other issues announced in advance</p> <p>8.1 Update on the development of a strategic vision for the future of agriculture and food systems</p>	<p>Doc C/93/6</p> <p>Doc C/93/PPC/5.1</p> <p>Doc C/93/PPC/5.2</p> <p>Doc C/93/PPC/5.4rev</p> <p>Urban TF Documents Doc C/93/PPC/7/1</p> <p>PSTF Documents</p>
<p>09:00-12:30 and 14:00-18:00</p>	<p>Finance and Audit Committee (FAC) (Red List B)</p> <p>1. Welcome and approval of the agenda</p> <p>2. Financial results to date and forecast 2017</p> <p>3. Resource mobilisation update</p> <p>4. Review of the Draft IUCN 2018 Budget for submission to Council for approval</p> <p>5. 2017 Audit Plan</p> <p>6. Policy and procedures framework</p>	<p>Doc C/93/FAC/1</p> <p>Doc C/93/FAC/2</p> <p>Doc C/93/FAC/3</p> <p>Doc C/93/6</p>

	<p>7. HR policy framework</p> <p>8. Report from the Head of Oversight</p> <p>9. Report from the Legal Adviser</p> <p>10. Investment update including portfolio performance and review of portfolio structure and constituents</p> <p>11. Update on information systems projects</p> <p>12. Any other business</p>	<p>Doc C/93/FAC/10</p> <p>PPT C/93/FAC/11</p>
<p>08:30-12:30 and 14:00-18:00</p>	<p>Governance and Constituency Committee (GCC) (Library)</p> <p>1. <u>Governance issues:</u></p> <p>1.1 Amendments to the Statutes, Rules and Regulations resulting from the Bureau's working group</p> <p>1.2 Update on the implementation of Resolution WCC-2016-Res-003 – Including regional governments in the structure of the Union</p> <p>1.3 External Review of IUCN's Governance</p> <p>2. <u>Constituency issues:</u></p> <p>2.1 Membership applications</p> <p>2.1.1 Consideration of membership applications, including deferred applications from the International Fund for Animal Welfare (IFAW), David Suzuki Foundation, Tajjini, AITA Foundation and Lahore Waste Management Company (LWMC)</p> <p>2.1.2 Revised membership application/review and due diligence process</p> <p>2.2 Members' name or category changes</p> <p>2.3 Matters relating to International NGOs</p> <p>2.4 Update on the Membership Strategy</p> <p>2.5 Brainstorm on trends regarding Members being rescinded or withdrawing</p> <p>2.5.1 Proposal to hold an electronic Members' vote to rescind Members' rights annually or biennially</p> <p>2.6 Brainstorm on membership dues</p> <p>2.7 National/Regional Committees</p> <p>2.7.1 Update on / recognition of National/Regional Committees</p> <p>2.7.1.1 Guidance on the establishment of Interregional Committees</p> <p>2.7.2 Revised bylaws from the South America Regional Committee and the Ecuador National Committee</p> <p>2.7.3 Update from the Global Group on National/Regional Committee development (WCC-2016-Res-002)</p> <p>3. <u>World Conservation Congress</u></p> <p>3.1 Update on the implementation of the Guidelines for Sponsored Delegates at the 2016 Congress</p> <p>3.2 Revision of the motions process 2020</p> <p>3.3 Update on the selection process of the host country</p> <p>4. <u>GCC work plan and any other business</u></p>	<p>Doc C/93/GCC/1.1</p> <p>Doc C/93/GCC/1.3</p> <p>Doc C/93/GCC/2.1.1rev3 with Annex I and II Annex III Annex IV to VII Annex VIII Annex IX and X Annex XI Part 1 Annex XI Part 2 Doc C/93/GCC/2.1.2</p> <p>Doc C/93/GCC/2.2 Doc C/93/GCC/2.3</p> <p>Doc C/93/GCC/2.5rev</p> <p>Doc C/93/GCC/2.6</p> <p>Doc C/93/GCC/2.7.1 Doc C/93/GCC/2.7.1.1 Doc C/93/GCC/2.7.2</p> <p>Doc C/93/GCC/2.7.3</p> <p>Doc/C/93/GCC/3.2</p>
<p>18:00-19:00</p>	<p>Joint drinks with the members of the World Wide Fund for Nature (WWF) International Board (Location: cafeteria) <i>at the occasion of their meeting to be held at the IUCN headquarters in Gland on 19-20 November 2017</i></p>	
<p>19:00-20:30 20:30</p>	<p>Informal meeting of the elected members of the IUCN Council (Main room)</p> <p>Transfer to the hotels in Nyon</p>	

Monday, 20 November 2017

(Location: Main Room)

08:30-08:45	<p>Agenda Item 1: The President's opening remarks and approval of the agenda <i>As required by Council's Transparency Policy, the draft Agenda as well as the IUCN 2018 Work Plan and Budget were made available to all IUCN Members for comments. Cf. C/93/1/2 for the comments received.</i></p>	Doc C/93/1/2
8:45-9:45	<p>Agenda Item 2: Report of the President and the Bureau <i>(Issues brought to Council by the Bureau for decision will be listed under the relevant items of the present agenda)</i></p>	<p>Doc C/93/2/1 (B/73/1) Doc C/93/2/2 (B/73/2)</p>
09:45-10:45	<p>Agenda Item 3: Oral report of the Director General and presentation of the Draft 2018 Work Plan and Budget <i>Presentation followed by Q&A and discussion. The draft 2018 Work Plan and Budget will first be discussed in the PPC and FAC and then presented for approval by Council under Agenda Item 6 taking into account the Committees' recommendations. The DG will also report back on the DG's Objectives 2017 approved by the 92nd Council meeting, and present the DG's Objectives for 2018 for approval.</i></p>	<p>Doc C/93/3/1 Doc C/93/3/2 PPT</p>
10:45-11:00	Break	
11:00-12:30	<p>Agenda Item 4: Strategic discussion</p> <p>4.1 Strategic risks facing the Union <i>Based on the Council's strategic objectives and priorities 2017-20 and the Director General's presentation of the strategic risk matrix, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability. With input from the standing committees of the Council, as appropriate.</i></p>	
12:30-14:00	<p>Lunch presentation: (Location: Red List A & B)</p> <p>Purpose, insights and concrete examples of the Programme reforms implemented as part of the Secretariat change process "Towards a relevant and stable IUCN Secretariat", by the Director General with cooperation of Secretariat staff from HQ and the regions participating remotely.</p>	
14:00	<p>Agenda Item 4: Strategic discussion (continued)</p>	
14:00-15:00	<p>4.2 Formal approval of Council's strategic objectives and priorities 2017-20 and next steps on the way to achieving them <i>With input from the standing committees of the Council, as appropriate.</i></p>	<p>Doc C/93/4.2/1 Doc C/93/4.2/2</p>
15:00-16:00	<p>4.3 Improving IUCN's Governance <i>At the proposal of the Bureau, the Council will be invited to identify the areas for improvement of IUCN's Governance, including statutory changes, and consider a process and timeline for the development of proposals in each area identified for reform. With input from the standing committees of the Council, as appropriate.</i></p>	Doc C/93/GCC/1.1
16:00-16:15	Break	
16:15-18:00	<p>Agenda Item 4: Strategic discussion (continued)</p>	

	4.4 Celebrating IUCN at 70 <i>Presentation followed by discussion of initiatives to celebrate the 70th anniversary of IUCN's foundation (5 October 1948).</i>	PPT
18:30-20:30	Agenda Item 5: Council's working dinner with the Director General (Location: Think Tank)	
20:30	Transfer to the hotels in Nyon	

Tuesday, 21 November 2017

(Location: Main Room)

Time	Agenda Item	Document/Content
08:30-09:30	Agenda Item 6: Approval of the 2018 Work Plan and Budget <i>Taking into account the recommendations of the Council committees (PPC and FAC)</i>	Doc C/93/6
09:30	Agenda Item 7: Reports of the standing committees of the Council <i>The agendas of the committees constitute an integral part of the Council agenda (cf. pp. 1-2 above)</i> <i>The committees' <u>written reports</u> will be distributed during the morning of 20 November indicating which topics covered by the committee reports will be presented for discussion and decision during the plenary meeting of the Council. All other topics covered by the reports will be approved 'en bloc' without discussion except if a Council member requests, by 18:00 on 20 November, to open debate on a specific topic. [Regulation 59 (d)]</i>	
09:30-11:00	7.1 Report of the Governance and Constituency Committee (GCC)	
11:00-12:30	7.2 Report of the Programme and Policy Committee (PPC)	
12:30-14:00	Lunch	
14:00-15:30	7.3 Report of the Finance and Audit Committee (FAC)	
15:30-16:00	Agenda Item 8: Council Handbook <i>Formal approval of the Council Handbook following the Bureau's approval of amendments to the Council Handbook and the Code of Conduct for IUCN Councillors recommended by Council's Ethics Committee (B/70/5) and subject to the approval of additional amendments to the Code of Conduct and performance tools under consideration by the Bureau (73rd Meeting, 18 November 2017).</i> <i>At this occasion, Councillors will be invited to formally sign a copy of the <u>Code of Conduct for Council members</u> (Ethics Committee advice to Councillors EC/1/7, 23 May 2017) and the <u>Conflict of interest declaration form</u>.</i>	Doc C/93/8
16:00-16:15	Break	
16:15-17:45	Agenda Item 9: Any other business	

18:00

Transfer to Geneva by coach⁵

Explanatory note from the Secretary to Council regarding the iterative versions of the draft agenda

The modifications made to version 1.0 dated 22 September 2017

1. At the proposal of Mamadou Diallo, the topic of “Celebrating IUCN at 70” has been added under Agenda Item 4.
2. At Jonathan Hughes’ proposal, the topic “Update on the development of a strategic vision for the future of agriculture and food systems” has been added under Agenda Item 8 of the PPC.
3. The chairs of the three task forces established by the Programme and Policy Committee (PPC) on 24 August 2017 have convened a face-to-face meeting of their TF at the occasion of the 93rd Council meeting. The initial membership of the task forces is indicated in the chart of “[Subsidiary bodies of the IUCN Council 2016-20](#)”. Task forces may at any time change their membership. For the ToR of the task forces, see [summary minutes of the 41st PPC meeting 24 August 2017](#).
4. In agreement with the Chair of FAC, the topics “2017 Audit Plan” and “Policy and procedures framework” have been added as Agenda Items 5 and 6 of the FAC. In addition, a working lunch of the FAC has been added for Tuesday in order to allow the investment managers to make a presentation to the FAC.
5. Further to contacts with the chair of the Global Group on National/Regional Committee, an “Update from the Global Group on National/Regional Committee development ([WCC-2016-Res-002](#))” has been added as Agenda Item 2.7.3 of the GCC.
6. At the request of the Secretariat’s Leadership Team to continue the longstanding practice of Regional and/or a Global Programmes presenting their work priorities, achievements and challenges with the purpose of enabling Council members to familiarize themselves with the decentralized Secretariat, a lunch presentation has been added on Sunday 19 November.
7. In response to John Robinson’s request to ensure time for a report back from the finance and HR liaison groups established by the 69th meeting of the Bureau, I refer to *Agenda Item 2 Report of the President and the Bureau* noting that if this topic is also discussed during the Finance and Audit Committee (FAC) on the previous day, it may be brought to Council’s attention as part of the FAC report to Council. Council members will also receive the minutes of the 71st meeting of the Bureau (29-30 August 2017) prior to the Council meeting.

The modifications made to version 2.0 dated 13 October 2017

8. At the request of Councillors Hilde Eggermont and Jan Olov Westerberg, a new item GCC/2.7.1.1 “Guidance on the establishment of Interregional Committees” has been added to the agenda of the GCC.
9. The sequence of standing committee reports has been changed in order to continue the practice applied by previous Councils to rotate the first report between the committees.

⁵ 20th Annual Peace Pals International Art Exhibition and Awards Ceremony (at Cité du Temps, Geneva) under the theme “Nature for All – Loving the Earth”, organized by Peace Pals, IUCN’s Commission on Education and Communication (CEC), and DiversEarth. Following the Ceremony: reception with food and drinks.

At the 92nd Council meeting (February 2017), the PPC was first to present its report, followed by the FAC and the GCC.

The modifications made to version 3.0 dated 30 October 2017

10. The Chair of GCC agreed to a proposal from the Secretary to Council to add a new item 1.3 “External Review of IUCN’s governance” to the GCC agenda.

The modifications made to version 4.0 dated 5 November 2017

11. On 12 November 2017, the World Commission on Environment Law (WCEL) requested to add an item to the agenda regarding the Global Pact for the Environment. WCEL is seeking the Council’s endorsement of the Pact. With the agreement of the Chair of PPC, the item has been added on the agenda of the PPC as new agenda item PPC/5.4, with web links to the documentation provided by WCEL.
12. In agreement with the Chairs of the FAC and the PPC, the FAC meeting of 19 November 2017 will begin at 9:00 AM instead of 8:30 AM in order to allow the Commission Chairs who are members of the FAC to take part in the discussion of the Commission reports and plans held in the PPC at 8:30 AM.

The presence of all Commission Chairs is required for Agenda Item PPC/2 “Commission Plans 2017-20 and Commission Annual Work Plans 2017 and 2018”.

13. The modifications made to version 5.0 dated 13 November 2017

The Bureau having accepted the request for an informal meeting of the elected members of the IUCN Council submitted by a number of Council members, the President convened an informal meeting of the elected Members of the Council on Sunday 19 November 2017 from 7 to 8.30 PM in the Main room at IUCN’s HQ.

Comments from IUCN Members on the Council Agenda and the 2018 Work Plan and Budget

Preliminary note: as required by the Transparency of Council, the following documents were made available to all IUCN Members:

1. The draft agenda of the 93rd Council meeting – with email notification on 13 October 2017
2. The 2018 Work Plan and Budget – with email notification on 12 November 2017.

1. Comments on the draft agenda of the 93rd Council meeting

No comments have been received.

2. Comments on the 2018 Work Plan and Budget

Two comments have been received as follows:

From: Shailendra Pokharel [<mailto:shailendrapokharel@gmail.com>]
Sent: 14 November 2017 07:35
To: IUCN Membership
Subject: COMMENTS ON THE WORKPLAN AND BUDGET 2018

THANKS A LOT FOR SENDING US IUCN'S WORKPLAN & BUDGET (2018).
FOLLOWING IS OUR REMARKS:

1. It would have been very clearer if we could specify global target of IUCN specific to the Sustainable Development and Aichi targets. Table 1 in page 4 indicates very qualitative target and very confusing which target IUCN really achieve in 2018. We may be unaware of IUCN's planning.

2. Wetlands is one of the major component of environment conservation, in some member state it is a lifeline of sustainable development for example, Mekong in Thailand, Vietnam and Cambodia. 6000 rivers in Nepal etc. Though document has mentioned about watersheds and rivers, it is very pertinent that workplan 2018 shall cover global weight of wetlands and the Ramsar provisions. Please kindly note that river is one category wetlands out of 41 wetlands type under Ramsar classification. **Missing 'Wetlands' in the workplan means a lot of conservation values missing in our opinion which may blackout the Ramsar provision of conservation in our opinion.**

3. Since IUCN is in active operation from 1948 enabling state members in different dimensions of environment conservation, there have been many significant outcomes achieved nationally, regionally and globally. **IS NOT THIS TIME THAT EACH STATE SHOULD EXPLORE CONSERVATION DEVELOPMENT INDICATORS.** For example, Nepal has almost 25% of land under Protected Area System. Is this adequate for conservation development? Shall Nepal again make additional efforts to make addition on PAs? What else about other forest and forestry systems? What about the Ramsar sites? etc...

Thank you very much and sincere regards

Sincerely

Shailendra Pokharel

Principal Founder



Conservation Development Foundation

Kathmandu, Nepal

For the Sustainability of Himalayan Lakes
Lakes connecting us

From: Ajith Tennakoon [<mailto:south@sevalanka.org>]
Sent: 16 November 2017 07:23
To: IUCN Membership
Subject: Comments on the IUCN 2018 workplan & Budget

Dear DG IUCN,

It is quite a pleasure to comment on the IUCN 2018 workplan & budget. I myself and our colleagues in the organization have been studying the workplan & budget and herewith I am sharing the common review comment. Firstly, we will appreciate the dedication and effort that went into producing the documents which show a comprehensive consideration of 30 target areas. 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.

In addition to that focus in 2018, the IUCN intends to work with four additional countries in the Mediterranean (1), West Asia (1), Colombia and Australia to conduct RLE assessments and this will be a remarkable sign that IUCN coverage will reach the global where most vulnerable and need places to address the problems. Apart from that, it is good to give some thought on climate change scenarios and bring practical solutions with multi-stakeholders on sustainable and green livelihood.

The budget shows quite a balance and strength and looks more investment rather than depend on donor funds. This will be a good initiative for the future to strengthen the IUCN in terms of financial. This will assist IUCN to be strong and smooth sailing for a sustainable future and as a member we see a confident prospect.

Best wishes,

Ajith

Ajith Tennakoon
Senior Program Adviser/Board Director

Sevalanka Foundation
Sri Lanka

From: Bertrand de Montmollin [<mailto:bertrand@montmollin.me>]
Sent: 16 November 2017 13:02
To: Unité de coordination des Membres; IUCN Membership
Cc: WULF Friedrich; BAERLOCHER Norbert; BAS Luc; C MAHON; GARN BLOM Ann-Katrine
Subject: Re: UICN : Plan de travail et budget de l'UICN 2018

Madame, Monsieur,

Nous accusons réception de votre message du dimanche 12 novembre. Toutefois, il est bien évident que le délai accordé pour la réponse (le 18 novembre) est beaucoup trop court pour que nos membres puissent avoir le temps de prendre connaissance du Plan de travail et du budget 2018 de l'UICN et y apportent leurs commentaires.

Le Comité suisse de l'UICN déplore vivement cette manière de faire qui n'est guère de nature à encourager la participation de ses membres aux activités de l'Union.

Meilleures salutations

Bertrand de Montmollin

Bertrand de Montmollin
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From: Teppei DOHKE [<mailto:iucnj@nacsj.or.jp>]
Sent: 17 November 2017 13:12
To: KUMAR Raj; IUCN Membership
Subject: Re: FW: IUCN: IUCN 2018 Workplan and Budget

Dear Raj,

Thank you for sharing it and remind me the comment opportunity.

Due to a limited time and I'm not native English speaker so only one comment for work plan 2018.

For me, it is a little bit strange that there is no mention/word about 70th Anniversary of IUCN in the workplan 2018.

It is true that anniversary is not project, it is opportunity.

But I heard that in last Council meeting, there was idea that IUCN call on member to have some celebration event in 2018.

It would be good opportunity to recognize the 70 year's contribution by IUCN(secretariat, member, commission member and partners) and to show the future leadership of IUCN.

Best,
Teppei Dohke, Vice-chair, Japan Committee for IUCN

73rd Meeting of the Bureau of the IUCN Council, Gland, 18 November 2017

DECISION B/73/1

Process for the appointment of an IUCN Treasurer

The Bureau of the IUCN Council,

Decides to establish a Search Committee for the purpose of selecting a Treasurer to fill the vacancy with the following composition: the President (Chair), the Chair of the Finance and Audit Committee, the Vice-President member of the Finance and Audit Committee, the Acting Treasurer and the Councillor from Switzerland;

Requests the Search Committee to present to Bureau a shortlist of up to three candidates selected following a global search;

Encourages all Councillors to engage in identifying and encouraging suitable candidates to come forward, and **requests** the Secretariat to provide technical services;

Approves the Terms of Reference and required qualifications of the Treasurer (Annex).



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

RESPONSIBILITIES AND QUALIFICATIONS OF THE TREASURER OF IUCN

Introduction

The Treasurer of IUCN is elected by the World Conservation Congress, based on a nomination by the Council after considering the proposals made by members in Categories A, B and C.

The term of office of the Treasurer extends from the close of the World Conservation Congress at which the Treasurer is elected to the close of the next ordinary session of the Congress, i.e. approximately four years. The Treasurer, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. The time served to fill the balance of the term of a Council member following a vacancy occurring in Council, shall not be counted.

The Council may fill a vacancy for Treasurer that may occur, for the balance of the term concerned.

The position of Treasurer of IUCN is a voluntary position.

The responsibilities and qualifications hereafter are based on the profile of the Treasurer approved by the IUCN Council at its 85th Meeting (May 2015) and revised by the Bureau at its 73rd Meeting (November 2017).

1. Responsibilities of the Treasurer

- (a) To contribute to the overall work of the Council in ensuring the efficient and effective governance of the Union in between sessions of the World Conservation Congress.
- (b) To submit to each ordinary session of the World Conservation Congress, a report, prepared together with the Director General, on the consolidated accounts of IUCN for the intersessional period, together with the auditors' reports for the relevant years.
- (c) To review and provide comments to the World Conservation Congress on the IUCN Programme for the next intersessional period together with the related estimates of income and expenditure.
- (d) To maintain an overview, on behalf of the IUCN Council, of the financial situation of the Union in between sessions of the World Conservation Congress and to approve for submission to Council, any adjustments to the approved intersessional financial plan.
- (e) To advise the Director General, as appropriate, on financial matters relating to the implementation of the IUCN Programme and on fundraising in general.

2. Qualifications

The IUCN Council has agreed on the following criteria to guide the Council's Search Committee:

The IUCN Treasurer must:

- (i) as a member of Council, be committed to the statutory role and duties of the Council;
- (ii) have a good background in finance, accounting and treasure management;
- (iii) be well versed in the finance / accounting / investment and fundraising of large international entities at senior levels;
- (iv) have the capacity to work in English and if possible, at least one of the other official languages of IUCN;
- (v) have time available to devote to the Union and overseeing its financial management;

and desirably:

- (vi) have experience in a large entity at regional / national level, specifically in areas of policy and strategy;
- (vii) be familiar with Swiss financial practices and provide financial and budgetary oversight, aided by the Secretariat on the technical aspects of Swiss law and policies;
- (viii) have strong interpersonal skills and the ability to work with diverse cultures.

Gender equity and regional diversity should be taken into consideration in selecting candidates.

73rd Meeting of the Bureau of the IUCN Council, Gland, 18 November 2017

DECISION B/73/2

Appointment of additional members of the Steering Committee of CEESP

The Bureau of the IUCN Council,

on the recommendation of the Chair of the IUCN Commission on Environmental, Economic and Social Policy (CEESP),

appoints the following individuals as members of the steering committee of CEESP, in addition to the appointments made by the Council at its 91st ([decision C/91/3](#)) and by email correspondence of the Bureau on 2 October 2017 ([decision B/I](#)):

1. Ms. Pasang Dolma Sherpa (Nepal; co-chair Specialist Group on Indigenous Peoples, Customary and Environmental Law and Human Rights - SPICEH);
2. Mr. Kanyinke Sena (Kenya; co-chair Specialist Group on Indigenous Peoples, Customary and Environmental Law and Human Rights - SPICEH);
3. Mr. Aisa Mustafa Hammadeen (Jordan; Regional Vice-Chair West Asia)
4. Mr. Osvaldo Munguía (Honduras; Regional Vice-Chair Meso and South America)
5. Ms. Elise Huffer (Resident Fiji (citizenship in process), French/ American; Regional Vice-Chair Oceania)
6. Ms. Yeshing Juliana Upún Yos (Maya Kaqchikel, Guatemala; co-chair Specialist Group on Indigenous Peoples Customary and Environmental Law and Human Rights – SPICEH)

For biographies of the appointees, see [Bureau document B/73/6rev](#)

DG Report on Results Achieved 2017

This report is provided by the Director General for information purposes to Council and offers a written update on progress towards objectives set for 2017, 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	2017 Targets	Results achieved in 2017	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"> Online project appraisal and approval (following the Project Guidelines and Standards), and donor contract review and approval processes (following the Contract Review Procedure) are being built into the system which will also be linked to the Project Portal and data entry requirements. This will include a document repository and greater linkage with other databases. This will be ready for roll-out in 2018. Project data is being continually updated and regularly validated at midyear and during the budget and workplan exercise. Online reports can be generated at any time from the information in the project data forms at the project, unit or organisation level. All programmes – global thematic, Commission and regional – completed a planning exercise to plan their contributions to the IUCN Programme 2017-2020 and the 2018 Workplan. 	Significant progress, ongoing
	1.2 Results and Impacts	<p>1.2.1 Fully operating Project Portal, integrated with financial management systems delivering a comprehensive portfolio planning and monitoring platform tracking delivery, compliance, results and expenditures.</p> <ul style="list-style-type: none"> In 2017, the Portal added sections for projects to report against IUCN's global targets and indicators, and all projects set baselines and target values. The 2018 budgeting exercise was run through the Portal, including links to the finance system to upload actuals. <p>1.2.2 Offer platform to Commission uploads in 2017 to similarly enable tracking of activities.</p> <ul style="list-style-type: none"> This was not achieved through the Portal in 2017 and will be explored in 2018. 	Significant progress, ongoing
	1.3 2017-2020 Programme	<p>1.3.1 Drive the rapidly growing portfolio of programmes and projects in line with the recently approved 2017-2020 quadrennial programme under the One Programme approach.</p> <ul style="list-style-type: none"> Data entered in the Project Portal (at the project level) on the contribution to the IUCN Programme Targets, One Programme, SDGs and Aichi Targets is aggregated to be able to assess programme delivery based on budget allocation. This tells us under what targets/goals, IUCN is playing a leading role or a supporting one to ensure adequate investment. <p>1.3.2 Institute incentives and monitoring benchmarks to review programme delivery models and drive programmes to delivery mechanisms of (i) regional thematic initiatives, (ii)</p>	Significant progress, ongoing

		<p>programmatically-aligned global portfolio approach and (iii) Implementing Agency Model (GEF, GCF) only deploying the small stand-alone for uniquely identified activities (most often research or species related).</p> <ul style="list-style-type: none"> • Individual scorecards for Leadership Team members report, in particular, against constituency engagement. • In addition, an Annual Reporting Framework was significantly overhauled in 2017 covering, in particular, project portfolio and programme delivery models. This section is to cover: (a) Trends of active projects under implementation (number, size); (b) Trends in programme delivery models (grant making, global initiatives, etc.); (c) Trends in grant-making (GEF/GCF, SOS, ITHP, BEST, MFF, etc.); (d) Trends in programmatic coherence and alignment of active projects. The framework will be used for the first time in drafting the 2017 Annual report. 	
2. Membership	2.1 Membership engagement	<p>2.1.1 Gear the IUCN Secretariat programme towards Members' direct benefits, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.</p> <ul style="list-style-type: none"> • According to data provided in the Portal, at least a quarter of projects directly engage Members through project implementation through contractual relationships. The nature of that engagement and its adequacy for achieving programmatic objectives will need to be further explored and further boosted in 2018. <p>2.1.2 For Members with no IUCN Secretariat implemented programme, strong engagement with the national Members in support of work on national priorities as well as a strong engagement with Regional and National Committees will be strengthened and closely monitored.</p> <ul style="list-style-type: none"> • Regional offices continue to work closely with Members in line with IUCN's One Programme to ensure engagement is kept to a maximum. The membership strategy, currently under development, should help in this endeavour. 	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> <ul style="list-style-type: none"> • Following consultation with the Leadership Team, Regional offices, a number of Councillors and National Committees, a Survey for Members has been issued. Results will be used to guide the drafting of the strategy. <p>2.2.2 In view of prevailing donor trends, a review will also be undertaken of projected implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or</p>	Ongoing

		<p>Secretariat oversight. Should all major donor-country based National Committees go in that direction, with operations outside the national borders, it would profoundly change the nature of the current Union and its Secretariat.</p> <ul style="list-style-type: none"> The Membership Unit is working with GCC on several issues relating to Committees and collaboration with the newly established Global Group of Committees has helped strengthen ties with a number of National and Regional Committees. 	
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 2018 budget and workplan preparations with that of the Secretariat. Their inputs were included in the 2018 Workplan and Budget and a specific summary has been prepared. 	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 (at global level including UNFCCC, CBD, CCD, CMS, IPBES, SDG indicator definitions, etc.). Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.</p> <ul style="list-style-type: none"> IUCN continued its strategic engagement at key policy events this year, bringing to the forefront messages around the recognition of NBS to global challenges (beyond climate change); the application of science-based targets to biodiversity conservation; and the mainstreaming of nature into development and economic plans and practices. The Secretariat actively took part in various events and IUCN's work and expertise was deployed to shape policy decisions in many of these processes including: IPBES, UNFCCC (Subsidiary bodies and COP23), UNCCD (COP13), UN SDG14 Oceans Conference, UN HLPF 2017 (to review progress in the implementation of the SDGs), AMCEN, IMPAC-4, UNGA-72; WH; BBNJ; CBD (submission of views on post-2020); CMS (COP12, through SSC's SGs); and many others. Other major policy events in which the Secretariat will be involved during the remainder of this year include UNEA-3 and CBD-SBSTTA 23 meetings. 	Achieved
	3.3 Build a partnership for the creation of integrated biodiversity & conservation data management.	<p>3.3.1 Progress on the building of a stable platform for IUCN entrusted data sets, (beginning with The IUCN Red List). A new stable platform is to be built to be more accessible and user friendly to non-specialists. This is a multiyear action.</p> <ul style="list-style-type: none"> A new platform for The IUCN Red List of Threatened Species is under development with Support from Toyota. The design of the new website was finalized and a contractor was appointed to begin implementation. A working version of the website is now in place and was shared with the IUCN Red 	Ongoing

		<p>List Committee in November 2017.</p> <ul style="list-style-type: none"> • The KBA Partnership has developed plans for the necessary upgrading of the KBA database. • A new business framework was produced for IBAT in 2017 that makes key recommendations for increasing the penetration, uptake and impact of the tool. <p>3.3.2 In close collaboration with relevant Commission Chairs and partners, continue discussions with holders of socio-economic data (UN Integrated Data Base; World Bank’s DataBank and others) to explore deeper big data integration possibilities through data mashing, beginning initially with IUCN Red List. This is a multi-year task.</p> <ul style="list-style-type: none"> • During 2017 work on a Biodiversity Return on Investment Metric, based on the IUCN Red List of Species, focused on providing data analysts and users a way to compare impacts of investment on biodiversity with other socio-economic benefits. 	
	3.4 Knowledge: science and economics	<p>3.4.1 Strengthen and integrate science and economics capacity of the Secretariat.</p> <ul style="list-style-type: none"> • A Chief Economist was appointed in 2017, effective 1 October. • Within the Science and Economic Knowledge Team, the Chief Economist is to lead the IUCN Economics Unit. He will also convene the Economics Job Family. In fulfilling the Chief Economist he is to partner and work closely together with the IUCN Chief Scientist. He will further work and collaborate with IUCN Commissions, with IUCN Members and partners. • In parallel, recruitment underway to strengthen IUCN’s Rights & Governance work with special emphasis on indigenous peoples. 	Achieved
	3.5 Roll out the first IUCN flagship report	<p>3.5.1 Roll out of first report (similar in approach to Human Development Report, World Development Report, OECD Annual Report, etc.) with current topic treated in body of document and fixed, ranked datasets in annex.</p> <ul style="list-style-type: none"> • The first report is underway, with seed funding provided by France (AFD). It will focus on conflict and the state of nature, with an expected launch in late 2018. Co-funders have been identified. They are being approached to help sustain the effort over several years. 	Ongoing
4. Communication and Influence	4.1 Enhanced communications and outreach	<p>4.1.1 Continue effort to unify (defragment) the IUCN brand</p> <ul style="list-style-type: none"> • Responsibility for branding and visual identity was transferred to the Global Communications Unit from the Science and Knowledge Unit. • A new content strategy was produced to help all programme and regional communicators amplify IUCN messaging and maximize the impact of content produced. • Monthly meetings to improve overall communications cohesion and provide training are now taking place. • Regular meetings of matrixed communications staff have been held. • Corporate communications strategy was shared will programme and regional communicators on 	Achieved

		<p>several occasions.</p> <p>4.1.2 Overhaul 2016 Annual Report providing enhanced, more integrated and holistic content ensuring early issuance such that report has “shelf-relevance” through first half of 2017.</p> <ul style="list-style-type: none"> • A complete overhaul of the 2016 Annual Report was completed. The new report was published in early February, 5 months earlier than previous practice. • The new report is designed with a clear target audience in mind and incorporates a number of important improvements. • More clearly presented to audiences not intimately familiar with IUCN’s internal workings, the Report focusses on strategic direction, concrete outputs and impact. <p>4.1.3 Streamline “look and feel” of Regional Annual Reports.</p> <ul style="list-style-type: none"> • Several uniform elements, including a new and common description of IUCN, were provided to increase cohesion of regional annual reports • Design elements were developed to further harmonize regional Annual Reports. • During 2017, new elements were produced to further increase design cohesion between the corporate and regional reports in 2018. <p>4.1.4 Continue to strengthen Communications capacity through continued strengthening of Communications Matrix with enhanced and more coordinated communications strategy across Secretariat, ensuring stronger global and regional messaging of global and regional programmes.</p> <ul style="list-style-type: none"> • A number of training sessions were held with the matrixed communication staff in order to improve cohesion of messaging and optimal use of communications channels online. How-to guides on new ways of presenting information and articles on the web was produced and distributed to all communicators. • The Global Communications Director put into place two task forces made up of programmatic and regional communicators and focussing on maintaining and improving the corporate website and preparing for the 70th Anniversary. • New matrix management system for communications now firmly in place. <p>4.1.5 Enhanced IUCN name recognition among primary target audiences through improved and more coordinated communication and outreach</p> <ul style="list-style-type: none"> • In coordination with and using inputs from programme and regional communicators, the global Communications Unit has produced a number highly targeted outputs promoting IUCN’s analytical 	
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		<p>and policy work.</p> <ul style="list-style-type: none"> • Extensive brand-building efforts resulted in high profile at several events and COPs including the UNFCCC COP23, UN Oceans Conference, UNDDC COP, and the Marine Protected Areas Conference. • Preparations for IUCN’s 70th anniversary well advanced. <p>4.1.6 Strong profile on imperative of species extinction crisis, on nature based solutions, on imperative of ecosystem integrity, etc., though enhanced communication.</p> <ul style="list-style-type: none"> • Distributed 20 news releases (as of 7 November) to over 2,500 media outlets and resulting in over 54,000 news articles. • Produced 47 “Top News” articles and 744 “All News” articles, including multimedia stories and comment pieces. All promoted on social media, boosting profile of nature based solutions, species extinction crisis, and the imperative of ecosystem integrity. • In the first 10 months of 2017, the new social media strategy has earned 65% more impressions for each tweet and nearly 120% more engagement per tweet than during the first 10 months of 2016. This means we are reaching social media influencers with content they see as relevant and want to share. • Engagement on Twitter is now on a par with some of our larger peers and even higher than that of major organizations such as the IMF and OECD (which boasts a corporate communications unit 30 times larger than IUCN). • Led communications supporting GEF efforts to protect the Global Commons developing the communications strategy, written content, visual identity and website. 	
<p>5. Financial sustainability</p>	<p>5.1 Financially stable IUCN Secretariat</p>	<p>5.1.1 In view of the downward trend of framework core contributions, implement a variety of measures that will make the IUCN Secretariat more efficient and effective and less dependent on core framework donors in accordance with the 2017 budget. (See also below).</p> <ul style="list-style-type: none"> • Set up the Global Programme Operations Unit, bringing together programme support staff from global programmes into a single unit. This has resulted in a reduction in the number of support staff and the streamlining and standardization of support processes. The unit will spearhead further process improvements resulting in increased efficiency. • Initiated a suite of system improvement projects aimed at improving efficiency and improving data integrity, including development of a time recording system, development of a contract management system, improvements to the travel management system, further development of the project management system, implementation of electronic approvals across the Secretariat for expenses, commenced implementation of a global banking strategy inclusive of an e-banking platform fully integrated with the finance system. 	<p>Achieved</p>

		<ul style="list-style-type: none"> • Undertook a review of IUCN’s budget methodology with the objective of harmonizing the level of cost recovery from projects thus increasing the level of overheads/indirect costs funded from restricted project funding. • Reduced core costs in line with the 2017 budget. 	
	5.2 Framework donor management	<p>5.2.1 Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions.</p> <ul style="list-style-type: none"> • Sweden (+30%), Korea and France for 2017-2020 • Norway, Switzerland and US State Department for 2017 • Switzerland 2018-2020 support approved • Finland under negotiation for 2017-2020 <p>5.2.2 Continued outreach to potential framework donors (Canada, China and UAE)</p> <ul style="list-style-type: none"> • High level visit by DG to Canada for discussions on Framework funding • High level visit of DG planned for UAE in December 	Achieved
	5.3 Outreach to new potential funders	<p>5.3.1 Strengthen resource mobilization capacity with recruitment of new Strategic Partnership staff</p> <ul style="list-style-type: none"> • Continued investment with the recruitment of a Philanthropy Officer throughout 2017 to support the recruitment of Patrons of Nature as well as philanthropic funding opportunities for IUCN’s work. <p>5.3.2 Continued outreach to High Net Worth Individuals (HNWIs) – US, China and Europe</p> <ul style="list-style-type: none"> • Discussions underway with HNWI from the US, Japan, China and Europe have led to the recruitment of four new Patrons and discussions on programmatic support (e.g. coral reef, green list, freshwater). • Solid progress made with engaging Chinese philanthropists to support IUCN’s work. <p>5.3.3 Enhanced outreach to US foundations</p> <ul style="list-style-type: none"> • Updated outreach strategy for US foundation • Strengthened dialogue with key foundations such as Gordon and Betty Moore Foundation, the Marisla Foundation, the Margaret Cargill Foundation and the Rockefeller foundation. <p>5.3.4 Renew the IUCN Patrons network in support of IUCN’s 2017-2020 Programme</p> <ul style="list-style-type: none"> • IUCN Patrons of Nature strengthened with four new Patrons – unrestricted income increased to CHF750K/year. • Successful Annual Meeting of Patrons hosted by HSH Prince Albert of Monaco (and special session 	Achieved

		<p>organized for philanthropists from China).</p> <ul style="list-style-type: none"> Patrons committed to a number of events worldwide in support of IUCN's 70th Anniversary 	
	<p>5.4 Ambitious programme delivered to and approved by GEF and GCF</p>	<p>5.4.1 In partnership with the GEF, deliver on the Global Commons initiative, thus highlighting the imperative of nature conservation as a core¹</p> <ul style="list-style-type: none"> Since accreditation in August 2014, the IUCN portfolio of GEF-funded project has steadily grown, with forecast indicating that the portfolio may grow to reach 11 projects (USD 38.6m in grants) by December 2017. By the end of 2018, the portfolio of projects mobilized from GEF-6 is projected to reach a number of 18 projects (USD 67.6m in grants), complemented by one project from GEF-5 (USD 6.3m) and one project from the Least Developed Country Fund (USD 4.4m). Overall, this portfolio should leverage approximately USD 360m in co-financing. Most notable in the portfolio is "<i>The Restoration Initiative</i>" (on forest landscape restoration), which amounts to a total of USD 55m (over USD 200m in cofounding) which is undertaken in cooperation with FAO and UN Environment. It is also worth noting that IUCN is currently implementing some global projects of strategic importance such as the "<i>Land Degradation Neutrality Target Setting</i>" project in cooperation with the UNCCD and a project on setting the agenda for safeguarding a sustainable development future ("<i>The Global Environmental Commons - Solutions for a Crowded Planet</i>"), with institutions such as the International Institute for Applied System Analysis (IASA), the Stockholm Resilience Institute and the World Resources Institute (WRI). <p>5.4.2 A programme amounting of about \$30 million is being finalized for submission and approval by the GEF in 2017. In parallel, the programme for the GCF is being developed with a goal of receiving approval for project development grants totaling \$3 million and a programme of around \$25 million in 2017.</p> <ul style="list-style-type: none"> Since accreditation to GCF in March 2016, IUCN has submitted one project for improved watershed management in Guatemala (USD 25m in grant), which is expected to be considered at the 19th session of the GCF Board in February 2018. IUCN efforts are also geared toward submitting four additional projects (on mangrove, forest, watershed and dryland management) in Kenya, Rwanda, South-East Asia and Nepal by June 2018. In addition, IUCN is working on a number of Project Preparation Facility requests (Coastal Resilience in the Pacific, Liberia, Guinea-Bissau, Mozambique, and Cameroon) and Readiness activities (Guatemala, Burkina-Faso and Cameroon), which should all assist in submitting projects in 2019 and beyond. Given these early stages in project development and on-going negotiations with countries and the GCF 	<p>Achieved</p>

¹ See GEF Work Program for GEF Trust Fund, GEF/C.53/13 (31 October 2017), available at https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.13_WP_CoverNote%2BAnnex.pdf

		Secretariat, the value of each project is being determined and final figures will be communicated once known.	
	5.5 Invigorated programmes with IFI partners	<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"> • Implementation of the IUCN/KfW MoU signed in April 2016 focuses on effectiveness and performance of protected areas; coastal and marine protection; private sector approaches and sustainable finance; and forest landscape restoration. In 2017 – the partnership focused on the implementation of ongoing programmes such as the Integrated Tiger Habitat Conservation Programme and Coastal Protection for Climate Change Adaptation in the Small Island States in the Caribbean as well as new and ambitious initiatives such as a regional conservation initiative to preserve cultural, historical and biological resources in Central America; the Blue Action Fund, where IUCN provides technical assistance to support the identification of Marine Protected Areas in coastal zones, the development of a Transfrontier Conservation Area Financing Facility as well as training of wildlife managers and Rangers for the development of transboundary conservation and management of natural resources in Southern Africa. New work has also emerged on exploring financing mechanisms for forest landscape restoration projects in selected African Regions and Countries – paving the way for a stronger and growing partnership. • Implementation of the IUCN/WB MoU from December 2015 continues. During 2017, the World Bank launched the Guidance Notes public comment process, for which IUCN has re-convened the Biodiversity Expert Group that had significant input into the original Policy. • AfDB is undergoing major organizational change with the coming in of new president. The 9 year MoU between IUCN/AfDB is due for renewal. Both PACO and ESARO have had programmatic relationship under the old bank strategy and will be seeking to establish opportunities for new programmatic development under the new Banks strategy in line with the IUCN 2017-2020 Programme. • IUCN Asia Regional Office is in the process of preparing a joint stock taking document on IUCN and ADB's collaboration in the last 10 years. This document following finalisation by IUCN and ADB will then be submitted to the ADB President's office as a pre-condition to developing a new Memorandum of Understanding (MoU) between the two institutions. • IUCN participated to stakeholder dialogue with the European Investment Bank and wishes to launch a series of stakeholder meetings around Nature Based Solutions in 2018. 	Achieved
	5.6 Moving further on the development of financial vehicles for conservation	<p>5.6.1 Following the launch of the Coalition for Private Investment in Conservation (CPIC) at the WCC in Hawaii, IUCN has moved forward with key members and partners (TNC, Naturevest, GEF, Credit Suisse, EIB, CI and others) to move the five CPIC thematic areas forward with the 2017</p>	Achieved

	<p>finance/natural capital investments</p>	<p>goal of having designed investable blueprints by year end. The IUCN managed Secretariat for CPIC will continue to support this innovative partnership</p> <ul style="list-style-type: none"> • CPIC has grown to a network of 50+ finance and conservation organization. Three signatory meetings (two in New York, one in Paris) have led to the development of 5 thematic working groups which are delivering investable deal concepts to funders in Q1-2 of 2018. These deals are based on a Guidance Document for the development of investment Blueprints, launched in late 2017 and created with the support of PwC. IUCN has contributed to the Guidance Document including the development of a Biodiversity Return on Investment Metric (BRIM) in collaboration with BirdLife, and based on the IUCN Red List of Species, currently being road-tested. • IUCN also submitted a Project Identification Note to the GEF for a Blended Finance Facility to support CPIC pipeline projects to investability, which is to be considered at the GEF Council meeting in November 2017. 	
<p>6. 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 and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture. It is recognized that keeping morale high at the time of change is always a challenge.</p> <ul style="list-style-type: none"> • A staff survey was administered from 9-19 December 2016. It was carried by an external firm so as to ensure confidentiality, alignment with best practice as well as allowing for benchmarking. The last staff survey in IUCN was carried out in 2011. There is much to celebrate in these results – at 75%, participation rate is considered high compared to benchmarks. Other positive headline results include: Engagement Capital in the present (76%), Discretionary Effort (75%), Values/Culture (70%). • Conversely, the main weaknesses identified by the survey needed looking into: Compensation & Rewards (29%), Benefits (30%) and Leadership (36%). Of note, the survey was conducted when the organization experienced a drop in framework funding and was at the beginning of a change process. • Survey results were distributed to all staff in January 2017 and members of the Leadership Team reviewed results with their teams and developed action plans. • Whereas typically, staff surveys would be carried out every other year, IUCN carries out annual staff engagement surveys. As of 2016, IUCN is carrying out a full staff survey every other year. In the gap year, a pulse survey is carried out. The next pulse survey is to be administered in December 2017. In light of the staff survey results, DG continued to provide emphasis on communication to staff on Secretariat management issues, including on matters related to Secretariat organisational change. This was done through monthly reports (distributed to all staff worldwide and Councillors) and Townhall meetings (3 meetings organized to date, convening all offices worldwide and organized at different times to cater to different time zones) • 19 Leadership Team meetings (bringing together 22 senior staff, including all regional Directors) are to be organized by the end of the year. Results of the staff survey served as a reference point at 	<p>Achieved</p>

		<p>various points by the Leadership Team during the year. Through LT meetings, leadership training has also been provided.</p> <ul style="list-style-type: none"> Throughout the year, the DG organized one-on-one meetings with senior management (Directors and managers who do not belong to the Leadership Team) to further listen to potential concerns, ideas and suggestions related to Secretariat Management. In response to this, a Management Team was established as a platform to convene Directors and Managers across the Secretariat (i.e. the group that manages on a day-to-day basis the IUCN Programme) as well as the existing Leadership Team. A first meeting was held in November. <p>6.1.2 Invest in leadership awareness and development through annual 360s for all IUCN managers.</p> <ul style="list-style-type: none"> Lessons learned from the 360-degree leadership assessment carried out in 2016 will be incorporated into the 2017 exercise. 	
	<p>6.2 Change management at IUCN Secretariat</p>	<p>Following an extensive period of analysis and assessment through 2016, changes, reforms and efficiencies are being rolled out in 2017. Changes will be implemented under four headings:</p> <p>6.2.1 Operational Effectiveness – with a focus on roll out of (i) global & regional hubs for finance, HR and IT; (ii) process standardization; (iii) enhanced efficiency and quality fiduciary controls</p> <ul style="list-style-type: none"> Pooling of finance and administrative services implemented for global thematic units. Global Programmes Operations Unit (GPOU) operational from July 1, 2017. Regional hubs for ARO-ORO and ORMACC-SUR are operational. Larger, Hub Regional Office provides oversight and assistance to smaller Regional Office for efficiency, process standardization, improved fiduciary controls and improved support for programme development and growth. Roll out of hubbing of Country Office finance in Regional Offices commenced, with needed improvements in admin portal and electronic banking under implementation. Organisational arrangements for Commission Support Unit (CSU) finalised. CSU will be operational from 1 January 2018 under the management of UDG to provide improved standardised administrative support to all commissions for finance, logistics, general communications and membership. Upgrade to the ‘Constituent Relationship Management’ (CRM) system underway, including application to Commission membership database. Development of 10 systems tools for process standardisation and improvements underway for roll-out in 2017-2018. First three priority systems tools under development and testing for launch in Q1 2018 are: online time recording; electronic document management for processing donor contracts; and process improvements for automation of travel and expenses workflows. <p>6.2.2 Programme delivery – with a focus on roll out of (i) effectiveness and impact through clearly differentiated global/regional roles; (ii) enhanced quality relevance and impact of IUCN generated knowledge; wholesale delivery models and (iv) clearly defined priorities (“business</p>	<p>Significant progress, ongoing</p>

		<p>lines”) for thematic programme teams</p> <ul style="list-style-type: none"> IUCN-wide thematic programme frameworks developed for 11 themes covering the IUCN Programme. Each includes 3 ‘business lines’ per theme that define thematic priorities shared at country, regional and global level. Each business line aligns Secretariat activities, Commission and Member contributions and results monitoring to targets in the 2017-2020 Programme. Thematic job networks operational for programme staff to enhance knowledge exchange, quality assurance, collaboration and accountability for strategic coherence. Roles of regional and global units in roll-out of IUCN-wide thematic programmes defined. All IUCN projects mapped in the Project Portal against defined delivery models. Thematic teams using shared business lines to initiate collaboration on further development of wholesale delivery models and on cross-thematic strategic priorities addressing global challenges, starting with climate change. <p>6.2.3 Resource mobilization and Cost Recovery – with a focus on roll out of (i) continued engagement with framework donors; (ii) development of partnerships with donors on global priorities; (iii) standardized IUCN costing models; (iv) enhanced data on results and impacts.</p> <ul style="list-style-type: none"> New indirect costing model introduced at HQ with introduction of standardized project budget review at HQ by GPOU. Continued improvement of data collection and results monitoring for the project portfolio in the Project Portal as the basis for further enhancement of quality and relevance of IUCN’s reporting. <p>6.2.4 Organizational structures – with a focus on roll out of (i) enhanced synergies among global/regional structures; (ii) consolidation of corporate services (HR, IT, admin, Finance) while maintaining regional geographic footprint.</p> <ul style="list-style-type: none"> Regional hubbing model introduced for ORMACC-SUR and ARO-ORO. 	
	<p>6.3 Finalize WWF lease which will enable WWF move-in</p>	<p>6.3.1 Throughout 2016, the lease discussions have been ongoing between the two DGs. 2017 should see the lease signed and the actual move-in of WWF to the IUCN building.</p> <ul style="list-style-type: none"> The lease was signed on 31 May 2017 and announced in the DG’s monthly report for that month. WWF staff moved in October and an official ceremony was organized on 10 October 2017. <p>6.3.2 The move will require densification and reorganization of the IUCN Gland office space.</p> <ul style="list-style-type: none"> Prior to the move of WWF International into the Conservation Centre, the office was seamlessly reorganised so as to densify office space, update equipment as required, as well as provide dedicated space for WWF International with appropriate signage. By 10 October, the WWF space as well as well as the rest of the office was fully functional. 	<p>Achieved</p>
	<p>6.4 Systematic review and</p>	<p>6.4.1 After more than 20 years of non-progress regarding intergovernmental status for IUCN in</p>	<p>Ongoing</p>

	<p>reassessment of IUCN legal status in key office locations</p>	<p>Bonn, this was finally achieved in early 2017 through DG leadership during 2016. A number of other office locations are in a similar legal limbo and in urgent need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. During 2017, the DG will focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.</p> <ul style="list-style-type: none"> • Ongoing efforts to clarify or improve the legal status of offices whose arrangements are due to renewal and also in situations that are propitious (<i>e.g.</i> meetings at ministerial level, political momentum, etc.) 	
	<p>6.5 Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2017, building on significant progress made in 2016. Below some of the most significant of these.</p>	<p>6.5.1 HR reforms during 2017 include the following: Review of the following policies and guidelines: Recruitment; Training; Expatriates; Internships; Compensation; Grievance; Retirement; International Mobility. In addition, additional reforms, new initiatives and programmes will include a revamped Performance Management policy; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a Leadership Development programme for Managers and Directors; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.</p> <ul style="list-style-type: none"> • The following policies and guidelines were reviewed: Recruitment; Expatriates; Compensation. • The following new HR initiatives were also launched: a revamped Performance Management programme with ratings calibrations and nominations for promotion; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a 16 Job Families and of a Leadership Development programme for Managers and Directors. <p>6.5.2 Finance management and information system reforms during 2017 include the following: Revised Finance Manual; Insurance Policy; IS Security Policy; Global, Local and Wireless Network Policy; Global IS Help desk/support as well as an Email policy.</p> <ul style="list-style-type: none"> • Four sections of the finance manual have been revised: Cash and bank, fixed assets, intercompany, payables and payments. Other section will be updated in 2018. A global 3rd party insurance policy was negotiated, covering all IUCN offices with a liability level up to CHF 10m. IS security was improved including the requirement for users to change passwords every 90 days. Implementation of the Global Wide Network in all regional and outposted offices was completed, improving security and data management processes. A global IT help desk was implemented with “follow the sun” coverage. An email policy and IT user policy are close to finalization. <p>6.5.3 Science and Knowledge reforms during 2017 include the establishment of a Publications Committee, convened by the Science and Economic Knowledge Team, to provide quadrennial and annual pipelines of Secretariat publications to be assigned ISBNs. This will significantly expand the</p>	<p>Ongoing</p>

		<p>remit of the Editorial Board, established in 2016.</p> <ul style="list-style-type: none"> The Publications Committee was established in March 2017, and, with the arrival of the Chief Economist position in October 2018 (to co-chair the Publications Committee alongside the Chief Scientist), will be convened for its first Quadrennial meeting in December 2017. A call has been disseminated to all-staff soliciting input into the initial scoping on key topics for IUCN publication over the coming four years. In addition, lessons learned from the first year of operation of the Editorial Board have been synthesised and will be harnessed into revisions to their Terms of Reference and to the peer review tracking table. <p>6.5.4 Legal and policy related reforms during 2017 include the following: Revised Delegation of Authority; Guidelines for the establishment of IUCN’s presence; Guidelines for the establishment of IUCN’s offices worldwide; Procedure for retaining external legal counsel; Guidelines for contract drafting, review and negotiation; as well as templates for consultancy agreements for (1) self-employed and (2) companies.</p> <ul style="list-style-type: none"> Improved documents have been distributed worldwide, both for consultancies with self-employed and with companies. Ongoing developments of specific Policies, Procedures and other guidelines. 	
7. Supporting Council on Governance Reforms	7.1 Supporting Governance reforms	<p>7.1.1 The Council and its Committees will move forward the reforms identified in the External Evaluation and accepted by Council its Management Response. The DG will lend a strong supportive voice and hand to help ensure that the agreed reforms are implemented and to voice her views should backsliding appear to happen</p> <ul style="list-style-type: none"> Faithfully applying the governance reforms approved by Council in 2016 with the aim to improve Council’s effectiveness and efficiency, the February Council discussed strategic direction, taking into account the strategic risk matrix presented by the DG, and its objectives and priorities for 2017-20. During a 2-day retreat prior to the Council meeting, Council members reviewed the reforms in detail as presented in the revised Council Handbook and updated their teleconferencing skills and techniques as well as their knowledge in IUCN’s key programmatic areas. The Secretariat supported the Bureau meetings as the Bureau assumed its delegated responsibility to assist the Council with strategic direction and the oversight of the performance of the Union, and to take decisions on matters assigned to it with a view to enabling the full Council to focus on issues of strategic importance for the entire Union. The Planning and Reporting Framework is on track to be fully implemented, seeing for the first time integrated planning and reporting for the Secretariat and the Commissions. 	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 place greater emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.</p>	Significant progress, ongoing

		<ul style="list-style-type: none"> • The Hawaii commitments have served as guiding principles, in addition to the IUCN Programme adopted at the World Conservation Congress in 2016. The Secretariat is increasing its expertise in the priority areas, with the newly formed Economics team, and will benefit from 2 secondments on the topic of Agriculture in early 2018. <p>8.1.2 Understand and invest in natural capital. With the strengthening of the science/economics intersect, the DG will continue to leverage the imperative of enhanced understanding of the role of nature in our economic systems.</p> <ul style="list-style-type: none"> • At the request of the Government of Canada, the Chief Economist and the Chief Scientist produced a paper as input to Canada’s G7 presidency. • IUCN was deeply engaged in support to the 2017 World Forum on Natural Capital. <p>8.1.3 Deliver on NBS in response to climate change. Following the delivery of the elements of a Climate Change Strategy in 2016, this will now be rolled out across the IUCN programme during 2017.</p> <ul style="list-style-type: none"> • A Strategy on Climate change was developed and endorsed by the Leadership Team with a view to, in particular, enhancing institutional engagement/corporate visibility; achieving a coordinated and balanced project portfolio; coordinated and enhanced fundraising; enhanced mobilisation of internal and external networks; building of “analytical muscle”; building strategic institutional partnerships and initiatives; developing sustained and interlinked policy engagement; as well as enhancing institutional communications. • Support was provided to Fijian Presidency of COP23 through ORO. • There was a strong IUCN presence at COP23, building on existing thematic strengths (forests, EbA, water, oceans, gender, indigenous peoples, etc.) • A pavilion at COP23 allowed to showcase IUCN’s work, in particular through events. IUCN also launched important publications such as the second edition of the World Heritage Outlook. 	
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93rd Meeting of the IUCN Council, Gland (Switzerland), 19-21 November 2017

Agenda Item 3

Director General's Objectives for 2018

Origin: Director General

Action Requested:

The Council is invited to approve the Director General's objectives for 2018.

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 2017 can be found in Council document C/93/3/1.

The present document presents the Director General's objectives for 2018.

Issues and considerations

DG Objectives for 2018

During 2018, the Director General of IUCN will plan to focus on the eight priorities presented to Council in October of 2015.

It is to be recalled that these priorities are:

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

1. Programme & Operations

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

1.2. Results and Impacts

- Environmental and Social Management System is further regionalized to ensure greater effectiveness and consistency of application to the entire IUCN project portfolio.
- Project Appraisal and Approval procedures are integrated into the Project Portal
- A revised and updated set of monitoring and compliance reports are drawn from the Project Portal
- In compliance with the Enterprise Risk Management Policy, risk reporting is integrated into annual budget and workplan planning

1.3. 2017-2020 Programme

- Issue 2017 annual report using enhanced Annual Reporting Framework
- 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

1.4. 2021-2024 Programme

- 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 outward facing and addresses global challenges; and appeals to a wider audience including internal audience.

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

- Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.
- 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.

2.3. World Conservation Congress

- Ensure that Council is able to take evidence-based decision for Host Country of 2020 Congress. Negotiate and implement Hosting Agreement with Host Country

3. Policy, Knowledge, Science and Economics

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

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

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

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

- Policy influencing engagement at all levels, national, regional and global processes 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.
- Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

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

- Complete the testing and launch of new Red List website
- 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.
- Overhaul World Database on KBAs to allow it to receive data generated from application of the KBA Standard at national levels
- Grow user base for IBAT, including extractive and financial institutions.

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

- Roll out of first report with current topic treated in body of document and fixed, ranked datasets in annex.

4. Communication and Influence

4.1. Enhanced communications and outreach

- 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.
- Continued progress in implementing the communications matrix.
- Enhance IUCN's work and contributions to food security, poverty reduction and other societal challenges.

5. Financial sustainability

5.1. Efficient, effective and stable IUCN Secretariat

- 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
- Implement improvements to the budget methodology thereby harmonizing the level of indirect costs funded from project funding.

5.2. Framework donor management

- 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
- Framework donors fully engaged in 70th Anniversary celebrations
- Continued outreach to potential new framework donors with support from Council (Canada, China, Germany, Russia, and UAE)

5.3. Outreach to new potential funders

- Continued outreach to Net Worth Individuals. Initial focus: US, China and Europe
- Strengthened engagement with foundations (US, Europe and Asia)
- IUCN Patrons of Nature initiative strengthened with the recruitment of additional Patrons and Patrons active in 70th Anniversary outreach events.
- Legacy/Bequest strategy developed.

5.4. Ambitious programme delivered to and approved by GEF and GCF¹

- Participation in GEF-7 replenishment discussions leading to the definition of IUCN priorities for programmes and projects under GEF-7 (2018-2022).
- 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.
- Two (2) full project documents are considered by the Board of the Green Climate Fund, and three (3) other are submitted to the GEF 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.

5.5. Invigorated programmes with IFI partners

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

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

- Continued support to Coalition for Private Investment in Conservation (CPIC) and other relevant platforms.

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

¹ See GEF Work Program for GEF Trust Fund, GEF/C.53/13 (31 October 2017), available at https://www.thegef.org/sites/default/files/council-meeting-documents/EN_GEF.C.53.13_WP_CoverNote%2BAnnex.pdf

360-degree leadership assessments for all IUCN managers.

6.2. Change management at IUCN Secretariat

- 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.
- 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; standardised IUCN costing models extended to regions; and agreement of budget models with major donors for enhanced quality, efficiency and standardisation.

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.

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

- The following **HR policies and guidelines will be reviewed 2018**: Update of the Global 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.
- **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
- **Further strengthening compliance with policies and guidelines**, including revised Delegation of Authority.

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

- 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 systematising and strengthening of IUCN's institutional engagement on climate change.



Item 3: Report of the Director General

93rd Meeting of the IUCN Council
Gland, 19-21 November 2017

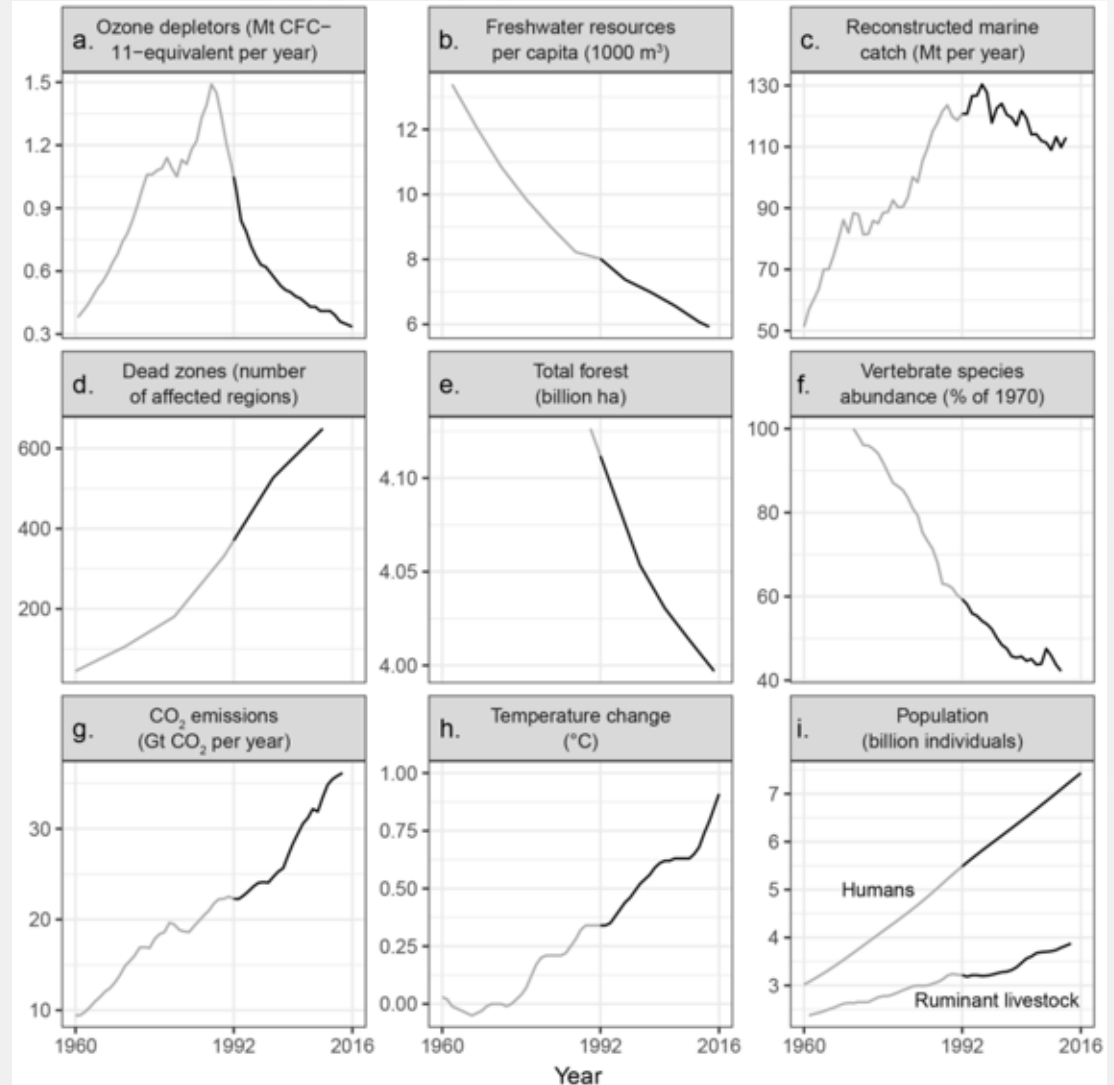
DG Priorities

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

UN Climate Change Conference (November)



15,000 scientists: Warning to Humanity (November)



161 environmental defenders killed in 2017

José Jair Cortés Colombia | Silvino Zapata Honduras | Efigenia Vazquez Astudillo Colombia | Constable Mushtaq Pakistan | Jhony Cáceres González Peru | José Alfredo Rodríguez Honduras | Flávio Gabriel Pacífico dos Santos (Binho) Brazil | Jorge Matias da Silva Brazil | Eraldo Moreira Luz Brazil | Celedonia Zalazar Point Nicaragua | Tito José González Bendles Nicaragua | Jorge Calderón Campos Peru | Orlando Burillo Mendoza Peru | Feliciano Córdova Abad Peru | Alcides Córdova López Peru | José Edil Córdova López Peru | Christian Mbone Nakulire Democratic Republic of the Congo | Edilson Pereira dos Santos Brazil | Gabriel Ramos Olivera Mexico | Manuel Ramírez Mosquera Colombia | Charles Paluku Syaira DRC | Jonas Paluku Malyani DRC | Pacifique Musubao Fikirini DRC | Fernando Asprilla Colombia | Ande Latuan Philippines | Manoel Índio Arruda Brazil | Maria da Lurdes Fernandes Silva Brazil | Dudunyabo Machongani Célestin Democratic Republic of the Congo | Héctor William Mina Colombia | Kisembo N'singa Democratic Republic of the Congo | Sudi Koko Democratic Republic of the Congo | Antopo Selemani Democratic Republic of the Congo | Lokana Tingiti Democratic Republic of the Congo | Raimundo Mota de Souza Junior Brazil | Hussien Antônio Laitone Mozambique | Carolina Arado Philippines | Rosenilton de Almeida Brazil | Sharath Madivala India | Ademir de Souza Pereira Brazil | Santiago Maldonado Argentina | Manoel Quintino da Silva Kaxarari Brazil | Bernardo Cuero Bravo Colombia | Valdenir Juventino Izidoro (Lobo) Brazil | Lito Casalla Philippines | Carlos Maaz Coc Guatemala | Weldson Pereira da Silva Brazil | Nelson Souza Milhomem Brazil | Weclbson Pereira Milhomem Brazil | Ozeir Rodrigues da Silva Brazil | Jane Julia de Oliveira Brazil | Regivaldo Pereira da Silva Brazil | Ronaldo Pereira de Souza Brazil | Bruno Henrique Pereira Gomes Brazil | Antonio Pereira Milhomem Brazil | Hércules Santos de Oliveira Brazil | Uday Yadav India | Niranján Yadav India | Vimlesh Yadav India | Miguel Ángel Vázquez Torres Mexico | Agustín Vázquez Torres Mexico | Paulo Sérgio Bento Oliveira Brazil | Mario Andrés Calle Correa Colombia | Freddy Menare Venezuela | Aysin Ulvi Büyüknöhtü Turkey | Ali Ulvi Büyüknöhtü Turkey | Daniel Felipe Castro Basto Colombia | Kátia Martins Brazil | Etevaldo Soares Costa Brazil | Jorge Arbey Chantré Achipiz Colombia | Federico "Pande" Plaza Philippines | Friday Pyne Liberia | Silvino Nunes Gouveia Brazil | Aldo Aparecido Carlini Brazil | Edson Alves Antunes Brazil | Ezequias Santos de Oliveira Brazil | Fábio Rodrigues dos Santos Brazil | Francisco Chaves da Silva Brazil | Izaul Brito dos Santos Brazil | Samuel Antônio da Cunha Brazil | Sebastião Ferreira de Souza Brazil | Valmir Ranguê do Nascimento Brazil | Gerson Acosta Salazar Colombia | Pedro Nel Pai Pascal Colombia | Jhonny Marcelo Cuajiboy Pascal Colombia | Ever Goyes Colombia | Raimundo Silva (Umbico) Brazil | Joël Meriko Ari Democratic Republic of the Congo | Gerome Bolimola Afokao Democratic Republic of the Congo | Bernardo Calan Ripdos Philippines | José Carlos Jiménez Crisóstomo Mexico | Luis Gustavo Hernández Cohenete Mexico | Francisco Jiménez Alejandro Mexico | Santiago Luna Crisanto Mexico | Danilo Ruiz Nadal Philippines | Lalita India | Cora Molave Lina Philippines | Arman Almonicar Philippines | Arlyn Almonicar Philippines | Pehelwan Singh India | Pedro Pandagay Philippines | Javier Oteca Pilcué Colombia | Waldomiro Costa Pereira Brazil | Xukuru-Kariri Damião Lima da Silva (Dão) Brazil | Orestes Rodrigues de Castro Brazil | Renato Souza Benevides (Baixinho) Brazil | Dharmendra Vala India | José Caneta Gavião Brazil | Sônia Vicente Cacau Gavião Brazil | Duba Issa Kenya | Roba Duba Kenya | Ruth Alicia Lopez Guisao Colombia | Ramon Dagaas Pesadilla Philippines | Leonila Tapdasan Pesadilla Philippines | Eder Cuétia Conda Colombia | Lung Jarm Phe Myanmar | Gilbert Bancat Philippines | Daulat Ram Lader India | Willerme Agorde Philippines | Falver Cerón Gómez Colombia | José de los Santos Sevilla Honduras | Edweno 'Edwin' Catog Philippines | Elivelton Castelo Nascimento Brazil | Mia Manuelita Mascariñas-Green Philippines | Luís Manuel Medina Dominican Republic | Leo Martínez Dominican Republic | Rodrick Ngulube Zambia | Orlando Eslana Philippines | Alejandro Laya-Og Philippines | Edilberto Cantillo Meza Colombia | Renato Anglao Philippines | Roberto Santos Araújo Brazil | Juan Ontiveros Ramos Mexico | Ceará Brazil | Porfirio Jaramillo Colombia | Yoryanis Isabel Bernal Varela Colombia | Camilo Frank López Nicaragua | Wencislao Pacquiao Philippines | Gustavo Alberto Suárez Osorio Colombia | Veronico "Nico" Delamante Philippines | Alexander Ceballos Philippines | Hernán Enrique Agámez Flórez Colombia | Emilsen Manyoma Colombia | Joe Javier Rodallega Colombia | Sebastián Alonso Guatemala | Alamgeer Sheikh India | Mafizul Khan India | Laura Leonor Vásquez Pineda Guatemala | Isidro Baldenegro López Mexico | Edmiro León Alzate Londoño Colombia | José Yeimer Cartagena Colombia | Juan de la Cruz Mosquera Colombia | Aldemar Parra García Colombia | Moisés Mosquera Moreno Colombia | Mario Contaí Philippines | Olmedo Pito García Colombia | Datu Venie Diamante Philippines

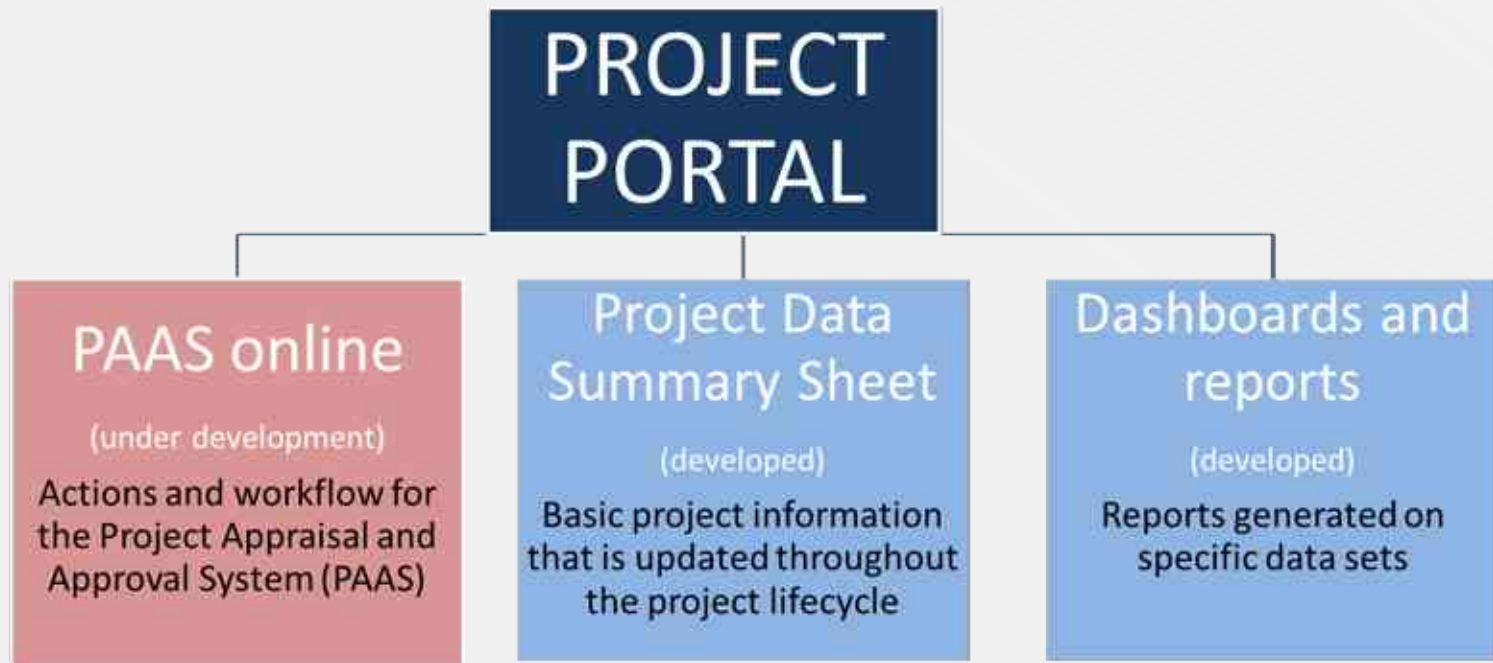
<https://www.theguardian.com/environment/ng-interactive/2017/jul/13/the-defenders-tracker>

George B. Rabb (1930-2017)



1. Programme & Operations

Results and Impacts



Roll-out of Project Portal

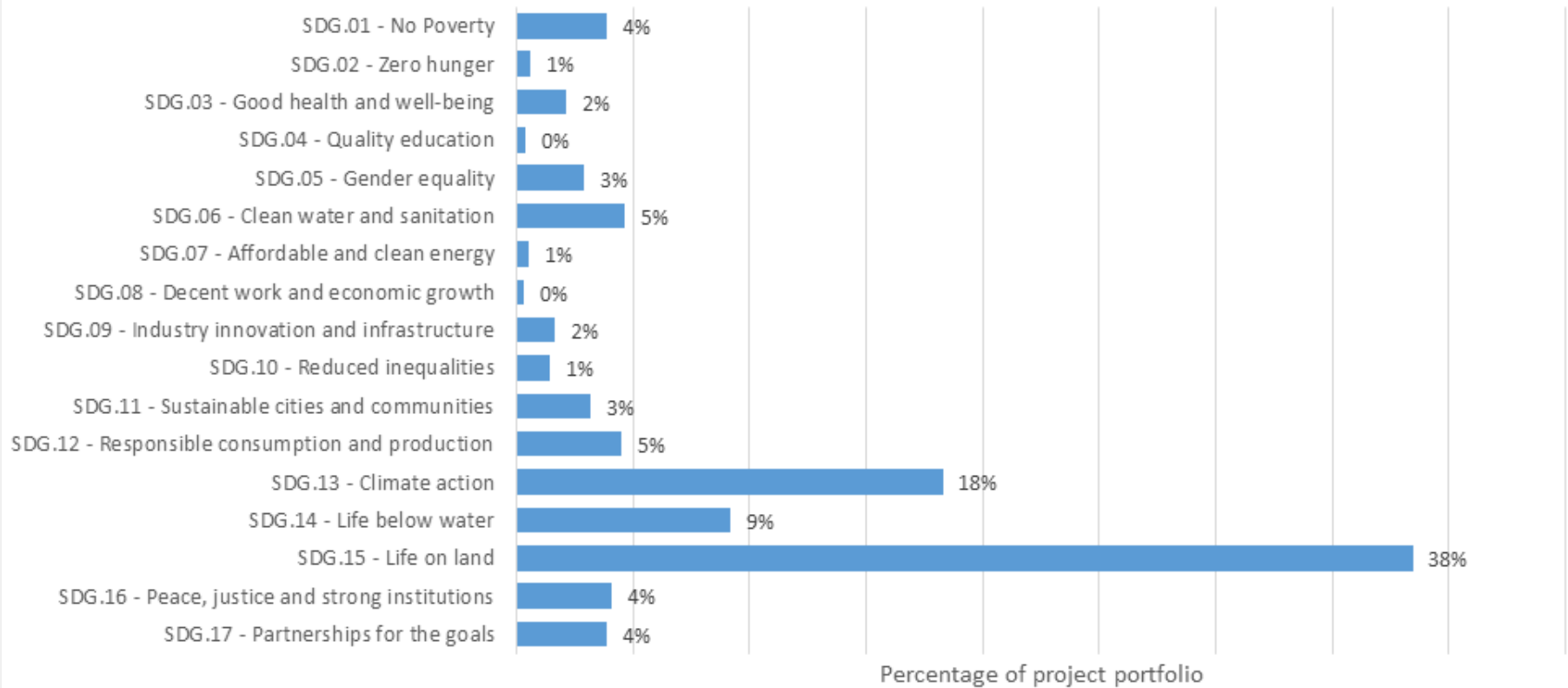
2017 achievements

- Global thematic, Commission and regional programmes completed planning exercise on contributions to the IUCN Programme 2017-2020 and the 2018 Workplan
- Projects able to report against IUCN's global targets and indicators, and all projects set baselines and target values.
- 2018 budgeting exercise run through the Portal

Objectives for 2018

- Project Appraisal and Approval procedures integrated into Portal
- Revised and updated set of monitoring and compliance reports are drawn from the Project Portal

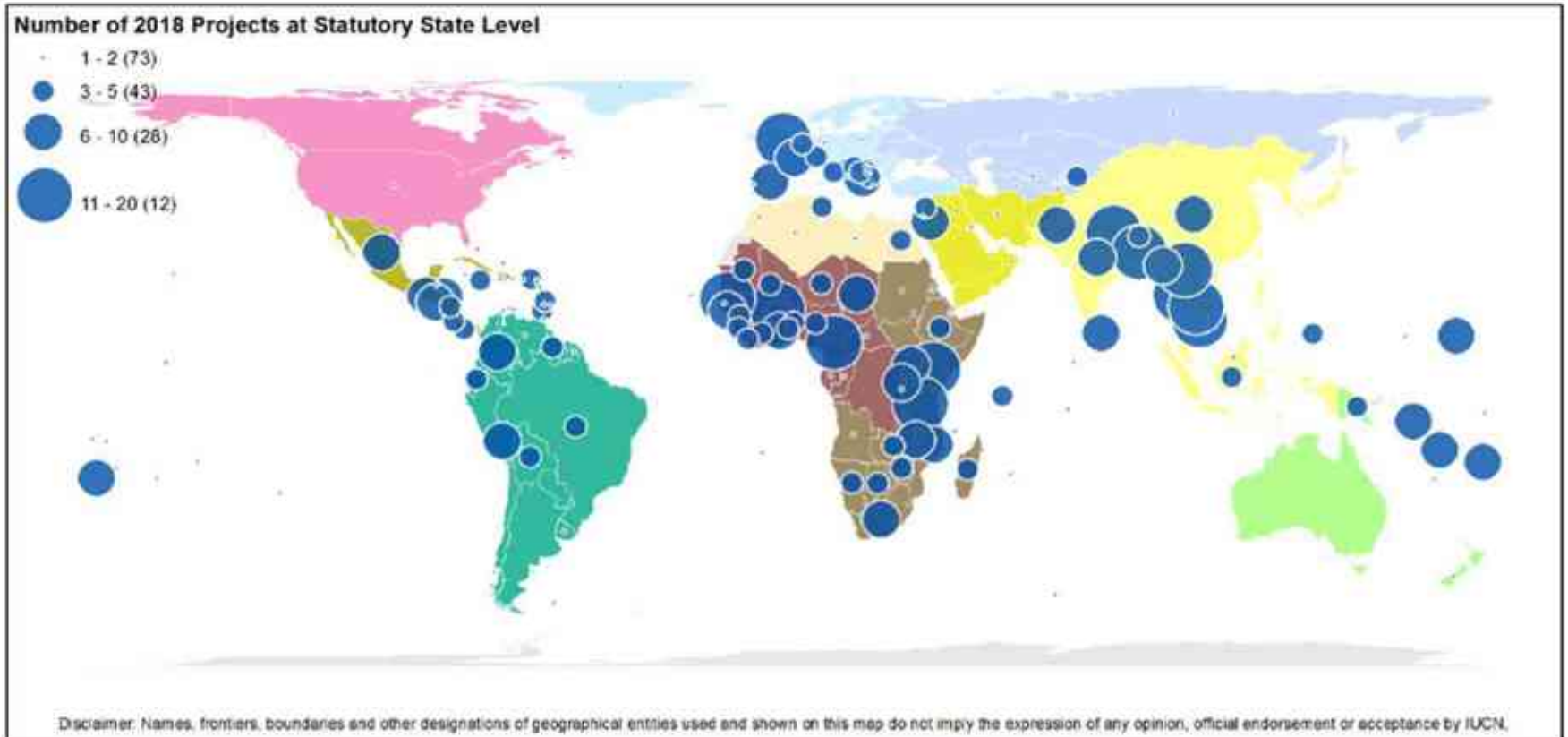
2018 workplan



State of the portfolio

	Budget 2017	Budget 2018	Change
Number of projects	441	410	-5%
Average duration (yrs)	3.1	3.18	+3%
Median duration (yrs)	3.0	3.00	0%
Average project value (m CHF)	1.13	1.35	+19%
Median project value (m CHF)	0.24	0.39	+62%

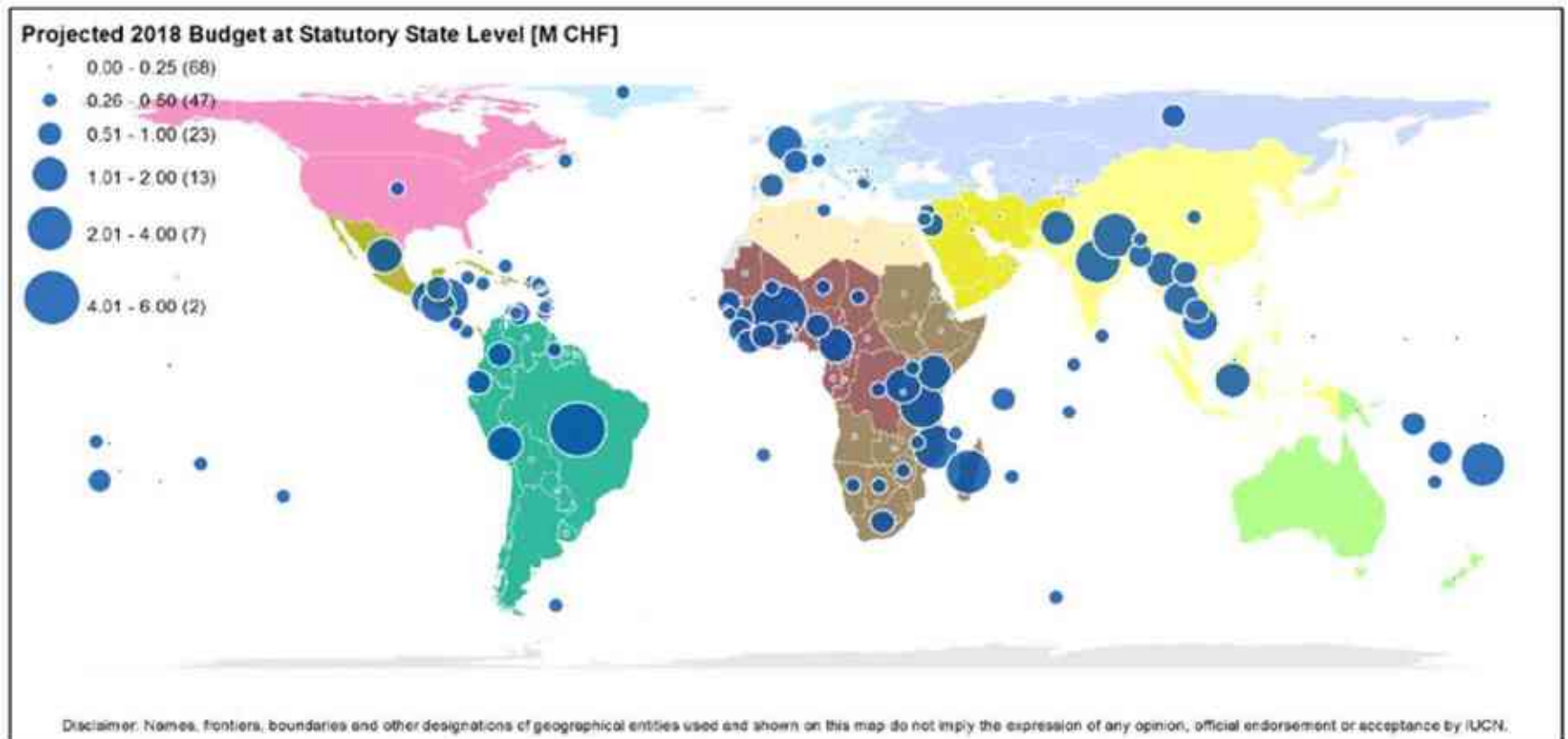
A globally distributed portfolio



IUCN Operational Regions



highest levels of investment



IUCN Operational Regions

 North America	 Eastern Europe and Central Asia	 West Asia
 Mexico, Central America and the Caribbean	 Mediterranean	 Asia
 South America	 West and Central Africa	 Oceania
 Europe	 Eastern and Southern Africa	 No Status

State of Portfolio: 16 top donors weigh 71%



2017-2020 Programme

Achieved in 2017

- Data entered in the Project Portal (at the project level) on contribution to IUCN Programme Targets, One Programme, SDGs and Aichi Targets is aggregated to be able to assess programme delivery based on budget allocation

Objectives for 2018

- Risk reporting is integrated into annual budget and workplan planning (Enterprise Risk Management Policy)
- 2017 annual report uses enhanced Annual Reporting Framework
- Plan for a mid-term review (2018 annual report)
- Initiate development of 2021-2024 Programme

TRAFFIC board of trustees (October)



Building the Enterprise-wide Risk Control Landscape



Risk Control Scorecards

	Control Component	Current Risk Rating ¹	Risk Outlook
1	Control environment	Low	Decreasing ↓
2	Risk assessment	Moderate	Increasing ↑
3	Control activities	Low	Stable ↔
4	Information & communication	Low	Decreasing ↓
5	Monitoring activities	Moderate	Increasing ↑

Risk Control Implementation Roadmap

3. Roll-out Internal Control 2017/19

- **Incremental, step-by-step approach**
- 2017 – 2018 Risk control self-assessments
- 2018 – Annual Statement of Internal Control from Directors/Heads
- 2019 – Statement of Internal Control from Director General/CFO; attach to Annual Financial Statements



4. Lessons learnt and evaluation 2018 and 2019

- Assess internal control framework
- Assess enterprise risk management framework

3. Roll-out Enterprise Risk Management 2017/19

- **Incremental, step-by-step approach**
- 2017 – Initial top-down “top strategic risks 2018”
- 2018 – Operational risk assessments
- 2017-2018 – Project risk assessments



2. Development June – December 2017

- Draft Policies – Internal Control + Enterprise Risk Management
- Frameworks and tools for both
- Risk Management Committee as sub-committee of LT
- PME&R takes lead; Oversight Unit provides advisory/consulting



1. Design January – June 2017

- Benchmark risk management to standard
- Pilot project risk assessments
- Operational risk assessment
- Testing risk management software
- Presentation to LT on risk management



Risk categories



STRATEGIC
goals of IUCN



FINANCIAL
safeguarding assets



OPERATIONAL
processes to achieve goals



COMPLIANCE
laws and regulations



REPUTATIONAL
public image



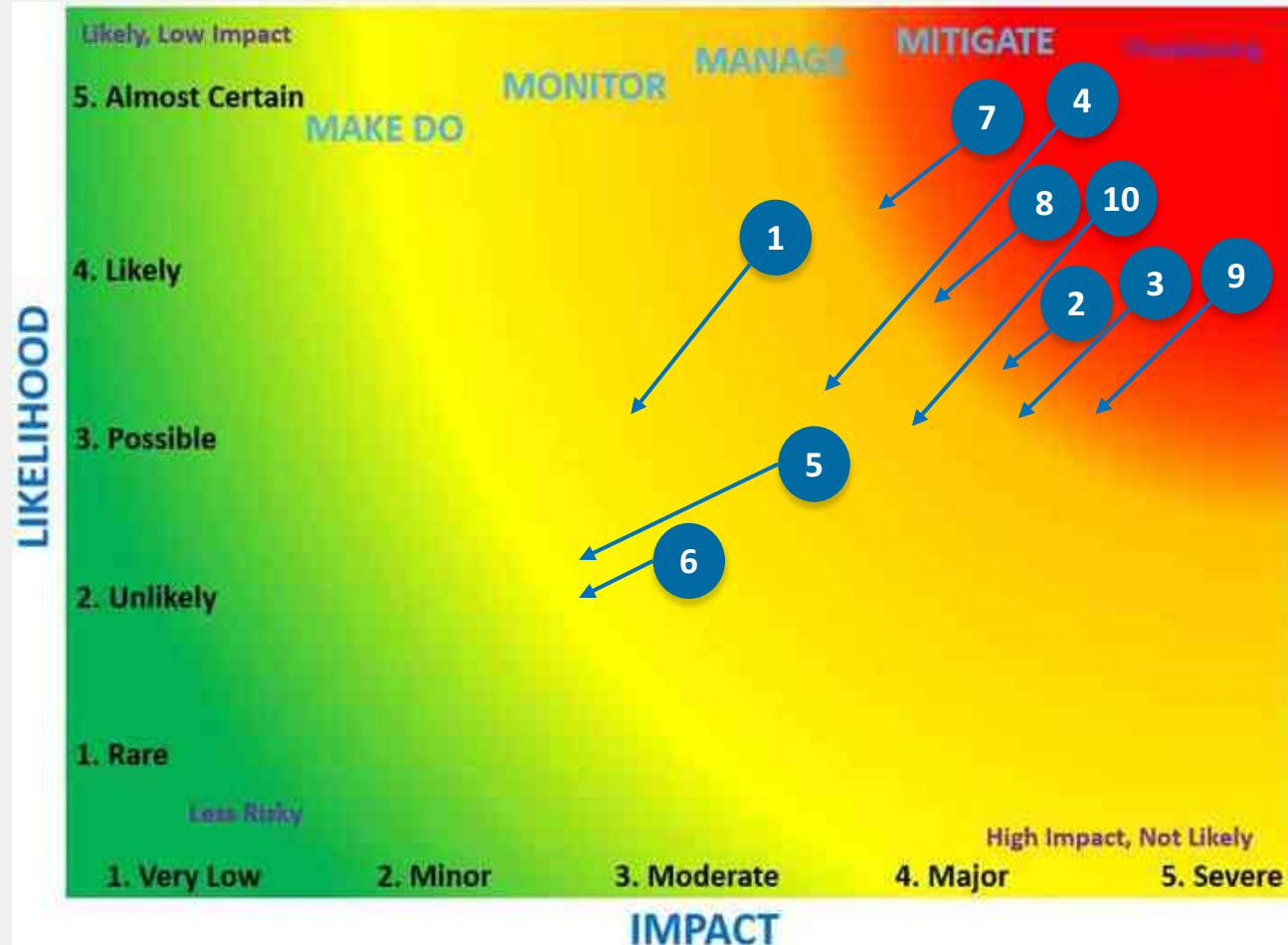
EXTERNAL
PESTLE
risks

IUCN initial Top Strategic Risk List and Profile 2018

Heat Map – inherent and current risk

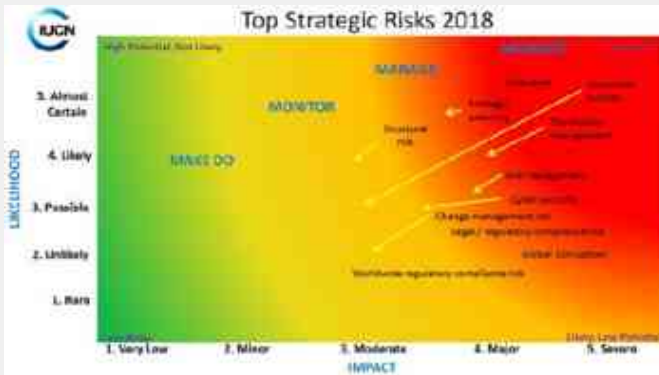
Top CRITICAL risk events occurring in 2018

- 1 Missed opportunities for visibility with IUCN's 70th anniversary celebrations
- 2 Loss of key framework funding partner
- 3 Lack of formal procedures, risk management and internal control framework
- 4 Reduced relevance to the global conversation
- 5 Cyber security event has major operational impact
- 6 Non-compliance with EU's General Data Protection Regulation (GDPR)
- 7 Ineffective programme and project performance measurements and monitoring
- 8 Poor management decision making due to key gaps in management competencies
- 9 Third-party management failure – vendors, consultants, partners, Members, due diligence
- 10 Inability of corporate governance processes to support strategic objectives
- 11 **Other** top strategic risks that Council Members are concerned about



Proposed Risk Reporting Dashboard for Council and FAC in 2018

Reporting to Council



Risk Profile Scorecard
Summary Risk Scorecard - x/xx/ 2018
Status: Overall risk profile remains unchanged as compared to 2017

Risk #	Risk Description	Strategic Importance	Impact	Frequency	Overall Risk Rating	2017 Risk Rating	2018 Risk Rating
Risk 1	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 2	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 3	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 4	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 5	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 6	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 7	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 8	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 9	Strategic	Positive	Minor	Increasing	Low	Low	Low
Risk 10	Strategic	Positive	Minor	Increasing	Low	Low	Low

Sample Illustration Only

Reporting to Finance and Audit Committee of Council

This section displays a grid of risk reports for the Finance and Audit Committee. Each report includes a heatmap, a Risk Profile Scorecard, and a 'Top Risks' chart. The reports are categorized as follows:

- Strategy**: Top Risks - Strategy, Risk Profile Scorecard, Top Risks - Operational
- Financial**: Top Risks - Financial, Risk Profile Scorecard, Top Risks - Compliance
- PESTLE**: Top Risks - External Risks - PESTLE, Risk Profile Scorecard, Top Risks - Reputation

Risk Profile Scorecard































Summary Risk Profile Scorecard – x/xx/2014

Status: Overall risk profile remains unchanged as compared to

Residual Risk Assessment: The degree of risk exposure remaining *after* consideration of mitigation efforts

Mitigation Effectiveness: Represents our *current* capability/effort to manage the risk's likelihood and/or impact to within the organization's risk appetite

Risk (threat) Outlook: Indicates the risk owner's view about potential risk threats in the internal and/or external environment

Tier 1 Risks	Risk Assessment Residual Risk		Mitigation Effectiveness	xx 2014 Risk (threat) Outlook		xx 2014 Risk (threat) Outlook	
	Impact	Likelihood					
Risk 1	Major	Possible	Basic 	Increasing 	Increasing 		
Risk 2	Major	Possible	Basic 	Increasing 	Increasing 		
Risk 3	Major	Unlikely	Basic 	Increasing 	Increasing 		
Risk 4	Major	Possible	Acceptable 	Increasing 	Increasing 		
Risk 5	Moderate	Possible	Basic 	Stable 	Stable 		
Risk 6	Moderate	Possible	Basic 	Stable 	Stable 		
Risk 7	Moderate	Possible	Basic 	Stable 	Stable 		
Risk 8	Moderate	Possible	Acceptable 	Stable 	Stable 		
Risk 9	Moderate	Unlikely	Acceptable 	Stable 	Stable 		
Risk 10	Critical	Unlikely	Acceptable 	Decreasing 	Decreasing 		

Sample Illustration Only

2. Membership

Inaugural meeting of IUCN United States National Committee (July)



Membership engagement

Achieved in 2017

- 25%+ of projects directly engage Members through contracts
- Regional offices continue to work closely with Members in line with IUCN's One Programme
- Programmatic engagement with Commissions monitored through managers' scorecard

Objectives for 2018

- Further gear the IUCN Secretariat programme towards Members' direct benefits in line with IUCN's One Programme
- Development and delivery of Membership Strategy
- Ensure that Council is able to take evidence-based decision for Host Country 2020 WCC. Negotiate/implement Hosting Agreement

Membership engagement: Nepal



Membership engagement: Chad, Egypt



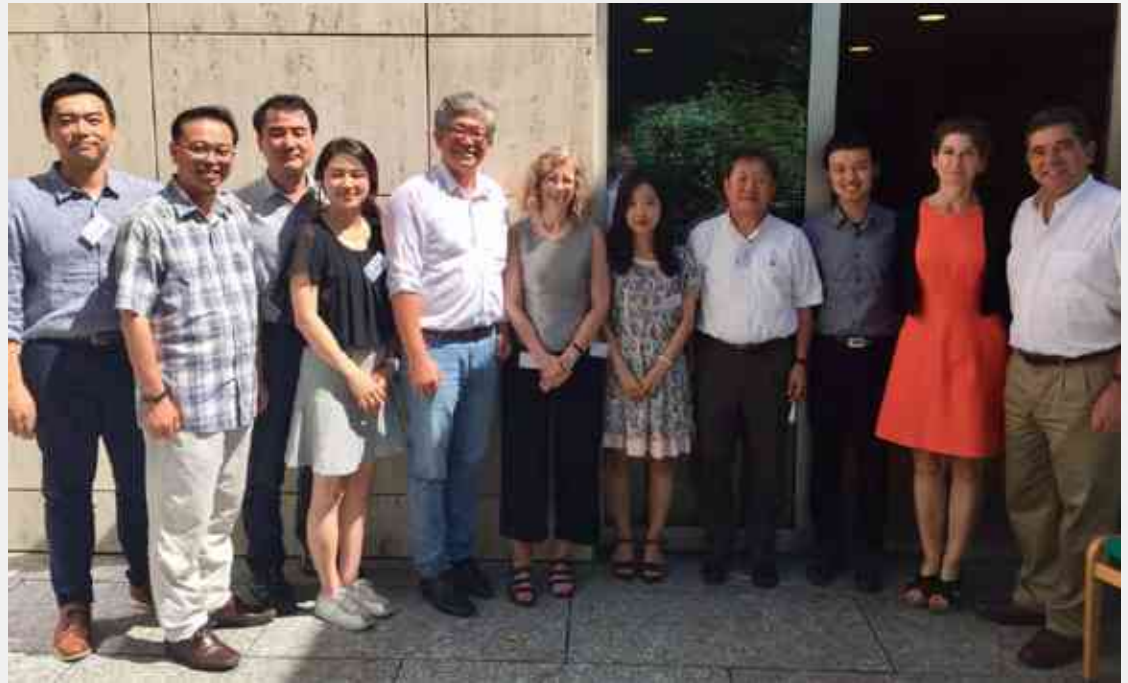
Membership engagement: Canada



Membership engagement: France



Membership engagement: Italy, Korea



Membership engagement: Maldives, Palau, USA



WWF International move into Conservation Centre (October)



Engagement with Geneva International



3. Policy, Knowledge, Science & Economics

Report on human rights and biodiversity (March)



Continued strong engagement in policy

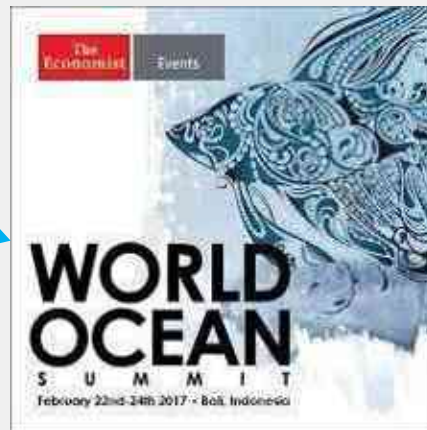
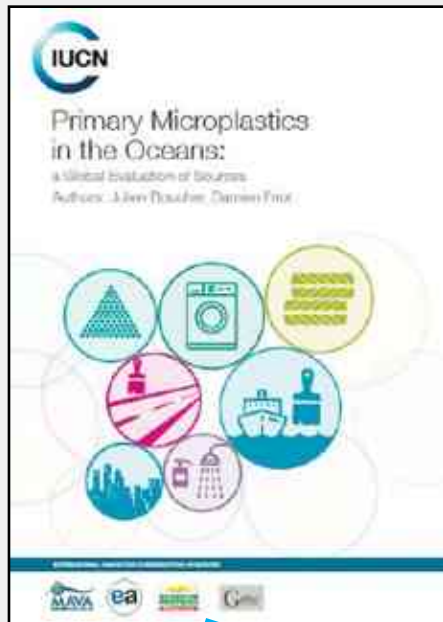
Achieved in 2017

- Expertise deployed: IPBES, UNFCCC COP23, UNCCD COP13, UN SDG14 Oceans Conference, UN HLPF 2017, AMCEN, IMPAC-4, UNGA-72, WH, BBNJ, CBD, CMS COP12 (SSC's SGs); etc

Objectives for 2018

- IPBES 6 plenary, HLPF 2018, CBD COP-14, formal launch of the negotiations on BBNJ under UNCLOS.
- Preparations for the Post-2020 Biodiversity Framework
- Emphasis will be placed on identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents

Policy influencing: Oceans



Strengthen and integrate governance & rights; science & economics

- **Global Governance and Rights Programme**, established June
 - Governance and Rights with an explicit focus on strengthening natural resource governance; the
 - advancement of gender equality and the empowerment of women; and the promotion and
 - recognition of the rights of indigenous peoples
- **Chief Scientist and Chief Economist**
 - Science and Economic Knowledge Team



4. Communications & Influence

MEDIA & SOCIAL MEDIA

COP23, BONN



MEDIA



IUCN mentioned in **1,242** articles in international media



794 articles covering the IUCN World Heritage Outlook



Newswires: AFP, EFE, United Press International

Outlets: ABC, BBC, The Guardian, Le Monde, China News Service, CNN en Español

SOCIAL MEDIA



No of Tweets	43
Impressions	294,015
Engagements	4,702
New Followers	853



No of Posts	8
Impressions	213,902
Engagements	26,737
New Followers	544

IUCN at UNFCCC COP23: media

Over 10–17 November, **794** articles published



Graph showing overall IUCN media hits per day. The spike in coverage on 13 November coincides with the release of the *IUCN World Heritage Outlook 2* report.

IUCN at UNFCCC COP23: social media

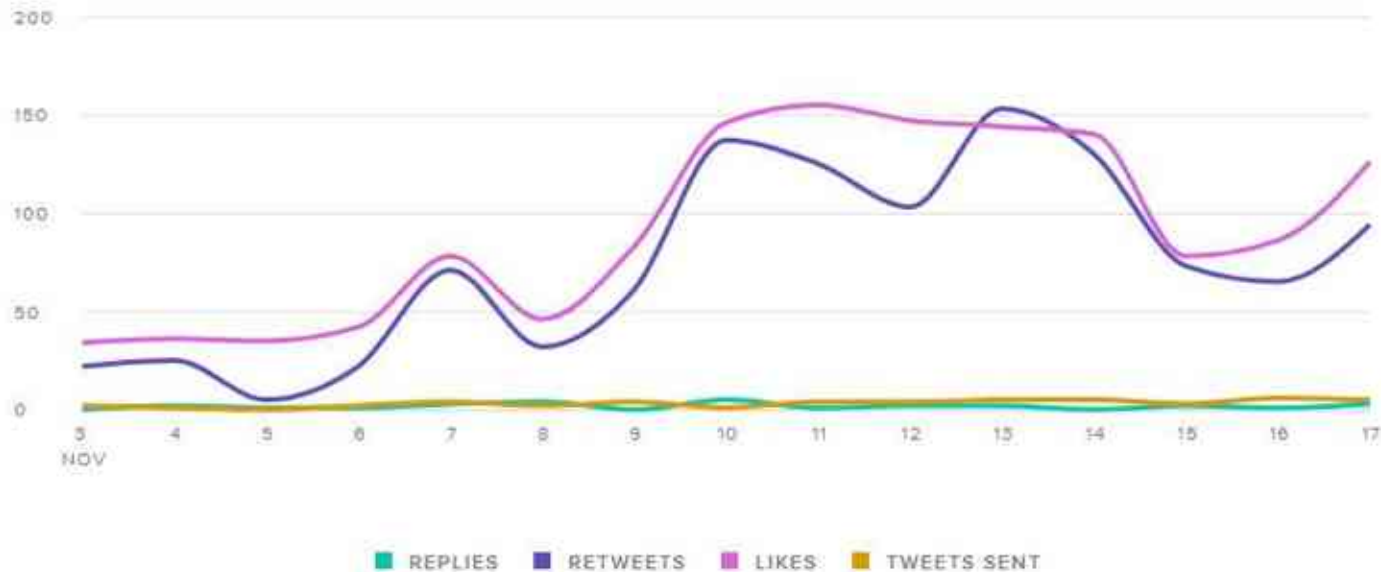


Twitter Engagement

8.9 million
Potential
Reach

4,702
Retweets, Clicks,
Likes, Replies

ENGAGEMENT COUNT



COP23: comparison with other organisations



Communications and influence

Achieved in 2017

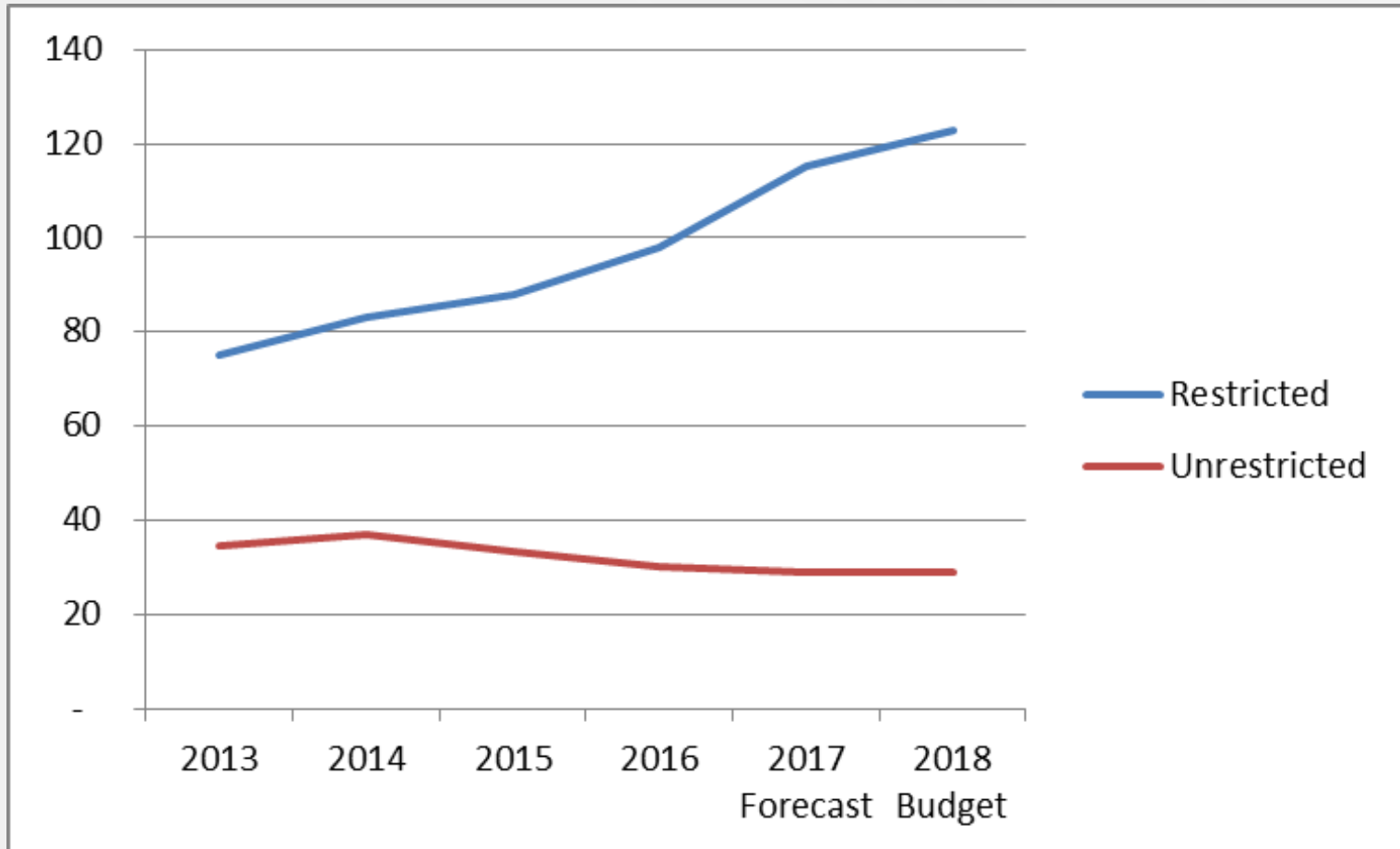
- Complete overhaul of Annual Report (published 5 months earlier)
- New matrix management system for communications in place
- Distributed 20 news releases (as of 7 November) to over 2,500 media outlets and resulting in over 54,000 news articles
- New social media strategy

Objectives for 2018

- Coordinate and facilitate celebration of IUCN's 70th anniversary
- Continued progress in implementing communications matrix
- Enhance IUCN's work and contributions to food security, poverty reduction and other societal challenges

5. Financial sustainability

Funding overview



IUCN Secretariat Change Management

We strive for an IUCN that is:

- Impactful
- Efficient
- Connected
- Agile
- Focused
- Modernised – processes that lower risks and enhance delivery
- Excellence in business practices - & fully charging for the time we spend

Analysis

- Corporate services
- Commission support
- Processes & systems
- Cost recovery
- Resource mobilisation
- Programme delivery
- Organisational structures

Implementation

- Global hubbing
- Commission support
- Regional hubbing
- Process standardisation & systems
- Business management reforms
- Programme reforms
- Organisational structures

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

30 Sep – 31 Dec 2016

- Work packages assigned
- Analysis and decisions

2017

Implement changes



Change	Key Elements	Status
Global hubbing	<ul style="list-style-type: none"> • Shared F&A services for global programmes • Standardisation & quality assurance 	GPOU operational since July 1
Regional hubbing	<ul style="list-style-type: none"> • Service hubs for ORMACC/SUR & ARO/ORO • Process standardisation & quality assurance • Programme development support 	Hubs operational since mid 2017
Regional hubbing	<ul style="list-style-type: none"> • Service hubs for Country Offices • Admin portal and electronic banking • Enhanced fiduciary control 	Roll-out 2017-2018
Commission support	<ul style="list-style-type: none"> • Dedicated support unit under UDG for admin, COF mgt, logistics, membership, general comms • Technical support remains in programmes 	Recruitment underway Operational Jan 1

Change	Key Elements	Status
Processes & tools	<ul style="list-style-type: none"> • 10 systems selected for efficiency gains • 3 priority projects: time recording; contract workflows; travel & expenses • + Project Portal enhancements 	Roll-out 2017-2018
Business management	<ul style="list-style-type: none"> • New indirect cost model & Base+ core allocations • Quality control for project budgets • Standardised models for major donors 	Operational at HQ for 2018 Regional applications pending
Programme reforms	<ul style="list-style-type: none"> • Transition to IUCN-wide thematic programmes with shared strategies for the 2017-2020 Prog • 3 common business lines per theme • Country-Regional-Global collaboration, including 'wholesale' initiatives • Global agenda priorities integrate across themes 	Business lines developed Applied to planning, coordination & reporting.
Matrix management	<ul style="list-style-type: none"> • 'Job family' networks • Enhanced accountability for quality & standards 	Operational since Sept 2017

Outreach to new potential funders

2016 achievements

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

Objectives for 2017

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

Patrons of Nature



Ambitious programme delivered and approved by GEF and delivered to GCF

2017 achievements

- IUCN portfolio of GEF-funded project is currently made of a portfolio of USD 12m GEF CEO signed projects and a further USD 92m portfolio approved at the Project Identification Note stage.

Objectives for 2018

- IUCN portfolio of GEF CEO signed projects is increased to 18 projects bringing overall value of GEF funds in implementation to USD 69m
- 2 full project documents considered by the Board of the Green Climate Fund



6. Secretariat management

Senior appointments



Mason Smith
Regional Director, ORO
(4 July)



Álvaro Vallejo Rendón
Regional Director, SUR
(23 October)



Dr. Juha Siikamäki
Chief Economist
(1 October)

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

- **Staff survey** administered, December 2016 (previous survey carried out in 2011).
- Much to celebrate in these results
- Main weaknesses identified by survey also needed looking into
- Whereas typically, staff surveys would be carried out every other year, IUCN carries out **annual staff engagement surveys** (staff survey + pulse survey)
- Lessons learned from the **360-degree leadership assessment** carried out in 2016 will be incorporated into the 2017 exercise



Engagement with staff; strengthening leadership

Townhall	Leadership Team (LT)	Management Team (MT)	Monthly reports
<p>All staff, all offices worldwide. Organized at different times so as to cater to different time zones</p>	<p>22 staff, including all Regional Directors</p>	<p>Directors and Managers across the Secretariat (variable composition depending on agenda)</p>	<p>Sent to all staff worldwide and Councillors</p>
<p>3 meetings to date and 1 repeat for ORO (4 meetings planned 2017)</p>	<p>17 meetings to date (19 meetings planned for 2017)</p>	<p>Established early November; 1 meeting to date</p>	<p>10 issued to date (12 planned)</p>

Governance & Rights

Indigenous Peoples

Gender Equality and Women's Empowerment

Governance and Rights-Based Approaches to Conservation

Environmental Law

Global and Transboundary Governance Frameworks

National Legal Systems for Conservation & Sustainability

Local Actions Enabled by the Rule of Law

Global Policy

Oversee IUCN's Core Policy System

Influencing Global Policy Processes for Integration of Nature & Sust. Dev.

Bridging Global Policies and Local Implementation

Ecosystem Management

Assessing Ecosystem Status

Adapting Ecosystem Management for Neglected Ecosystems

Enhancing Resilience and Reducing Risks

Business & Biodiversity

Valuing Biodiversity in Business

Delivering Biodiversity Net Gain

Investing in Nature

Forests

Forest Landscape Restoration

Locally Controlled Forests

Safeguarding the World's Primary Forests

Water

Water Governance

Sustainable Basin Management for Ecosystem Conservation

Investing in Natural Infrastructure

Marine & Polar

Global Coasts

Global Commons

Global Threats

Species

Biodiversity Knowledge for Policy & Action

Conservation Action

Tackling Drivers of Biodiversity Loss for Benefits to People & Nature

Protected Areas & World Heritage

Achieving Quality PAs & WH Sites

Enhancing PA & WH Governance

Applying PA Solutions to Development Challenges

Advising the World Heritage Convention

Roll out of job families

1	Science of Biodiversity & Species Conservation
2	Protected Areas & World Heritage
3	Water Resource Management
4	Marine & Polar
5	Climate Change & Risk Reduction
6	Forest & Land Use
7	Economics
8	Business Sector
9	Social Science & Gender
10	Drylands
11	Law
12	Finance
13	Human Resources
14	Communication
15	Information Technology
16	Conservation Service Professionals

7. Governance support

2017 achievements

- February Council discussed strategic direction
- Council members reviewed reforms in detail (Council Handbook)
- Bureau met 5 times to fully assume its delegated responsibility
- Standing committees held several meetings to make recommendations to Bureau (FAC and GCC) or establish task forces (PPC).
- Planning and Reporting Framework on track


2018 objectives

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

8. Thematic Priorities/New Horizons

Thematic priorities/horizon areas

- 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.
- Deliver on NBS in response to climate change




“This is why IUCN is relentless in championing a great and yet often underestimated ally in the effort to achieve the Paris Agreement: I am of course referring to mother nature.”




www.iucn.org

Exposure drafts: IC and ERM policies




Policy on Internal Control

Version 1.0 November 2017 **EXPOSURE DRAFT FOR DISCUSSION**




Office of the Director General

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Rue Mauverney 28
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Policy on Enterprise Risk Management

Version 1.0 November 2017 **EXPOSURE DRAFT FOR DISCUSSION**



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Integrated governance, risk management, control/compliance systems



Risk categories



STRATEGIC
goals of IUCN



FINANCIAL
safeguarding assets



OPERATIONAL
processes to achieve goals



COMPLIANCE
laws and regulations



REPUTATIONAL
public image



EXTERNAL
PESTLE
risks

Reporting dashboard

Reporting to Council



Risk Profile Scorecard
Summary Risk Scorecard - x/xx/ 2018

Status: Overall risk profile remains unchanged as compared to 2017

Risk #	Risk Assessment	Overall Risk	Pre 2018 Risk Outlook	Pre 2017 Risk Outlook
Risk 1	Strategic	Strategic	High	High
Risk 2	Strategic	Strategic	High	High
Risk 3	Strategic	Strategic	High	High
Risk 4	Strategic	Strategic	High	High
Risk 5	Strategic	Strategic	High	High
Risk 6	Strategic	Strategic	High	High
Risk 7	Strategic	Strategic	High	High
Risk 8	Strategic	Strategic	High	High
Risk 9	Strategic	Strategic	High	High
Risk 10	Strategic	Strategic	High	High

Sample Illustration Only

Reporting to Finance and Audit Committee of Council



Risk Profile Scorecard

Summary Risk Profile Scorecard – x/xx/2014

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	Impact	Likelihood					
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Risk 4	Major	Possible	Acceptable	Increasing	↑	Increasing	↑
Risk 5	Moderate	Possible	Basic	Stable	↔	Stable	↔
Risk 6	Moderate	Possible	Basic	Stable	↔	Stable	↔
Risk 7	Moderate	Possible	Basic	Stable	↔	Stable	↔
Risk 8	Moderate	Possible	Acceptable	Stable	↔	Stable	↔
Risk 9	Moderate	Unlikely	Acceptable	Stable	↔	Stable	↔
Risk 10	Critical	Unlikely	Acceptable	Decreasing	↓	Decreasing	↓

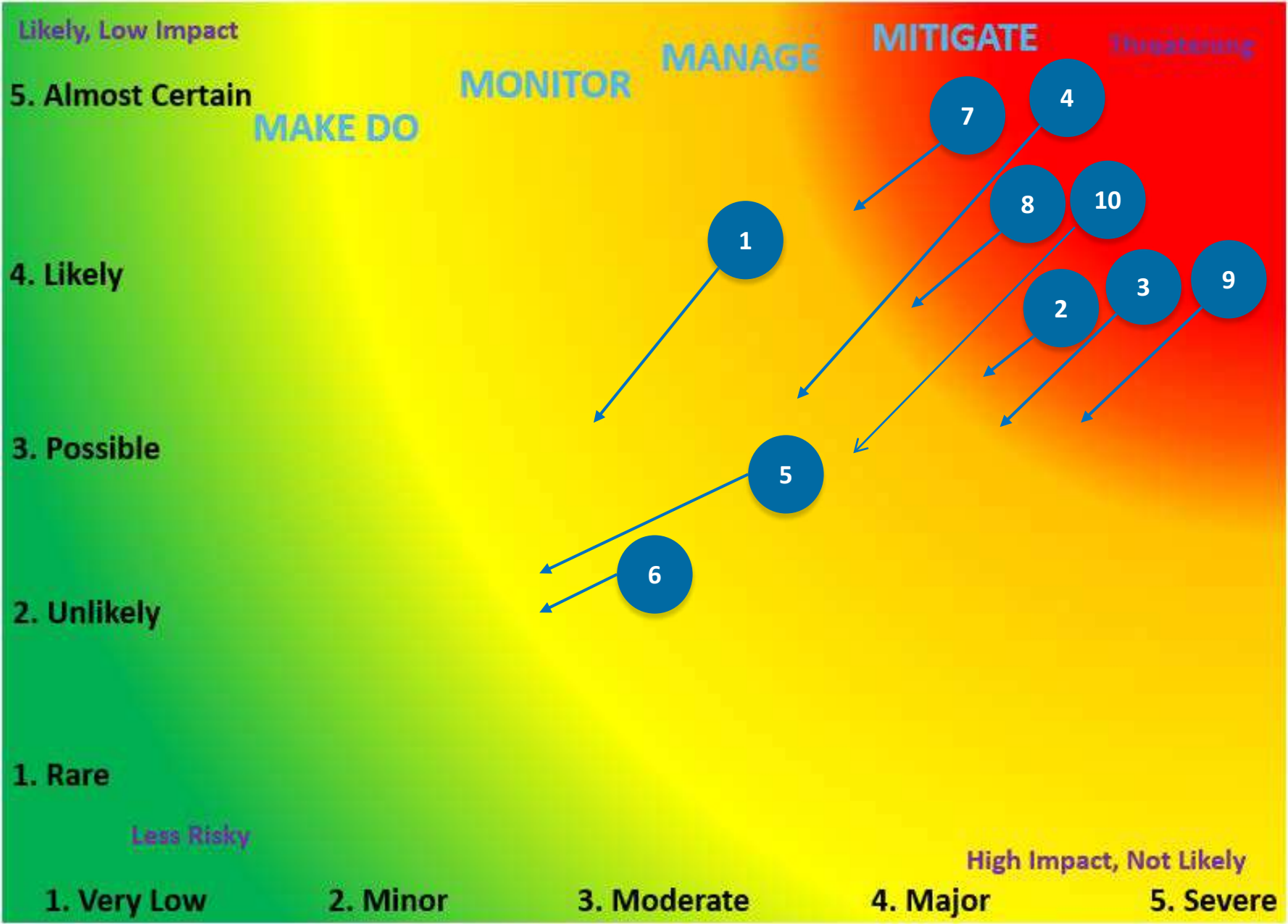
Sample Illustration Only

IUCN initial Top Strategic Risk List 2018

Top CRITICAL risk events occurring in 2018

- | | |
|-----|---|
| 1 | Missed opportunities for visibility with IUCN's 70 th anniversary celebrations |
| 2 | Loss of key framework funding partner |
| 3 | Lack of formal procedures, risk management and internal control framework |
| 4 | Reduced relevance to the global conversation |
| 5 | Cyber security event has major operational impact |
| 6 | Non-compliance with EU's General Data Protection Regulation (GDPR) |
| 7 | Ineffective programme and project performance measurements and monitoring |
| 8 | Poor management decision making due to key gaps in management competencies |
| 9 | Third-party management failure – vendors, consultants, partners, Members, due diligence |
| 10 | Inability of corporate governance processes to support strategic objectives |
| 11+ | Other top strategic risks that Council Members are concerned about |

LIKELIHOOD



Inherent and current risk



Agenda Item 4.2

***Strategic discussion:
Formal approval of Council's strategic objectives and
priorities 2017-20 and next steps on the way to achieving
them***

IUCN Strategic Risks, the role of Council and Councillors and strategic priorities for IUCN Council

(Note by Peter Cochrane, presented and discussed during the 73rd Bureau meeting on 18 November 2017)

Background

At the 92nd Council the Director-General presented a list of the strategic risks that she identified for IUCN over the forthcoming years (replicated in the table below). The draft minutes from the 92nd Council meeting on the subsequent discussion state:

- Besides identifying strategic risks, Council also needed to discuss how to address them and to seize opportunities, as well as to regularly assess how we were doing with respect to these risks.
- Under "structural risk", the DG and IUCN staff in the regions were increasingly concerned about certain components of IUCN acting as NGO with legal personality beyond the IUCN Council's oversight, using IUCN's brand, leaving IUCN without ability to mobilize resources for the core mandate of the Union since bilateral donors would be funding what they would understand and perceive to be "national IUCN NGOs", or about such components using the IUCN brand but without any Council oversight.
- In terms of "relevance risk", IUCN had a duty to be optimistic while warning the world for limits to the use of natural resources. IUCN needed to get greater visibility and credibility based on our work nationally and globally. IUCN needed to inform, inspire and connect people at community level while being realistic about what it could deliver. IUCN needed to balance its work across the SDGs and balance its attention to terrestrial v. marine based resources.
- Loss of membership should be added as a major risk to be addressed by the membership strategy.

- In terms of corporate governance, it was also critical to ensure coherence of activities across the Union.

Building on this discussion and the strategic risks listed in the DG’s report to the 92nd Council the following table includes these risks (the first two columns are the risk category and nature from the DG’s report) and adds a third column with suggestions on how Council/Councillors might address these risks.

The aim of this table is to stimulate discussion on Council’s role in responding to these risks, and to provide a basis for discussion on Council’s strategic priorities. A set of suggested strategic priorities for Council is at the end of this document to start this discussion.

Strategic risks and possible responses/action

Category	Nature of risk	Possible Council/Councillor action
Political risk (POL)	Populists gaining more power in 2017 in the wake of the Brexit and results of the US election -- <i>e.g.</i> Unpredictable America, power vacuum in Europe (Brexit, France, Greece,...), erosion of multilateralism, “post truth” politics, war on science, delegitimized international organizations...	Extend and deepen relationships with governments and INGOs (members and non-members) and regularly communicate the importance of IUCN’s approach based on science, evidence-based law and policies, nature-based solutions and the effective delivery of projects and practical solutions through partnerships
Financial risk, resource mobilization risk (FIN)	Continued pressure in 2017 on the use of public funds owing to unresolved refugee crisis, economic downturn, pressure on the Euro, raised expectations from agencies (<i>e.g.</i> DFID, 2016) and political shifts. Impact on contributions to IUCN core funding	Oversight of membership strategy development and implementation. Maintain and extend representation and relationships with government members and non-members especially State parties, communicate IUCN Value Proposition and relevance. Identify potential new members and framework donors.
Relevance risk	How does IUCN show relevance to the “global	Listening to and reporting back to Council on the “global

(REL)	conversation?"	<p>conversation" from Councillors' networks and DG/Secretariat feedback, noting a key framing for the "global conversation" is the SDGs.</p> <p>Reflect at each Council meeting (or annually) on how IUCN is relevant to this feedback.</p> <p>Maintain and extend networks based on shared values and professional relationships with government and NGO members, international organisations including academic institutions, convention secretariats, corporate sector and media organisations.</p> <p>Participate in key international and national meetings.</p>
Partnership risk (PAR)	Donor confidence, third-party relationships management	As above
Corporate governances risks (GOV)	Council adheres to enhanced practices and governance reforms carried out in 2016 and provides strategic direction functions	<p>Monitor progress on the governance reforms, through regular reports through GCC, the Bureau and Council.</p> <p>Monitor IUCN financial status, and One Programme delivery.</p> <p>Reflect regularly on strategic risks and directions and adjust priorities and actions as necessary.</p> <p>Annual disclosures of potential conflict of interests.</p> <p>Annual self assessment of Council effectiveness</p>
Tone at the top risk (TON)	Responding to the need to show leadership	President and DG work closely together, supported by the Bureau, Council, and Councillors
Structural	Organic structure of the	Monitoring through regular

risk (STR)	Union; some elements of Union with limited oversight and varying legal status; membership strategy	reporting of progress of the change management strategy and membership strategy. Consideration of solutions to legal risk issues. Promote and monitor key performance indicators for One Programme delivery
Change management risk (CHA)	Importance of successful organizational change	Oversight of regular reporting of progress of change strategy and membership strategy

If Council agrees these roles/actions for Council and Councillors then a core set of IUCN Council strategic priorities might be:

1. To strengthen IUCN's role and profile as a global leader in nature conservation and an agent of change
2. To enhance and promote IUCN's role and profile as a partner of choice
3. To monitor and ensure IUCN's relevance in a changing world
4. To stabilize and improve future income
5. To oversee the performance and effective implementation of the IUCN Work Programme 2017-2020 through the One Programme approach



93rd Meeting of the IUCN Council, Gland (Switzerland), 19-21 November 2017

Agenda Item 4.2

***Strategic discussion:
Formal approval of Council's strategic objectives and
priorities 2017-20 and next steps on the way to achieving
them***

The IUCN Value Proposition

(Note by Peter Cochrane, presented and discussed during the 73rd Bureau meeting on 18 November 2017)

Background

Council during its discussion on strategic priorities at its 92nd meeting identified the IUCN value proposition as needing further consideration. The Bureau at its 71st meeting in May discussed a short paper on the topic comparing the existing and a potential new value proposition. At this meeting, Councillors identified two key objectives for the IUCN value proposition:

1. to sustain and grow our membership base, and particularly state parties and government agencies, to improve IUCN's future financial stability and outlook;
2. to promote IUCN as a global leader and agent of change for nature conservation and sustainable development, as a partner of choice, as a thought leader in key international forums (eg Paris Agreement, Agenda 2030), and a unique global community of practice for nature-based solutions to global challenges

This paper builds on that discussion.

The existing value proposition from the current (about ten years old) brochure on benefits to members is:

2b Our value proposition

The way we use our brand to convince and encourage people to support us is our value proposition:

- IUCN provides credible, trusted knowledge
- IUCN convenes and builds partnerships for action
- IUCN has global-to-local and local-to-global reach
- IUCN influences standards and practices

The four elements of our value proposition make us distinct from other conservation organizations. Our value proposition is outlined in the IUCN Programme and we need to convey it in all of our communications.

The positive attributes of this statement of the IUCN value proposition are that it is concise and uses simple language. On the negative side these values do not paint a unique or distinct picture of IUCN, they do not reference IUCN's diversity of membership, its global influence and leadership role, its science and evidence-based policies, its role in setting global standards, or the breadth of IUCN networks, communities of practice and expertise.

A revised, and possibly alternative, IUCN Value Proposition:

IUCN offers its members access to, the opportunity to contribute to, and benefit from:

- a unique, diverse and inclusive membership in a democratic union of governments, government agencies, international NGOs, NGOs and Indigenous Peoples Organisations, that includes six commissions of global networks of expert professionals, together with the convening power to bring these diverse interests together creatively and constructively for nature conservation
- world class knowledge, science, thought leadership, and authoritative technical expertise and advice
- global, regional and national influence and agenda setting on laws and policies, policy expertise and advice, and an authoritative and powerful voice for conservation, including through IUCN's permanent official observer status at the United Nations
- communities of practice, networks and partnerships that develop, leverage and implement programmes and projects that address global challenges through the lens of conservation and that develop, test and apply global conservation standards, norms, data and best practice in nature conservation
- a professional global organization meeting the highest expected standards with offices and staff in 55 locations around the world and the expertise and track record of operating at scale from global, regional, national to on-the-ground action
- a globally recognized brand

The following tag line could be added:

IUCN informs, influences, and inspires nature-based solutions to global challenges

The Bureau discussion did not resolve whether the second more comprehensive value proposition, however amended, should replace the existing proposition in the brochure on benefits to members, indeed some Councillors saw the two as complementary and both should be included.

Recommendation

Councillors consider and agree the key elements of an IUCN value proposition, drawing on the above output from the 71st Bureau meeting.



4.3 Improving IUCN's Governance



Background

- May 2017 a working group of the Bureau was established to identify areas of improvement of IUCN's governance beyond the reforms approved by the 2016 Congress and the "Enhanced practices and reforms of IUCN's governance" approved by Council in April 2016.
- October & November 2017: Conference calls held by working group.
- November 2017: Report to Bureau and Council.



Areas for improvement

- A - Strategic issues** – *requiring a proactive approach by designing solutions for mid-to-long-term change in the way IUCN achieves its mission¹ and vision².*
- B - Enhanced practices and reforms of IUCN’s governance** – *short solutions to practical organizational challenges based on experience and the desire to increase effectiveness and efficiency.*
 - Structural issues
 - Effective functioning
 - Transparency, independence and integrity
 - Oversight
- C - Corrections, clarifications, guidelines or procedures required to implement specific provisions of the Statutes, Rules and Regulations**



Areas for improvement – A / Strategic issues

Areas for improvement	Required outcome	Timeline	Sources
A - Strategic issues – requiring a proactive approach by designing solutions for mid-to-long-term change in the way IUCN achieves its mission ¹ and vision ²			



Areas for improvement – B / Enhanced practices and reforms of IUCN’s governance

Areas for improvement	Required outcome	Timeline	Sources
Structural issues			
B.1 Modify the term “Regional Councillors” in order to clarify that Council members have global responsibilities as opposed to representing regional interests (e.g. by removing “Regional”)	IUCN Members amend the Statutes at Council’s proposal [Statutes 20 (h), 38 (d) and consequential amendments]	By electronic vote of IUCN Members prior to or during WCC 2020	Proposal tabled at C/92 Retreat
B.2 Review and modify as needed the requirements for establishing Interregional Committees (IRC) ^a	Clarity regarding the conditions for establishing IRC	Clarification or modification of Council decision C/69/54 (March 2008)	Doc C/93/2.7.1.1
B.3 Revise and make more efficient the Commissions’ membership renewal process at the beginning of each quadrennium	Commission membership is renewed every 4 years without the need to “abolish” the Commissions	Statutes to be revised by Congress	Commission Chairs



Areas for improvement – B / Enhanced practices and reforms of IUCN’s governance

Areas for improvement	Required outcome	Timeline	Sources
Effective functioning			
B.4 Amend the Regulations to enable Council to appoint thematic Council focal persons as and when required	Council amends Regulation 45 <i>bis</i>	To be approved by Council at 2 consecutive sessions	Proposal tabled at C/92
B.5 Further improve the motions process based on experience / feedback from the 2016 motions process	Amendments to Rules 48 to 73	To be approved by e-vote of IUCN Members in 2018 in order to apply to the motions process 2019-20	WCC-2016-Dec-113
B.6 Provide a process for filling a vacancy for IUCN Treasurer	Procedure and / or amendments to the Regulations	To be approved by Council (in the case of amendments to the Regulations: approval by	Bureau of the IUCN Council



Areas for improvement – B / Enhanced practices and reforms of IUCN’s governance

Areas for improvement	Required outcome	Timeline	Sources
Transparency, independence and integrity			
B.7 IUCN brand coherence and consistency, and oversight (e.g. National Committees operating abroad)	Council exercises effective oversight over IUCN's brand	Modification of Operational Guidance for National/Regional Committees approved by Council	92 nd Council discussion about strategic risk; 73 rd Bureau meeting
Oversight			



Areas for improvement – C / Corrections, clarifications, guidelines or procedures required to implement specific provisions of the Statutes, Rules and Regulations

Areas for improvement	Required outcome	Timeline	Sources
<p>C.1 Issues related to election procedures: e.g.</p> <p>a. Elaboration of detailed procedures to harmonize the nominations process across all Commissions in order to give full effect to Regulation 30<i>bis</i></p> <p>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</p>	<p>a. Council approval of procedures and / or amendment to Regulation 30<i>bis</i></p>	<p>Procedures and (possible) amendments to be effective before the Call for nominations (July 2019)</p>	<p>a. Proposal tabled at B/69</p> <p>b. Correspondence between the Election Officer, the DG, the Chair of the Caribbean Regional Committee and election candidates (prior to 2016 WCC)</p>
<p>C.2 Clarify issues that have been raised regarding National and Regional Committees: e.g.</p> <p>a. The status of International NGO in National/Regional Committees other than the State in which they have their seat</p> <p>b. The status of Commission members in National and Regional Committees</p>	<p>Clarification and / or possible amendments to Statutes and Regulations</p>	<p>Amendments to Statutes to be adopted by electronic vote of IUCN Members prior to or during WCC 2020. Regulations to be amended by Council</p>	<p>a. Doc C/93/2.3</p> <p>b. Question raised by the Legal Adviser with regard to Doc C/93/GCC/2.7.2</p>
<p>C.3 Clarify Regulation 94 regarding the procedures for electronic votes of the IUCN Members based on experience: e.g.</p> <p>a. Specify whether quorum of Article 36 Statutes is achieved when IUCN Members receive the URL;</p> <p>b. Specify whether not responding to a voting question will be regarded as having abstained in the same way as clicking the "abstention" button.</p>	<p>Clarify voting procedures and guidelines; eventually amend Regulation 94</p>		<p>Rulings by the Legal Adviser on issues raised in the "Guidance note on electronic voting" for votes held in 2015-16</p>



Areas for improvement – C / Corrections, clarifications, guidelines or procedures required to implement specific provisions of the Statutes, Rules and Regulations

Areas for improvement	Required outcome	Timeline	Sources
<p>C.4 Clarify the provisions regarding membership, admission and rights, such as:^{xx}</p> <p>a. → Inconsistency between Article 12 (a) (iii) (all Members) and Regulation 14 (Members eligible to vote)[¶]</p> <p>b. → Add a provision in the Statutes to explain the meaning of “Member eligible to vote”[¶]</p> <p>c. → Should Regulation 26 also apply to State Members?[¶]</p> <p>d. → Clarify conditions for change of membership category (e.g. in case of changing circumstances)[¶]</p> <p>^{xx}</p>	<p>Clarify relevant provision in Statutes and Regulations, or amend them.^{xx}</p>	<p>^{xx}</p>	<p>Experience of the Union Development Group. Note: the Legal Adviser will examine whether these issues can't be resolved/clarified through a legal opinion.^{xx}</p>



Next steps

- 1) Elaborate a timeline and process for concrete proposals, including proposed amendments to Statutes, Regulations and RoP (in time for Council's consideration in April 2018 – *particularly for time sensitive reforms*).
- 2) Invite Council members and former Council members (2012-2016 Council) and other individuals to share their experience and identify issues.
- 3) To begin work on agreed items following this Council meeting (motions process) and other issues agreed to at the 94th Council Meeting.
- 4) To continue to develop the list on an ongoing basis.



#IUCN70

INTERNATIONAL UNION FOR CONSERVATION OF NATURE (IUCN)

Celebrating IUCN at 70

20 November 2017, Gland

OVERVIEW

OBJECTIVES

What do we want to achieve by celebrating our 70 years of conservation?

KEY MESSAGES

What do we want people to know about IUCN?

COMMUNICATIONS OUTPUTS

What will be done?

PROCESS, TIMELINE & NEXT STEPS

How will we get there?

ROLE OF THE COUNCIL

How can the Council support the 70th strategy?



#IUCN70

OBJECTIVES

STRENGTHEN IUCN's POSITION

Emphasise relevance and contributions to today's global challenges

LEVERAGING THE 70th

Increase IUCN's visibility and promote the organisation's uniqueness

RALLY MEMBERS

Engage and activate the Union



#IUCN70

KEY MESSAGES



#IUCN70

OPTIMISM

The world is heading down the right path, but there are many challenges to overcome

URGENCY

The window of opportunity to act is closing

DELIVERY

The world needs IUCN more than ever; only when united can we travel the road to sustainable development



COMMUNICATIONS

ONE PROGRAMME APPROACH

- CEC and Secretariat working closely together
- CEC leading on visual identity
- 70th Task Force – GCU coordinating
- Regions, Council, Members, Commissions contributing

CREATING COMPELLING MATERIALS TO ACTIVATE THE UNION!



#IUCN70

COMMUNICATIONS OUTPUTS

70th ANNIVERSARY TOOL KIT

- Logo and visual identity; brand book
- Key messages
- Events calendar and timeline
- IUCN factsheet
- Short, shareable history of IUCN
- Photo gallery
- Templates for invitations, posters and other collateral
- Draft speech and talking points



#IUCN70

COMMUNICATIONS OUTPUTS

VISUAL IDENTITY & TAGLINE



#IUCN70

- Emphasise Union and relevance
- Maintain current brand identity
- Works well with IUCN publications and partner logos

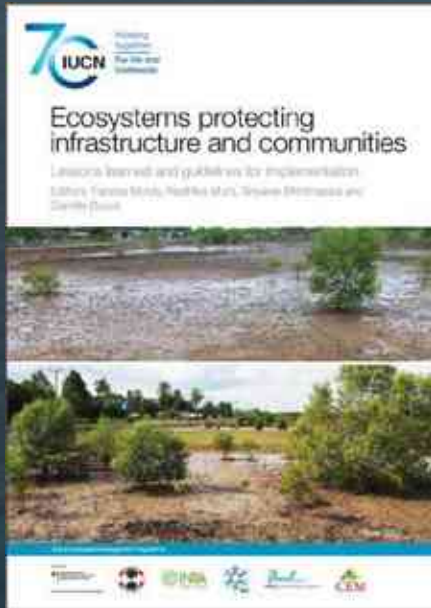


COMMUNICATIONS OUTPUTS

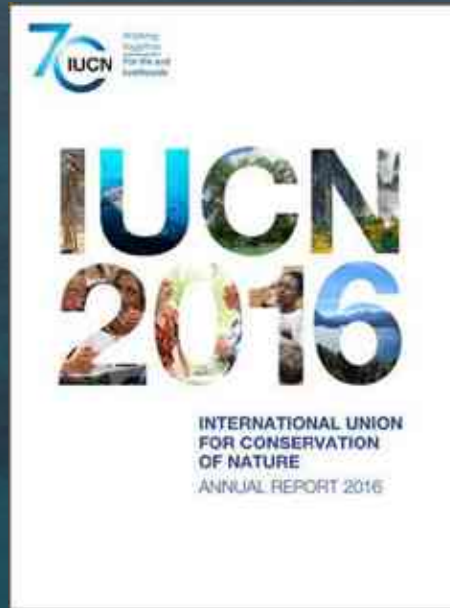
VISUAL IDENTITY & TAGLINE



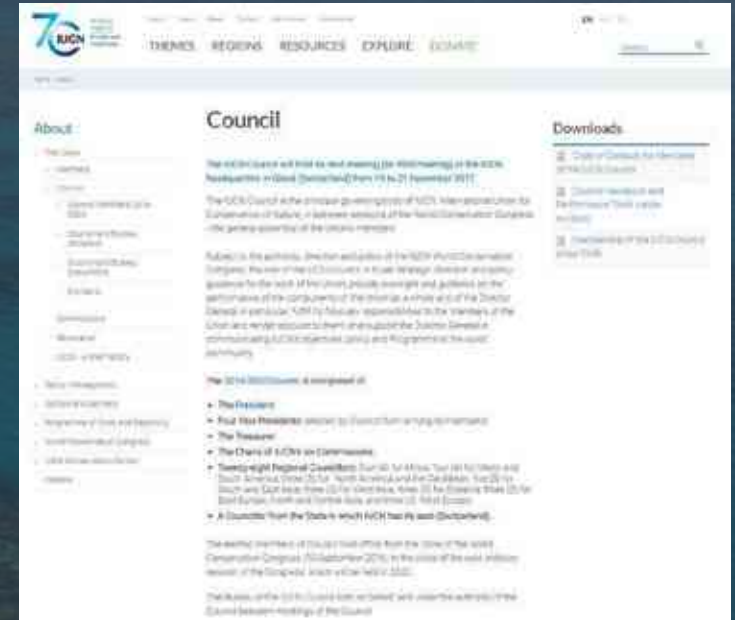
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IUCN Publication



IUCN Annual Report



IUCN Website

COMMUNICATIONS OUTPUTS

NEW BLOG

- Member to Member forum, but publically accessible
- Debate and opinion about current and/or controversial issues
- Position IUCN as forward-thinking, expert and relevant
- Establish IUCN and nature as important contributors in addressing global priorities such as climate change



#IUCN70



COMMUNICATIONS OUTPUTS

70TH ANNIVERSARY WEB PORTAL

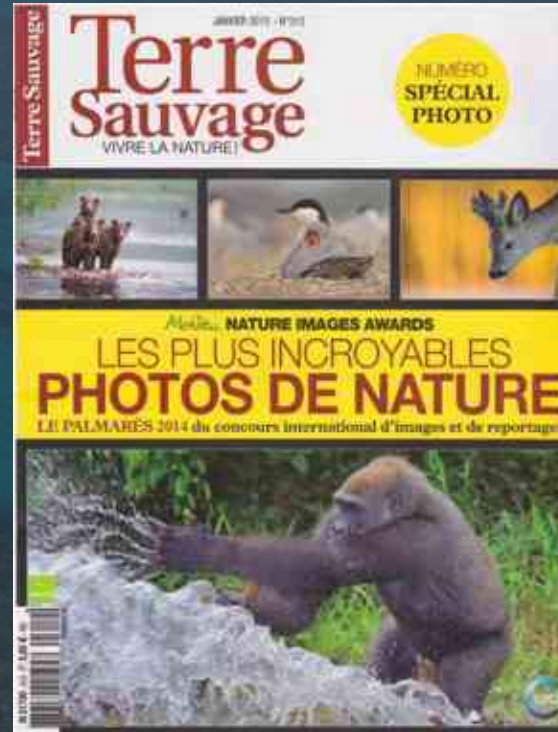
- The go-to place for all 70th updates, information and templates
- History and timeline
- Image gallery
- Events and related news
- Links to content: blog, resolutions, impact brochure, etc.
- Testimonials and other inspiration



COMMUNICATIONS OUTPUTS

TERRE SAUVAGE

- Special issue
- Reaches key francophone audiences
- More than just environmentalists
- Increasing IUCN's standing and visibility
- Potential children's version reaches youth and parents



COMMUNICATIONS OUTPUTS - CALENDAR



#IUCN70

- Online
- Coordinate across Union
- Updated with new events as they come in

<p>JAN</p> <p>*Celebration with IUCN National Committee of Finland, which also celebrates its 50th Anniversary</p>	<p>FEB</p>	<p>MAR</p> <p>Celebration event hosted by the IUCN Water Programme at the World Water Forum in Brasilia, Brazil</p>
<p>APR</p> <p>Celebration during Council meeting, Gland</p>	<p>MAY</p> <p>Bonn Challenge Latin America, in Guatemala</p>	<p>JUN</p> <p>Event in Geneva Institute for International Studies</p>
<p>JUL</p> <p>*High-level Political Forum on Sustainable Development in New York</p>	<p>AUG</p> <p>IUCN Asia Regional Members' Committee meeting in Bangkok</p>	<p>SEPT</p>
<p>OCT</p> <p>Commemorative anniversary event with IUCN Council at the World Leaders Conservation Forum in Jeju, South Korea</p>	<p>NOV</p> <p>Event/celebration at UNCBD COP14, Egypt</p>	<p>DEC</p> <p>Event/celebration at UNFCCC COP 24</p>

TBC Q2 - *Celebration event hosted by IUCN National Committee of Sweden, linked to High-level Oceans Risks conference

* To be confirmed

A GLOBAL CELEBRATION



#IUCN70



SWEDEN
Q2

FINLAND Q1

SWITZERLAND
Q2

POLAND Q1

EGYPT Q4

SOUTH KOREA
Q4

THAILAND
Q3

BRAZIL Q1

GUATEMALA
Q2

USA
Q3



#IUCN70

MEASURING SUCCESS

- Post-anniversary report
- Event impact
- New relationships
- Communications impact metrics
- Increase in Union membership

MAKING IT HAPPEN

- Limited budget initiative
- GCU and CEC will facilitate, create core materials and track
- All parts of the Union to support implementation
- Enthusiastic support from Patrons of Nature
- Ideas welcome; helping hands even more so!



#IUCN70

ROLE FOR IUCN COUNCIL



#IUCN70

CONTENT

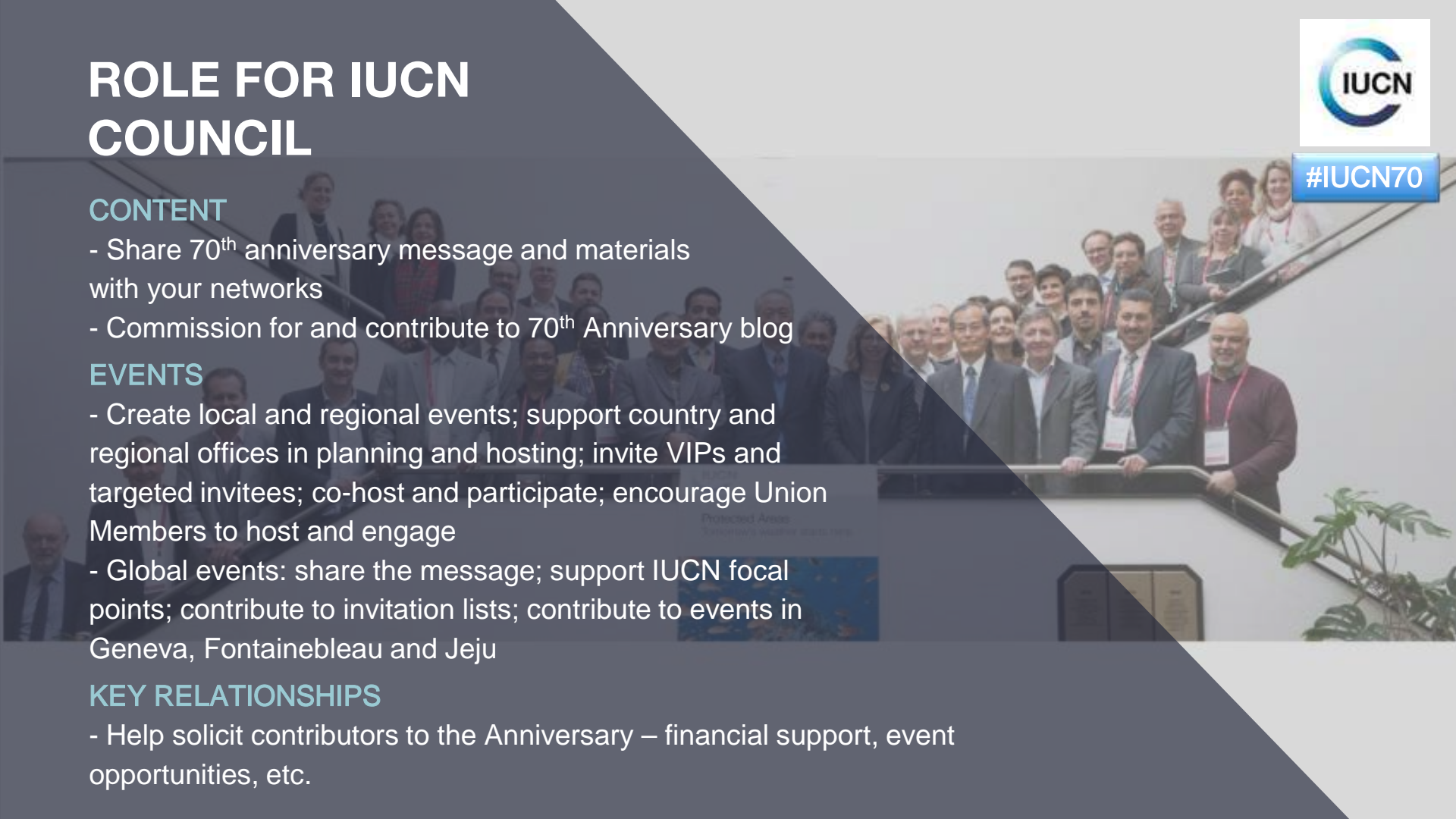
- Share 70th anniversary message and materials with your networks
- Commission for and contribute to 70th Anniversary blog

EVENTS

- Create local and regional events; support country and regional offices in planning and hosting; invite VIPs and targeted invitees; co-host and participate; encourage Union Members to host and engage
- Global events: share the message; support IUCN focal points; contribute to invitation lists; contribute to events in Geneva, Fontainebleau and Jeju

KEY RELATIONSHIPS

- Help solicit contributors to the Anniversary – financial support, event opportunities, etc.



NEXT STEPS

DECEMBER 2017

Launch website and tool kit

EARLY 2018

Launch blog

THROUGHOUT 2018

Support Union, programme and regional 70th anniversary events, articles, stories and campaigns



#IUCN70



Working
together
For life and
livelihoods



#IUCN70

THANK
YOU!



Working
together

For life and
livelihoods



93rd Meeting of the IUCN Council, Gland (Switzerland), 19-21 November 2017

Agenda Item 6

IUCN 2018 Workplan and Budget

Origin: Director General

REQUIRED ACTION

Council is invited to approve the IUCN 2018 Workplan 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 2018 Workplan and Budget will be discussed by the Programme and Policy Committee / PPC (with emphasis on the Workplan) and the Finance and Audit Committee / FAC (with emphasis on the Budget) on Sunday 19 November 2017.

The Director General will present the highlights of the IUCN 2018 Workplan and Budget to Council as part of her Report to Council under Agenda Item 3 on Monday morning 20 November 2017.

The 2018 Workplan and Budget will be discussed together with the recommendations of the PPC and FAC, and a decision will be taken, under Item 6 of the plenary meeting of the Council on Tuesday morning 21 November 2017.

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EXECUTIVE SUMMARY

1. 2018 Workplan

The 2018 Workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions. It reports on progress against the 2017 plan and what will be delivered in 2018, based on the 4 year results established at the beginning of the intersessional period (February 2017).

Throughout 2017, there has been significant progress on improving and further developing the Programme and Project Portal. The Portal was the primary data source for the mid-year and 2018 budgeting exercises. Links with the finance systems were strengthened through exports between the Portal and the finance systems and data uploaded for previous budget years.

2018 portfolio data shows an increase of 19% in the average value of projects compared to 2017, confirming a small but real move from 'retail to wholesale'. Average duration and total number of projects did not vary significantly. This trend is also supported by donors' contributions, where IUCN's 16 biggest donors represent 71% of the total 2018 project budget.

IUCN's 2018 project portfolio is globally distributed, with the highest concentration of projects in Vietnam, Cameroon, Kenya and Thailand. For the first time, data extracted from the Programme and Project Portal¹, as well the use of visualisation tools, have strengthened the description of the state of the project portfolio. IUCN will continue to examine how to further exploit data and the emerging possibilities offered by the increasing sophistication of the Programme and Project Portal.

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 40% and 20% of all budget allocations respectively. On the Aichi Targets, Target 15 (Ecosystems restored) received the highest percentage, with an increase in the contribution to other targets including: Target 11 (Protected Areas), Target 12 (Extinction Prevented), and Target 14 (Ecosystem Services safeguarded).

At least a quarter of projects directly engage Members, Commissions or Committees through project implementation. The nature of that engagement and its adequacy for achieving programmatic objectives will need to be further explored in 2018.

The IUCN Workplan 2018 is presented against each of the 30 IUCN Programme 2017-2020 Targets. The Executive Summary provides a synthesis of the 2017 and 2018 highlights organised by sub-results (see Table 1 for an overview of sub-results and targets in the IUCN Programme 2017-2020).

Valuing and conserving nature

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

In 2017, **IUCN generated assessments based on IUCN Standards.** The Red List of Threatened Species published 2,415 species assessment and 1,233 species re-assessments. The Red List of Ecosystems conducted three assessments and it worked in the development of a framework for global ecosystem typology. Green List Standards and Governance procedures were developed and implemented in Colombia and Peru. Key Biodiversity Areas were identified in Bangladesh and Senegal. IUCN 2017 publications had over 600,000 downloads and 97 scientific papers listed IUCN affiliation.

In 2018, **15,000 additional RLS assessments and 2,000 additional RLS re-assessments are planned.** Seven countries are to conduct national RLE assessments and Green List assessments are

¹ The Portal was developed to provide an online, centralized information system as the primary source of all project related information. It comprises a database of basic project information in the form of a project data sheet for each project. These collectively provide standardised, transparent and relevant information across the IUCN portfolio.

to be conducted in at least 60 Protected Areas worldwide. Five additional Key Biodiversity Areas will be identified. IUCN expects for an additional 500,000 downloads of IUCN publications, and 100 scientific papers listing an IUCN affiliation. The 2018 edition of the Protected Planet Report is to be launched at CBD COP-14.

Table 1 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

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

In 2017, IUCN influenced key global policy processes for better integration of nature for sustainable development including the CBD, UNCCD, UNFCCC, SDG, CITES, Ramsar and the World Heritage Convention through positions papers, guidance and recommendations. To combat illegal wildlife trafficking, TRAFFIC continued to support the operations of EU-TWIX, used by 900 European law enforcement officials and a similar system in Central Africa.² IUCN also informed and

² TRAFFIC is a strategic alliance of IUCN and WWF.

influenced investment screening criteria and business plans in Tanzania, India and Thailand. Gross Ecosystem Product assessments were completed in two pilot locations in China.

In 2018, **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 and the SDGs). Key knowledge products, including the Other Effective Area-Based Conservation Measures Guidance and the 2018 Protected Planet Report, will be used to inform CBD COP-14 and other Multilateral Environmental Agreements (MEAs). IUCN also plans for an additional 12 countries to access national information from the global Red List using the Integrated Biodiversity Assessment Tool (IBAT) and two new Gross Ecosystem Product pilot assessments are to be completed in China.

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

In 2017 **IUCN's project portfolio made demonstrable contributions to species and ecosystems conservation** through grant-making initiatives including CEPF, SOS (African Wildlife Initiative and Madagascar), the Integrated Tiger Habitat Conservation Programme (ITHP), BEST 2.0 and MFF. The Green List is also supporting the expansion of protected areas by providing training and promoting Green List nominations in Vietnam. IUCN also supported Invasive Alien Species eradication by generating knowledge, including work on the development of indicators for Aichi Target 9 and SDG Target 15.8 as well as developing tools at the regional level in the Mediterranean. Underpinning this work and supporting awareness raising, #NatureForAll worked with 175 partners and generated 20 success stories.

In 2018, **conservation actions for species and ecosystems are to include** CEPF, SOS (African Wildlife Initiative and Madagascar), ITHP and BEST 2.0. IUCN will aim to influence the expansion of protected area networks through the Green List. Ten countries in Central and West Africa are to commit to expand and secure their protected areas. Work on Invasive Alien Species will continue through participation in the Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDG) and the Biodiversity Indicators Partnership (BIP), completing the consultation on the Environmental Impact Classification of Alien Taxa (EICAT), and new invasive species profiles added to the Global Invasive Species Database. #NatureForAll will seek to attract 30 more partners and generate 15 more success stories.

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.*

In 2017, **IUCN agreed on a set of NRGF principles** and a strategy document was prepared to enhance engagement of IUCN Secretariat and Commissions in the next phase of work on the development of an NRGF standard. NRGF tools have been applied in the Kilombero Valley as part of the SUSTAIN initiative. The ICCA Initiative (Support to indigenous peoples' and community conserved areas and territories) also produced governance assessments in seven countries and 12 CEPF grants supported community-led protected area governance systems within priority KBAs in Indo-Burma.

In 2018, the **NRGF standard and tools will be further disseminated and promoted** within at least two IUCN Regions and with two IUCN Members. It is also envisaged that the NRGF will be used to align existing IUCN governance-related tools. ICCA assessments will be conducted in five more countries. IUCN will facilitate the first-ever indigenous Member-led and self-determined strategy and mechanisms that mobilise, engage and coordinate action on conservation and natural resource management and indigenous rights, at the global, regional and national levels.

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.*

In 2017, **IUCN worked towards strengthening the consideration and integration of gender in governance** through the creation of and support to Gender Task Forces in Cameroon, Ghana, and Uganda. Data and analysis from the Environment and Gender Information (EGI) platform on gender-specific roles and gender-disaggregated contributions to sustainable development was used in several countries. IUCN delivered targeted capacity building for enhanced natural resource

governance to over 3,500 community members, government officials, academic institutions, and private sector representatives including through the use of innovative online platforms. IUCN also helped establish local water governance platforms in three sub-basins in Tanzania and Mozambique.

In 2018, **IUCN will support the development and implementation of climate change Gender Action Plans (ccGAPs) in at least two 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

In 2017, IUCN supported **transboundary water management** through the establishment of a multistakeholder Technical Advisory Group (TAG) in the 3S Basin (Sesan River, Sekong River and Sre Pok River); the development of a regional GBM basin (Ganges-Brahmaputra-Meghna); the strengthening of climate change adaptation and watershed governance capacities of the Binational Commission for the Sixaola River Basin (Costa Rica - Panama); and the Goascorán River Basin (Honduras - El Salvador). On high seas and polar governance, IUCN participated in the Oceans/SDG 14 conference to highlight the importance of a global agreement on the high seas. Thanks to IUCN efforts, the Ross Sea was declared the first protected area in Antarctica. At the national level, IUCN supported four countries to revise their NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs. Two countries were supported to ratify the Nagoya Protocol.

In 2018, IUCN will continue supporting **transboundary water governance** in the Goascorán river basin (Honduras - El Salvador) and the Sixaola River Basin (Costa Rica - Panama). 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, 11 countries will continue implementing nature based solutions relevant to NBSAPs and two more countries will receive support for NBSAP implementation, four countries will receive support to complete UNFCCC National Reporting and an additional country will be supported to ratify Nagoya protocol.

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

In 2017, **IUCN supported the development of People in Nature (PiN)** by identifying key features of benefits assessment of species trade and use. IUCN also supported national and subnational forest landscape restoration and REDD+ strategies to incorporate conservation and recovery of species and ecosystems. Two Restoration Opportunities Assessment Methodology (ROAM) reports assessed the economic, social and environmental benefits of Nature based Solutions at subnational level in Colombia and Peru. This will contribute to the collection of evidence base on successful NBS standards which will be tested and published. The Restoration Opportunity Optimization Tool (ROOT) was applied in Costa Rica.

In 2018, **IUCN will initiate pilot tests of PiN approach** and methodology in two sites in Honduras and Malawi to co-generate knowledge and evidence of importance of species and ecosystems for livelihoods and culture and to provide the basis for community land management plans. IUCN will continue to support implementation of national and subnational restoration strategies in Guatemala, Honduras, Mexico and Nicaragua. IUCN will deliver two ROAM reports demonstrating how the Bonn Challenge can serve as an implementation vehicle for fulfilling multiple international commitments such as the SDGs, Aichi Targets, Paris Agreement, and Land Degradation Neutrality. ROAM and ROOT will be applied at the national and subnational 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

In 2017, **ecosystem stewardship was enhanced** through a range of on-ground and policy-level actions including twelve CEPF grants which supported co-management and benefit sharing mechanisms in the Sino-Vietnamese Limestone Mountains, the Mekong River, the Tonle Sap, and Myanmar. IUCN also produced analyses for the inclusion of gender in the restoration strategies of Honduras, Costa Rica and the Yucatan Peninsula. Gender Task Force units were established, endorsed by governments and integrated as components of the REDD+ governance architecture in Cameroon, Ghana and Uganda. A Gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map was developed. IUCN also worked with the Brazilian Ministry of Environment and local governments to promote financial mechanisms for implementing and scaling-up EbA measures.

In 2018, IUCN will upscale its training for gender responsive FLR in South America. Five gender road maps will be developed to deliver FLR strategies that support the active participation of women and youth. **IUCN will publish a paper on women as agents of change in water diplomacy, which will be promoted at the 8th World Water Forum.** IUCN will continue to work with the Ministry of Environment of Brazil to trigger a debate on EbA at the national level, engaging different secretaries and Ministries with a view to unlocking further EbA-related funding.

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

In 2017, **IUCN's comparative advantage as convener and provider of sound remediation advice continued to be recognised**, with an agreement of a long term monitoring programme with the Nigerian government and Shell Nigeria (SPDC) on the implementation of Niger Delta Panel (NDP) recommendations as well as the establishment of an Independent Panel for the Rio Doce watershed in Brazil. Investment screening criteria relating to inclusion, sustainability and biodiversity was pilot tested by the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), businesses and financing institutions in Tanzania. IUCN also supported the growth of the Bonn Challenge allowing for the 150 m ha milestone to be crossed.

In 2018 the **Rio Doce Independent Panel will provide technical guidance for major restoration in the watershed in Brazil**, and the five year monitoring plan will be initiated with the SPDC. IUCN will continue promoting commitments to the Bonn Challenge, and Brazil will host the Third Bonn Challenge High Level Round Table meeting. Support to the establishment of protected areas at the regional and country level will continue.

Closing considerations

In **setting the course for the preparation of the 2019 workplan exercise and beyond**, the following areas will be examined over the coming months:

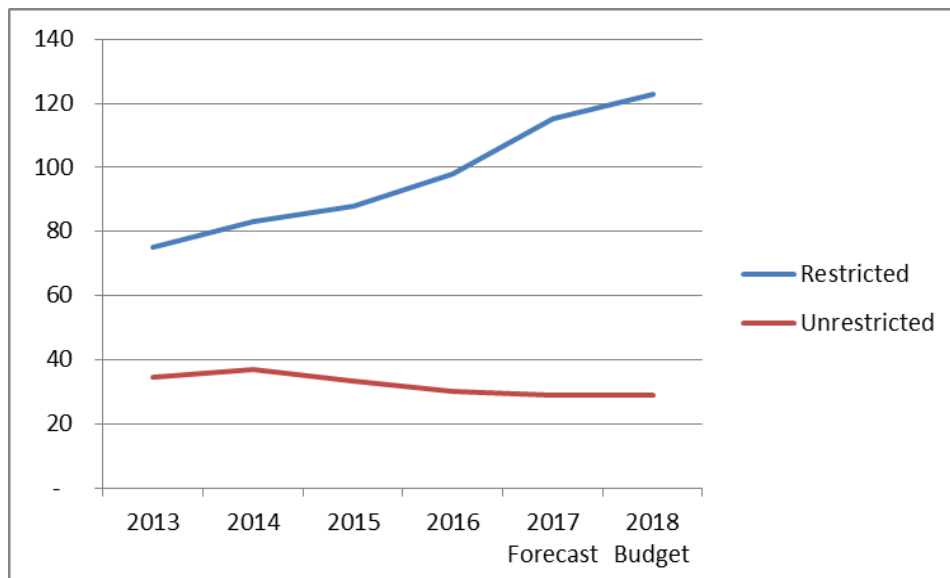
1. **Progress towards the 2020 targets.** The 2018 Workplan development process has highlighted a number of issues that IUCN will need to address in order to effectively demonstrate progress towards the 2020 targets. These include strengthening data governance and data quality, finalising the selection of appropriate 2020 targets, confirming the measurability of indicators against data availability and data quality, strengthening the alignment of project, Programme and SDG indicators, and adopting a progress measurement approach.
2. **Coherence of programmatic planning and reporting.** Developed in 2017, as part of the Secretariat organisational change process, "Business Lines" group thematically linked programmes into a cohesive structure based around a detailed theory of change. Business Lines offer a structure which has the potential of more clearly linking and demonstrating project portfolio contribution to IUCN Targets and SDGs. They are IUCN's main story lines and will henceforth be used to build robust and compelling narratives of portfolio contribution to SDGs.

3. **Portfolio compliance with standard technical publishing frameworks**, such as the International Aid Transparency Initiative (IATI) Standard. In 2017, IUCN registered and published its first project data to IATI Standard. The benefits and costs of adherence to the IATI standard should be assessed in deciding whether full portfolio compliance is warranted. IATI requires adherence to data quality measures, which should help provide a benchmark of IUCN's performance in its own right.
4. **Accessibility of key information.** Projects are a core impact delivery mechanism. Project result frameworks and annual technical progress reports should be made available through the Programme and Project Portal. To facilitate this, the Portal will have to be expanded to allow for uploads of these reports.
5. **Linking annual Workplan, framework partner report, and corporate report.** Currently the annual Workplan, framework partner report, and annual corporate report are three separate exercises. Linkages between them should be strengthened to make full use of relevant information across IUCN reporting and outreach. IUCN Secretariat will experiment with this approach during 2018.

2. 2018 Budget

The 2018 budget reflects a rising level of restricted income and a stabilization of the level of unrestricted income as shown in Figure 1 below.

Figure 1 Income trends, CHFm



The increase in restricted income is supported by a growing project portfolio, driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds and by focussing on large-scale programmatic initiatives that are well aligned with donor priorities. Significant resources are being received from the European Commission, Germany (KfW and BMUB), the US (USAID), Sweden (Sida) and many others.

Unrestricted income has stabilized. Membership dues remain at a similar level to 2017. Framework income is marginally lower than forecast for 2017 but this is compensated by growth in the Patrons of Nature initiative.

Investment of core resources in global and regional programme remains at a similar level to 2017; the only significant change being additional investment in the Economic Knowledge programme which will increase IUCN's capacity to provide economic analysis and policy options to address the drivers of biodiversity loss. Table 2 below shows the overall budget.

Table 2 Budget summary

	2016	2017	2018	2018
CHF m	Actual	Forecast	Budget	Plan
Total budget				
Income	128.3	144.0	151.7	137.0
Expenditure	128.5	143.8	151.4	137.0
Operating result	(0.2)	0.2	0.3	-
Exceptional costs	-	(0.7)	-	-
Transfers (to)/from designated reserves	0.6	(0.5)	(0.3)	-
Net result	0.4	(1.0)	0.0	-

A total expenditure budget of CHF 151.4m is proposed for 2018. This compares to a 2017 forecast of CHF 143.8m and the 2017-20 Financial Plan projection of CHF 137m.

The budgeted operating result for 2018 is CHF 0.3m and a breakeven result after taking into consideration budgeted transfers to designated reserves to fund the Regional Conservation Fora that will take place in 2019.

The budget comprises a core (unrestricted) budget and a project (restricted) budget as summarised in Table 3 below.

Table 3 Summarised core budget and project budget

	2016	2017	2018	2018
CHF m	Actual	Forecast	Budget	Plan
Core budget				
Core income	30.2	28.8	29.0	28.0
Cost recovery	36.9	41.5	40.1	37.0
Total income	67.1	70.3	69.1	65.0
Expenditure	67.3	70.1	68.8	65.0
Operating result	(0.2)	0.2	0.3	-
Project budget				
Income	98.1	115.2	122.7	109.0
Expenditure	61.2	73.7	82.6	72.0
Cost recovery	36.9	41.5	40.1	37.0
Total expenditure	98.1	115.2	122.7	109.0
Operating result	-	-	-	-

The core budget is slightly lower than the 2017 Forecast (2018 expenditure: CHF 68.8 vs 2017: CHF 70.1) as a result of slightly lower levels of cost recovery³ from the project portfolio. This is a result of a change in the mix of delivery models and a growth in grant making and implementing agency models that require less IUCN staff time as a proportion of total project costs.

The project budget shows an increase from CHF 115.2m in 2017 to CHF 122.7m in 2018, reflecting project portfolio growth.

³ Cost recovery represents the value of operating costs that are charged to the project portfolio and hence “recovered” from project funds. It is shown as an income in the core budget and a corresponding cost in the project budget. The two net out on consolidation.

PART 1: THE 2018 WORKPLAN

The 2018 Workplan 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 Workplan for 2018, the second 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 Workplan is drawn from IUCN's global thematic programmes, Commissions and Regions. It provides a high-level snapshot of 2017 progress, and highlights key aspects of IUCN delivery in 2018 against the IUCN Programme 2017-2020 Targets, SDGs and Aichi Targets.

For the first time, it makes extensive use of portfolio data extracted from 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. It comprises a database of basic project information in the form of a project data sheet for each project. These collectively provide standardised, transparent and relevant information across the IUCN portfolio.

There has been significant progress on improving and further developing the Programme and Project Portal. The Portal was the primary data source for the mid-year and 2018 budgeting exercises. Links with the finance systems were strengthened through exports between the Portal and the finance systems and data uploaded for previous budget years. Work continues on system integration to reduce duplicate data entry between systems and to strengthen the correctness and completeness of the finance data in the Portal. In 2017 and into 2018 work continues to align the Portal with other IUCN systems, e.g. Constituency Management System (CMS), Human Resources Management System (HRMS) and NAV finance system, to further integrate and align data capture, reduce time needed to input data and reduce error rates.

In 2017, IUCN Targets and Indicators were linked to projects in the portal. The Indicator baseline and Target value data was entered for all projects in the Portal. 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 Q1 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 2018 with additional updates and releases to further strengthen the online system through user experience and feedback.

2. State of the Project Portfolio

2.1 General overview

In the 2018 budget, the average value of projects has increased by 19% over 2017 budget values while average duration and total number of projects did not vary significantly (

Table 4). The increase in average value was driven by several large scale programme initiatives, e.g. BIOPAMA II, and demonstrates a positive move towards 'retail to wholesale' ambitions of significantly increasing the average value of each project in the portfolio.

Table 4 Basic portfolio information for 2017/2018⁴:

	Budget 2017	Budget 2018	Change
Number of projects	441	410	-5%
Average duration (yrs)	3.1	3.18	+3%
Median duration (yrs)	3.0	3.00	0%
Average project value (m CHF)	1.13	1.35	+19%
Median project value (m CHF)	0.24	0.39	+62%

Figure 2 Top 2018 project portfolio donors (n=179 donors)⁵



IUCN's 16 biggest donors represent 71% of the total 2018 project budget (

Figure 2), with the European Commission responsible for over 16% of total project portfolio contribution alone (CHF 21.5m). 163 other donors make up the remaining 29% of the total 2018 project budget.

IUCN's 2018 project portfolio is globally distributed (Figure 3), with the following key characteristics:⁶

- The highest concentration of projects is in three Statutory States: Vietnam, Cameroon, Kenya and Thailand (Table 5).⁷
- Europe (16) and East and Southern Africa (16) have the highest number of projects at the Operational Region level of project mapping (Figure 4)⁸. It should also be noted that Globally-tagged projects (65) are included in this map⁹.

⁴ Average size of projects was calculated based on the whole value of projects through their lifetime. B projects are included and their value is factored. Framework funded projects were excluded from analysis.

⁵ The values are for 2018 only. Excludes framework-funded projects.

⁶ The total of projects taken into account for the analytics is equal to 261. Out of the total number of projects, these ones selected a geographical location.

⁷ IUCN's operational regions coordinate projects in States (Statutory States) according to Article 5 (a) and Regulation 36 of [IUCN Statutes](#).

⁸ Projects are allocated at the Operational Region level if they have not been split by Statutory State in the Portal.

⁹ IUCN's operational regions coordinate the regional programme, the project portfolio and its budget.

- IUCN’s 2018 project portfolio shows the highest level of investment in Burkina Faso, Brazil, Honduras and Mozambique (Figure 5). Half of the top ten Statutory States by 2018 project budget are in Africa.
- Projects budgets are allocated at the Operational Region level (Figure 6) if they haven’t identified a Statutory State in the Portal. East and Southern Africa (CHF 4.17m) has the highest level of projected 2018 project budget not tagged down to Statutory State level. It should be noted that Globally-tagged projects (CHF 11.98m) are included in this map though they represent a different level of project allocation.

Figure 3 Number of projects per Statutory State¹⁰

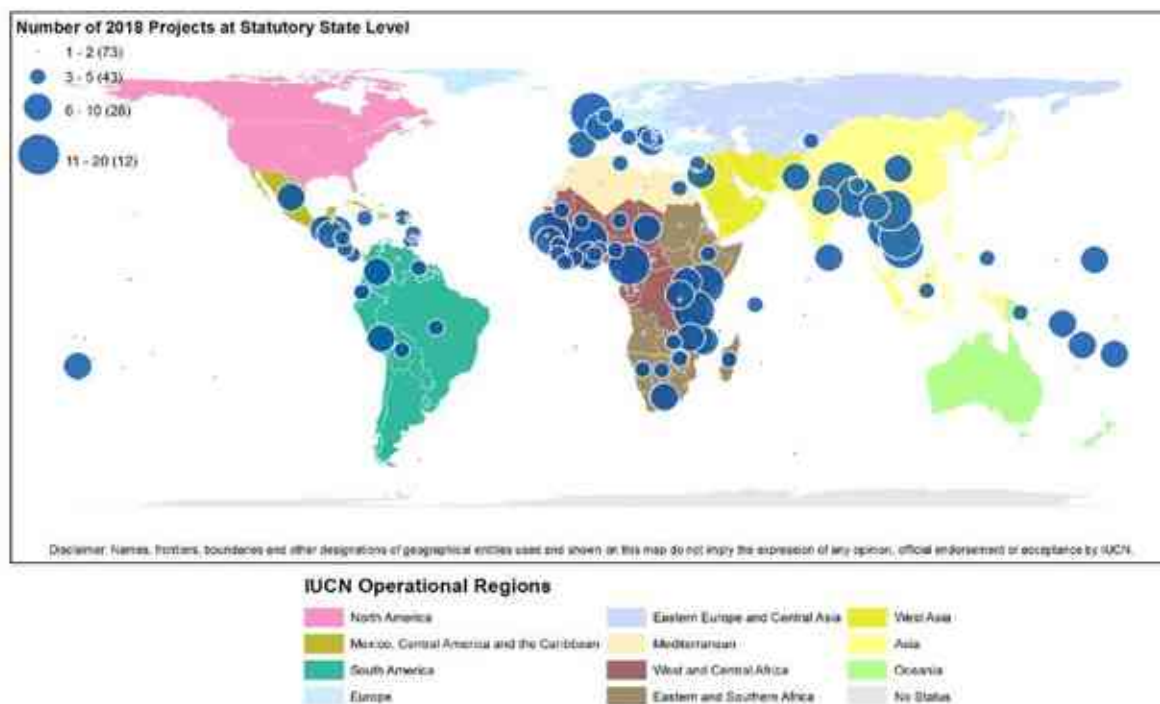


Table 5 Statutory states with most projects

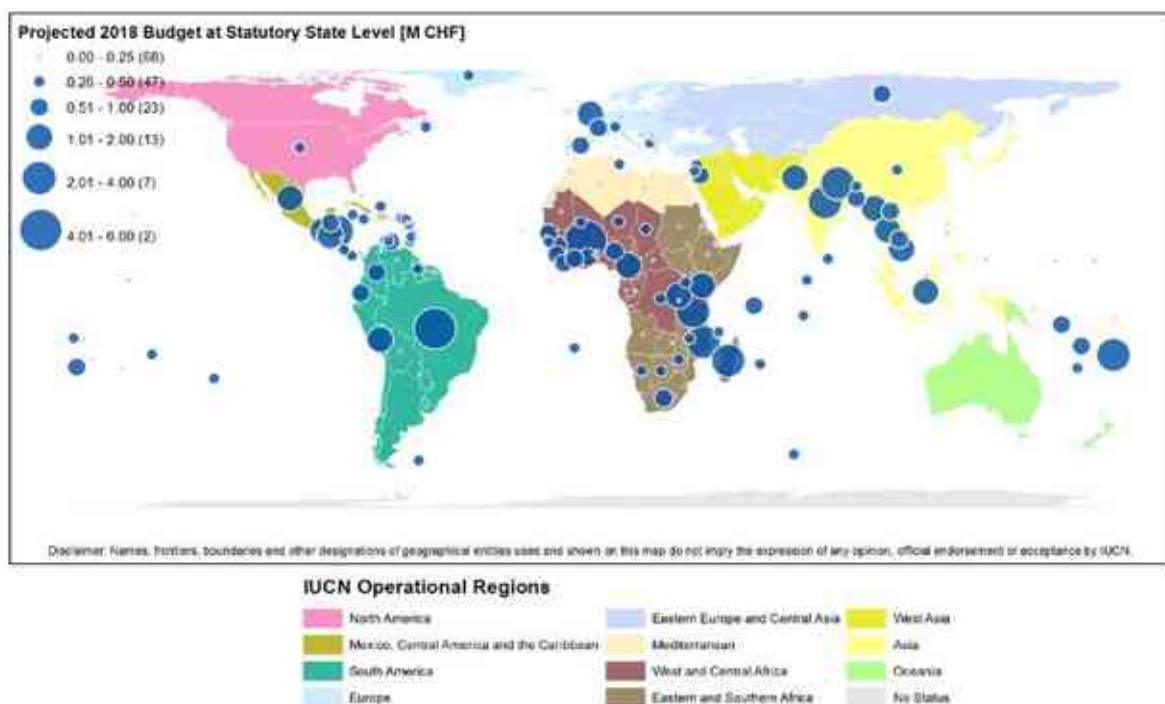
Number of Projects	Statutory States
17	Viet Nam
16	Cameroon
15	Kenya, Thailand
14	United Kingdom of Great Britain and Northern Ireland
13	Cambodia, Nepal
12	Lao People's Democratic Republic, Mozambique
11	Burkina Faso, Spain, United Republic of Tanzania
10	Honduras, India, Myanmar, Senegal, Sri Lanka
9	Fiji, Pakistan, Vanuatu
8	Ghana, Guatemala, Peru, Solomon Islands, Uganda

¹⁰ Figure 3 shows the number of projects in Statutory States represented by the size of circles. The legend indicates the number of projects and the correspondent number of Statutory countries (in parenthesis). For e.g. 12 countries worldwide have from 11 to 20 projects.

Figure 4 Number of projects allocated at Operational Region level¹¹



Figure 5 2018 project budget per Statutory State¹²¹³



¹¹ Figure 4 shows the number of projects by Operational Region level represented by the size of circles. The legend indicates the number of projects and the correspondent number of Operational Regions (in parenthesis). For e.g. two regions have from three to five projects.

¹² Figure 5 shows the projected 2018 budget in Statutory States (M CHF) represented by the size of the circles.. The legend indicates the projected budget size and the correspondent number of Statutory countries (in parenthesis). For e.g. seven countries have a projected budget from CHF 2M to CHF 4M.

¹³ The values are for 2018 only. The 2018 portfolio data includes both signed and projects under negotiation (C and B status respectively). The projected 2018 value for budgets under negotiation takes into account likelihood of signing. Excludes framework-funded projects.

Figure 6 Projected 2018 project budget at Operational Region level¹⁴¹⁵

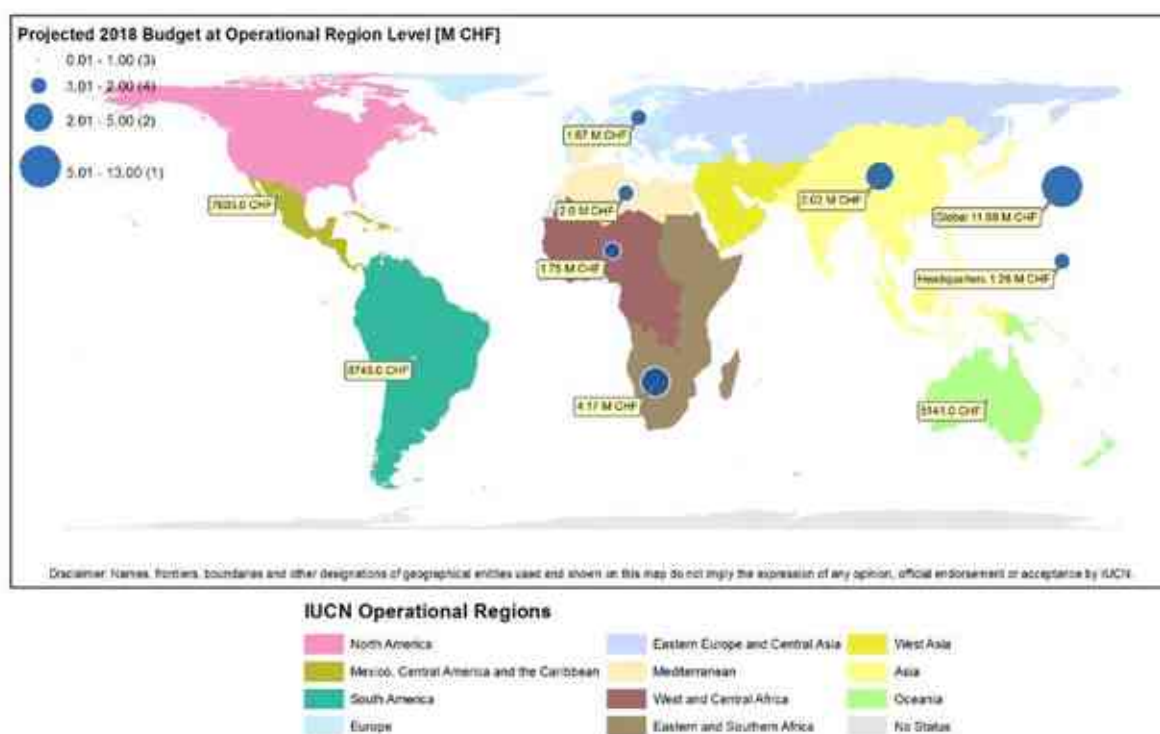


Table 6 Top 10 Statutory States by 2018 project budget

Project budget (million CHF)	Statutory State
5.64	Burkina Faso
4.49	Brazil
3.66	Honduras
3.59	Mozambique
3.16	India
2.54	Tanzania, United Republic of
2.46	Fiji
2.2	Nepal
2.04	Madagascar
1.94	Cameroon

¹⁴ Figure 6 shows the projected 2018 budget at Operational Region level (M CHF) represented by the size of the circles. The legend indicates the projected budget size and the correspondent number of Operational Regions (in parenthesis). For e.g. four regions have a projected budget between CHF 1M to CHF 2M.

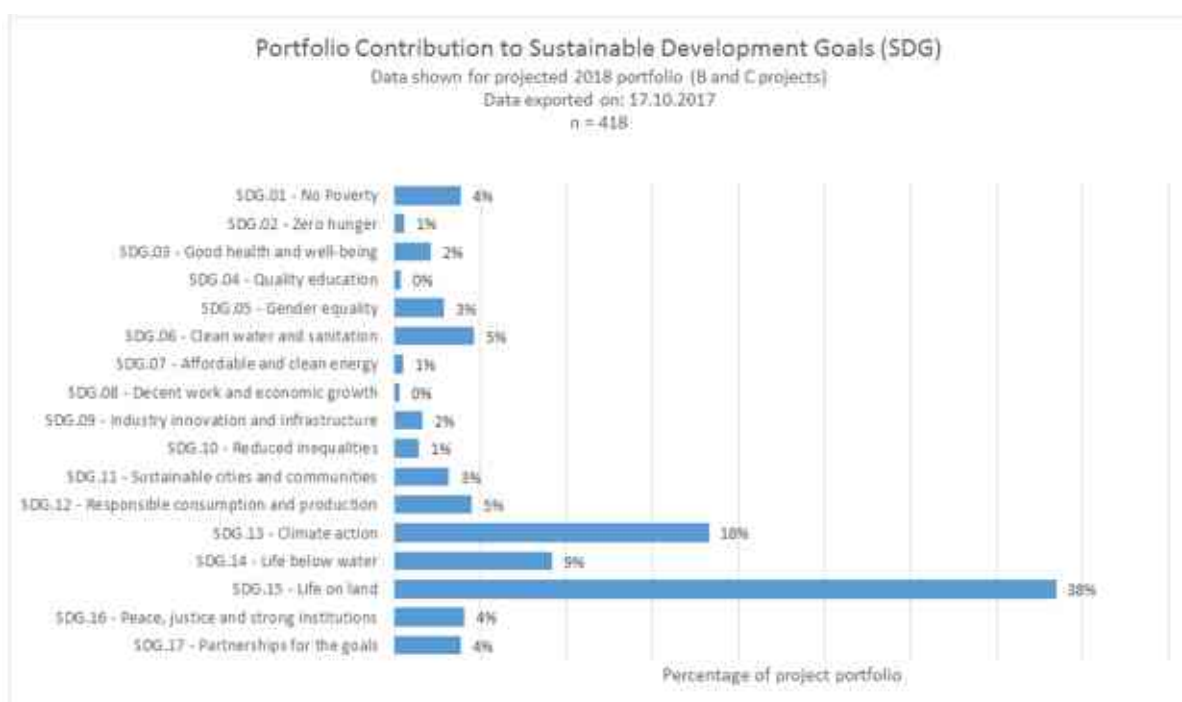
¹⁵ The values are for 2018 only. The 2018 portfolio data includes both signed and projects under negotiation (C and B status respectively). The projected 2018 value for budgets under negotiation takes into account likelihood of signing. Excludes framework-funded projects. Headquarters has been assigned an arbitrary position on the map to show its projected budget in the graph.

2.2 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 7).

The 2018 IUCN portfolio contribution to the SDGs does not differ significantly from 2017. SDG 15 Life on Land continues to account for the highest level of project mapping, accounting for nearly 40% of all project budget allocation. SDG 13 Climate action accounts for the second highest allocation, at nearly 20% of all project budget allocations. 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 7 2018 IUCN project portfolio and the Sustainable Development Goals¹⁶



2.3 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 8).

The 2018 project budget mapping to Aichi Targets is largely consistent with 2017. 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). This represents a slight change from the 2017 mapping exercise, in which Target 15 (Ecosystems restored) received the highest percentage of project budget tagging. 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.

¹⁶ Percentages are calculated from 2018 values only. Includes framework-funded projects. 6% of data is missing.

Figure 8 2018 IUCN project portfolio and the Aichi Targets¹⁷



2.4 The IUCN Portfolio and the One Programme

At least a quarter of projects directly engage Members, Commissions or Committees (Figure 9). The nature of that engagement and its adequacy for achieving programmatic objectives will need to be further explored in 2018.

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

The 2018 project portfolio is mapped against the IUCN Programme 2017-2020 and its Sub-results (Figure 10). For 2018 there has been a significant increase in project portfolio mapping to Global Result 1 (Valuing and Conserving Nature) which increased from 36% in 2017 to 45% in 2018. There has been a corresponding decrease in mapping to Global Result 2 (down from 29% to 24%) and Global Result 3 (down from 35% to 28%). A change in the data model used to generate these values in 2017 may be the cause for this variation between 2017 and 2018.

¹⁷ Percentages are calculated from 2018 values only. Includes framework-funded projects. 8% of data is missing.

Figure 9 Percentage of projects that engage Members, Commissions or Committees¹⁸

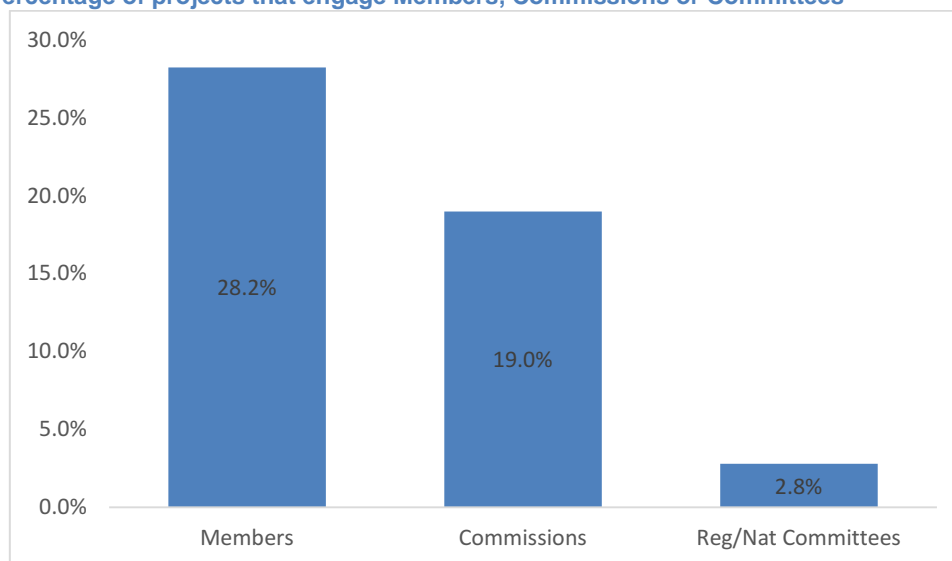
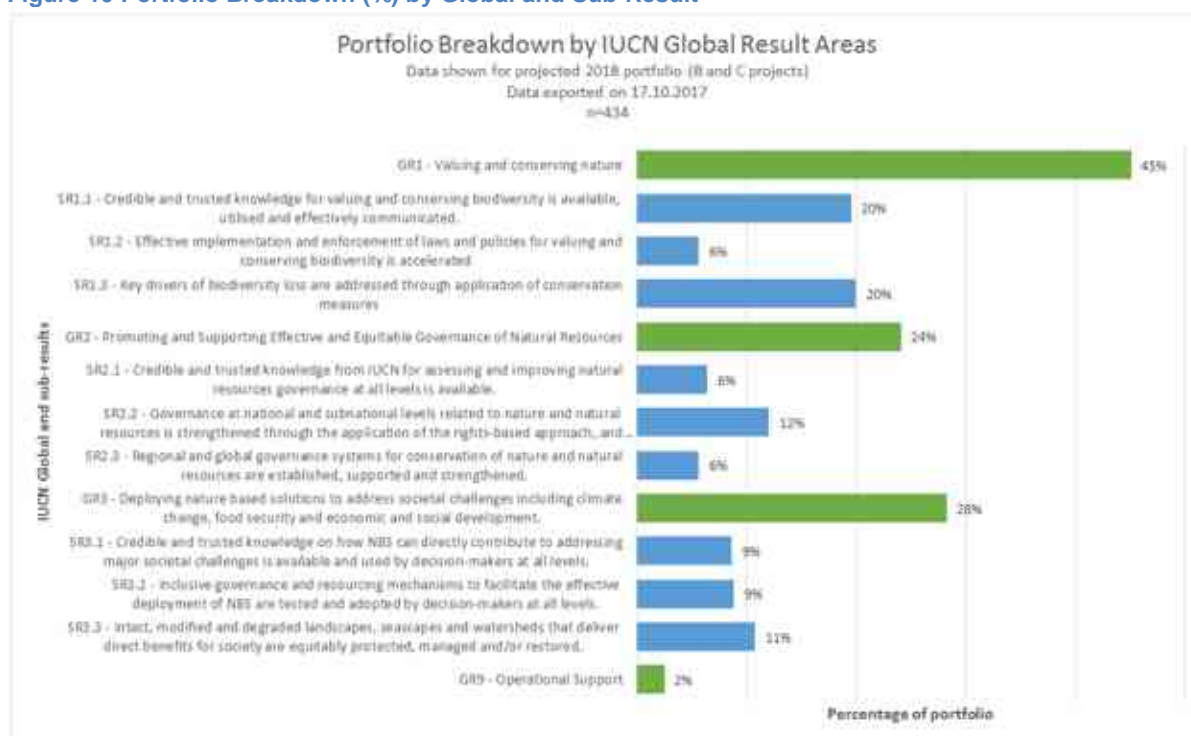


Figure 10 Portfolio Breakdown (%) by Global and Sub-Result¹⁹



¹⁸ The completeness of this data set has not been assessed. The percentages are calculated from 2018 values only. Includes framework funded projects.

¹⁹ The data model for programme areas and sub-results was improved in 2017 with introduction of tracking contribution towards targets. The percentages are calculated from 2018 values only. Includes framework-funded projects. 2% of data is missing.

3. The 2018 Workplan

The 2018 Workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions. It reports on progress against what IUCN planned to deliver in 2017 and also plans for what will be delivered in 2018. 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.

It is not possible to provide a comprehensive overview of progress towards all 2020 targets at this stage. Progress towards the achievement of the 2020 Targets is measured through the IUCN Programme indicators. For each indicator, a baseline value has been identified as of end of 2016. An update on the indicators will be provided on an annual basis through the annual reporting exercise. With this in mind, the Secretariat is currently finalising missing 2020 target values.²⁰

The IUCN Workplan 2018 is presented against each of the 30 IUCN Programme 2017-2020 Targets. For each Target, the Target description, indicator, baseline and target value is provided as reference. Tables also provide highlights of 2017 achievements as well as highlights of planned 2018 activities. A short narrative accompanies each Target.

Target 1 – Red List species assessments

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of global RLTS assessments and reassessments published B: 85,604 species assessments (7 December 2016)	2,415 species assessments published 1,233 species re-assessments published 344 people trained 163 publications using IUCN Red List as keyword	15,000 additional species assessments 2,000 additional species re-assessments published +220 people trained +150 publications using IUCN Red List as keyword	160,000 species to make The IUCN Red List a "Barometer of Life"

Progress has been made on Target 1 in 2017, with a number of new and re-assessments completed, target audiences trained on the use of the Red List, and publications using IUCN Red List as keywords.

In 2018, IUCN plans to assess 15,000 additional species, including with two regional Red Lists (Arabian Peninsula and Europe) and by completing the Global Reptile Assessment. An additional 220 targeted users will be trained in the use of the Red List, including through a workshop for experts from Croatia, Bosnia and Herzegovina, Macedonia and Montenegro. IUCN will present the current status of the Mediterranean Biodiversity assessment and promote National Red Lists in the Mediterranean countries.

²⁰ Missing target values (2020 targets) for the indicators of the following IUCN Programme Targets: 6, 7, 8, 18, 19 and 20.

Target 2 – Red List of Ecosystems

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
<p>I: % and area (km²) of the world's ecosystems assessed using approved IUCN RLE Criteria and agreed global ecosystem classification</p> <p>B: End 2016: 35.133 mill sq.km. (Americas - 30.658 mill sq.km; Europe - 4.475 mill sq km.)</p>	<p>Development of Framework for global ecosystem typology</p> <p>3 Red List of Ecosystems assessments are being conducted</p>	<p>7 countries conduct national Red List of Ecosystem assessments</p>	<p>Area status as of end of 2020: 56.036 mill sq.km</p>

In 2017, **IUCN developed a framework for global ecosystem typology** which is key to ensure that countries and/or Regions use RLE consistently. RLE assessments are currently underway in China, Lebanon and Myanmar. Moreover, six countries (Chile, Colombia, South Africa, Australia, Norway and Finland) are advancing in the use of RLE results for policy design, including in 2 marine ecosystems (a coral reef and upwelling system) and multiple freshwater ecosystems.

In 2018, **IUCN will work with four additional countries** in the Mediterranean (1), West Asia (1), Colombia and Australia to conduct RLE assessments, in addition to the ones currently underway. IUCN also plans to complete the testing of the typological framework with regional datasets to present a draft global typology and further continue with the development of the case studies on marine and freshwater ecosystems (including mangroves).

Target 3 – Protected Planet / Green List

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
<p>I: Proportion of protected areas documented in Protected Planet with boundary documentation</p> <p>B: Coverage of terrestrial and inland water areas: 202,467 terrestrial and inland water protected areas, covering 14.7 % (19.8 million km²).</p> <p>B: Coverage of marine protected areas: 14,688 MPAs, covering 4.12% (14.9 million km²) of the global ocean and 10.2% of coastal and marine areas under national jurisdiction. In Areas Beyond National Jurisdiction, MPAs make up 0.25% of total area</p>	<p>>100 case studies compiled on Panorama</p> <p>Green List Standards and Governance procedures developed and implemented in Colombia and Peru</p> <p>World Commission on Protected Areas Strategic Framework for Capacity Development implemented in four countries</p>	<p>+150 case studies</p> <p>Green List assessments conducted in at least 60 Protected Areas worldwide</p> <p>Green List standards incorporated in RRIS</p> <p>Testing of Natura2000 Green List criteria supported in at least 4 Mediterranean Natura2000 sites</p> <p>Protected Planet report 2018 launched at CBD COP-14</p>	<p>By 2020 at least 17% of terrestrial and inland water areas and 10% of coastal and marine areas are conserved.</p>

In 2017, **IUCN developed the Green List Standards and Governance procedures**. These foundational building blocks helped start the Green Listing process in Colombia and Peru. Implementation of the IUCN World Commission on Protected Areas Strategic Framework for Capacity Development has begun in Colombia, Spain, France, and Burkina Faso, linked to the Green List process where relevant. IUCN's Panorama platform was updated with over 100 case studies describing different protected area solutions from around the world.

In 2018 **IUCN plans a major expansion of Green List-related activities**, conducting 60 Protected Area assessments globally including three North African countries (Algeria, Morocco and Tunisia), an in-depth assessment of governance effectiveness for Georgia's protected area system, dissemination of information on the green list, effective management of protected areas, and capacity building for protected area management in Barbados, Jamaica, Antigua, Mexico, Guatemala and Belize. New

protected areas in Peru and Colombia will be included in the Green List. From a systems integration aspect, in 2018 the Green List standards will be incorporated into the Regional Reference Information System (RRIS) to facilitate harmonization of different management and governance assessments tools. Panorama is to produce 150 additional case studies. The Protected Planet report for 2018 is to be launched at CBD COP 14.

Target 4 – Key Biodiversity Areas

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of Key Biodiversity Areas identified according to A Global Standard for the Identification of Key Biodiversity Areas B: 15,524	Key Biodiversity Areas identified in Bangladesh and Senegal	Regional and country assessments in Mediterranean and ORMACC regions progressed Five additional Key Biodiversity Areas identified including Senegal and Guinea	2,500 (this could include _either_ addition/revision of data for existing sites (from among the 15,524), _or_ the identification of new sites (over and above the 15,524))

In 2017, IUCN worked with partners to identify two Key Biodiversity Areas (KBAs): Nijhum Dwip, in Bangladesh, and an assessment of the Ndiaël inland water reserve was conducted in Senegal.

In 2018, IUCN will deliver an updated Mediterranean region Key Biodiversity Area profile comprising completed terrestrial KBA data, and including under-represented taxa and biomes. An assessment of KBA conservation and management status of the Douro and Sebou rivers will begin in 2018, as will an initiative to support acceptance of KBAs by national authorities of two target Mediterranean countries. In Mexico, Guatemala and Belize, management and governance effectiveness actions aligned with KBA standards will be developed for identified priority areas. KBAs will be identified in Senegal and the Guinea forests Biodiversity Hotspots of West and Central Africa.

Target 5 – Knowledge on valuing and conserving nature

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of downloads of 2017 publications B: 507,648 I: # of scientific papers published listing IUCN affiliation B: 76 (2015 value)	611,916 downloads 97 Scientific papers listing IUCN affiliation	500,000 downloads 100 Scientific papers listing IUCN affiliation	2 million downloads 300 scientific papers published listing IUCN affiliation

IUCN made progress against Target 5 in 2017, with **over 600,000 downloads of IUCN publications** from the IUCN Library Portal for 1 January 2017 – 1 October 2017. IUCN's strong contribution to scientific knowledge continued with **97 scientific papers listing an IUCN affiliation**, including 7 in "Nature" or "Science". The top three downloaded IUCN publications in 2017²¹ are 1. [Explaining ocean warming](#) (11,690 downloads), 2. [Primary microplastics in the oceans](#) (10,161 downloads), and 3. [Adaptación basada en ecosistemas](#) (9,342 downloads). The top three downloaded 2017 IUCN publications in 2017²² are: 1. [Primary microplastics in the oceans](#) (10,161 downloads), 2. [IUCN 2016 : International Union for Conservation of Nature annual report 2016](#) (5,094 downloads), and 3. [Natural marine World Heritage in the Arctic Ocean](#) (2,305 downloads).

In 2018 IUCN expects for an additional **500,000 downloads of IUCN publications, and 100 scientific papers listing an IUCN affiliation**. These publications will include a practical, ecosystem-based guide for water governance and management; a technical guide for protecting water

²¹ From the IUCN Library Portal (1 Jan – 1 Oct 2017) all publication dates included

²² From the IUCN Library Portal (1 Jan – 1 Oct 2017) only 2017 publications included

ecosystem services; and a technical guide and capacity development manual for Ecosystem-based Adaptation. A State of Forest Landscape Restoration report will examine progress of the global restoration movement and the advancement of the Bonn Challenge restoration targets in 2018. IUCN will continue to generate gender specific knowledge from the implementation of 44 small grants and four medium grants, as part of the Mangroves for the Future initiative.

Target 6 – Implementation of Multilateral Environmental Agreements

Target 6 The implementation of commitments under biodiversity-related conventions and international agreements is accelerated.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
<p>I: Proportion of commitments of biodiversity-related conventions (SDGs) that are implemented by countries</p> <p>Proxy indicator: # of national reports and/or other implementation review mechanisms submitted in the last reporting period.</p> <p>B: 22 Voluntary National Reviews (VNRs)</p>	<p>Position papers produced for CBD, UNFCCC, SDGs, Oceans and UNCCD</p> <p>IUCN produced guidance on snake sustainable use and pangolins</p>	<p>Position papers for CBD, UNCCD, UNFCCC and SDGs</p> <p>OECM Guidance to inform CBD COP-14</p> <p>2018 Protected Planet Reports used to inform CBD and other MEAs</p>	162 VNRs

In 2017, **IUCN influenced key global policy processes for better integration of nature for sustainable development.** Position papers and/or policy briefs produced in 2017 included those targeting: i) CBD, highlighting the urgency to achieve the Aichi Targets by 2020; ii) UNFCCC, to emphasize the role of NBS in reaching the objectives of the Paris Agreement; iii) High-level Political Forum (HLPF), to stress the ecosystem dimensions of the SDGs reviewed in 2017; iv) the Oceans/SDG 14 conference, to highlight the importance of having a global agreement on the high seas (reported under Target 20); v) UNCCD, to stress the synergies between the three Rio Conventions in regard of the land degradation neutrality target. IUCN and TRAFFIC also provided guidance to inform sustainable use of CITES species including snakes and pangolins. Non-detriment findings for snakes were approved by CITES. 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. Finally, IUCN advice was delivered to the annual meeting of the World Heritage Committee in July 2017. Five out of seven IUCN recommendations to the World Heritage List were accepted, and 51 out of 57 IUCN recommendations on site conservation were accepted.

In 2018, **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). IUCN/WCPA Task Force will submit a final draft of Guidance on Other Effective Area-Based Conservation measures (OECM) as input to CBD (workshops, SBSTTA-22 and COP-14). The draft is to be piloted in at least 5 countries. Key findings from the 2018 Protected Planet Report is to be used to inform technical and policy recommendations to CBD and other biodiversity-related Multilateral Environmental Agreements. IUCN's recommendations on sustainable water management will be promoted at Ramsar CoP13. IUCN will also support Ramsar in developing a gender-responsive framework. In addition, IUCN will continue to provide ongoing advice to CITES and the World Heritage Convention.

Target 7 – Illegal wildlife trafficking

Target 7 New legislation and policies are developed (and implemented), and existing laws and policies are enforced, to address illegal wildlife trafficking.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
<p>I: # of countries that adopt new and/or strengthened wildlife trade laws/regulations</p> <p>B: 51</p>	<p>MIKE carcass data compiled and reported</p> <p>Unlocked GEF funds in Brazil to combat illegal wildlife trade</p> <p>30 judges and prosecutors trained in Tanzania</p> <p>EU-TWIX used by 900</p>	<p>MIKE carcass data updated</p> <p>GEF projects in Brazil and Thailand implemented to combat illegal species trafficking</p> <p>Policy support to Ecuador to combat wildlife trafficking</p>	N/A

	European law enforcement officials & similar system in Central Africa	Capacity of judges and prosecutors strengthened in 4 additional African countries	
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In 2017, **TRAFFIC continued to support the operations of EU-TWIX** (EU-Trade in Wildlife Information Exchange), a unique government-only communications platform and seizures database used by over 900 European law enforcement officials, and a similar system for government personnel in Central Africa (AFRICA-TWIX). IUCN led the compilation and reporting of CITES Monitoring the Illegal Killing of Elephants (MIKE) carcass data for South Asia for the period 2014 and 2015 and presented its report to CITES CoP. In Brazil, IUCN worked with the Ministry of Environment of Brazil to unlock GEF funds to build and implement a comprehensive threatened species action plan. Within the scope of work approved there is a full component dedicated to establishing an intelligence network to combat illegal species trade. In Tanzania, 30 judges and prosecutors participated in a training workshop to implement existing laws and regulations to combat illegal wildlife trafficking.

In 2018, **IUCN will lead the 2017 MIKE Asian elephant carcass data update in South and Southeast Asia** to enhance conservation and management of Asian elephant populations. In Brazil, IUCN will support implementation of activities dedicated to the combat of illegal trafficking under the new GEF project. In Thailand, IUCN is to play a significant role in a new UNDP GEF Illegal Wildlife Trade project with the Department of National Parks, and will continue collaborating with members and conservation partners on tackling online illegal wildlife trade. IUCN, including through the World Commission on Environmental Law, will support Ecuador to develop legislation for species management. All World Heritage Sites with monitoring reports in 2018 which have issues related to illegal trade in wildlife will be communicated to the CITES Secretariat. The capacity of judges and prosecutors is to be strengthened in at least 4 additional African countries.

Target 8 – Integrated Biodiversity Assessment Tool (IBAT)

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IBAT subscriptions B: 40 (end of 2016)	Investment screening criteria development in Tanzania & Mozambique Gross Ecosystem Product assessments completed in two pilot locations in China: Bijie and Tonghua	Investment screening lessons compiled and scaled out Growth in the number of countries using the Integrated Biodiversity Assessment Tool (IBAT) 2 new Gross Ecosystem Product pilot assessments in China	N/A

In 2017, **IUCN informed and influenced investment screening criteria and business plans**. In Tanzania, investment screening criteria were agreed with the Southern Agricultural Growth Corridor (SAGCOT), and served as the basis for dialogue with banks and a CEO Roundtable. IUCN worked with Aditya Birla Group (India) and Marriott Resorts (Thailand) to enhance corporate policies and practices. Gross Ecosystem Product assessments for Bijie and Tonghua have been completed, and proposals for two new pilots (Sichuan and Guizhou) have been developed.

Integrated Biodiversity Assessment Tool (IBAT) continues to be used by target audiences and in 2018 **IUCN plans for an additional 12 countries to access national information from the global Red List using IBAT**. Lessons from pilot applications of investment screening in SAGCOT will be compiled and investment screening dialogue and advice is to be provided to Mozambique's Zambezi Valley Development Agency (ADVZ), business council and national Parliamentary committee. Two new Gross Ecosystem Product pilot assessments is to be completed for Guizhou and Sichuan.

Target 9 – Conservation actions

Target 9 Targeted conservation actions lead to the recovery of species and ecosystems.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects incorporating explicit documentation and measurement of threatened species intended to benefit from the project B: 7	20 grants for targeted species and ecosystem conservation actions through Critical Ecosystem Partnership Fund 31 new projects under SOS framework (African Wildlife Initiative and Madagascar) 4 new projects under the ITHP 17 projects selected under BEST 2.0	8 additional CEPF grants 2 call for proposals to fund new projects under the SOS framework	31 Projects

In 2017 IUCN's project portfolio made demonstrable contributions to species conservation through a range of targeted actions, including twenty active Critical Ecosystem Partnership Fund (CEPF) grants supporting recovery of 40 priority threatened species in the Indo-Burma region. In Pakistan, IUCN contributed to the conservation of freshwater turtles along the Pakistan coast through an assessment of livelihood dependency of communities in Sindh and Baluchistan Provinces, and in Lao PDR, IUCN completed participatory mapping, gibbon conservation zone planning and GPS demarcation in 8 villages. Two new conservation action initiatives initiated in Africa (20 projects funded) and Madagascar (11 projects funded) to protect iconic yet threatened animals, following the Save Our Species (SOS) model, in addition to four new projects signed under the Integrated Tiger Habitat Conservation Programme. BEST 2.0 has selected 17 projects in line with priorities identified in the BEST EU Overseas regional ecosystem profiles, targeting recovery of threatened species, ecosystems and services; invasive alien species control/eradication measures; protected area creation and management as well as focusing on the identified KBAs. Mangroves for the Future (MFF) has distributed 44 small grants and four medium grants in the 11 MFF countries; most of these grants will end in 2017.

In 2018, two new call for proposals will be published and a new set of projects will be funded under the SOS framework (Madagascar and Africa Wildlife Initiative). Eight active CEPF grants will support the recovery of 20 targeted priority threatened species in the Indo-Burma region and in the East Melanesian Islands. IUCN will develop, implement and monitor recovery plans for priority species. MFF will promote cooperation among South Asian Countries to conserve elasmobranchs population and BEST 2.0 projects will start implementation.

Target 10 – Protected area network

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of sites assessed against criteria and thresholds for the Green List of Protected and Conserved Areas B: 2	New Marine Protected Areas and Ramsar sites designated. Protected Area managers trained in Green List and effective Protected Area management Vietnam: Van Long and Cat Tien Protected Areas in process of Green List nomination The Asia Protected Areas Partnership (APAP) grew to 15 members 10 countries of West and Central Africa received training to expand protected areas	Green List and Ramsar Management Effectiveness assessments conducted in at least 60 Protected Areas worldwide The Asia Protected Areas Partnership (APAP) grows to 17 members, including Thailand Ecological monitoring enhanced in Bangladesh's Sundarban National Park 10 countries commit to expand and secure their protected areas 5 countries in North Africa	71

		will participate in capacity building strategy	
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In 2017, **IUCN provided support to the Pakistani government in designating Astola Island on the Gwadar coast as Pakistan’s first Marine protected Area**, implementing a WCC Hawaii Resolution. With IUCN support, an area of 42,500 ha in the Gulf of Mottama in Mon State, Myanmar, was designated as a Ramsar site. IUCN also provided support for the designation of Stung Sen wetland (7,000 ha) in Cambodia as a Ramsar site. The Ramsar Site Management Effectiveness Tracking Tool (R-METT) was translated into Thai, Lao, Khmer and Vietnamese. Over 30 Protected Area managers were trained on the Green List and Protected Area management including tourism, ecosystem services and financing. A Chinese standard defining Private Protected Areas was developed with IUCN support. In Central and West Africa, key stakeholders of 14 terrestrial and marine protected areas were trained on management effectiveness and governance to expand terrestrial and marine protected area networks.

In 2018, **IUCN will support R-METT assessments in ten sites in the Mekong basin**. IUCN is to work with the protected area agencies of Guatemala, Mexico and Belize to strengthen Green List awareness, identify enhanced protected area management actions, and build protected area management capacity. One multi-year project will be initiated for the ecological monitoring of Bangladesh’s Sundarban National Park. Ten Central and West Africa countries will officially commit to expand and secure their protected areas networks. IUCN will also work with the League of Arab states (LAS) and the Saudi Arabian wildlife authority to promote the development of new and enhanced protected areas in 2018. In North Africa, five countries will participate in the implementation of a capacity building strategy.

Target 11 – Invasive Alien Species eradication

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries with policy responses to management of IAS B: 81	Invasive alien species management tools enhanced Community-level action promoted. Integration of IUCN knowledge into SDG indicators	Integration of IUCN knowledge into SDG indicators through the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) Removal of invasive species from wetlands in Lao Complete consultation on EICAT 500 new profiles added to the Global Invasive Species Database	196 countries

In 2017, **IUCN supported communities in 16 Districts in Nepal to fabricate 30,000 tons of bio-briquettes made from invasive alien species (IAS)**. The tool used to monitor the presence of IAS in the Mediterranean region was improved and new collaboration agreements in place will enhance implementation of the Marine Invasive Species Strategy. IUCN supported development of invasive species response indicator data and metadata for presentation at the Inter-agency and Expert Group on SDG Indicators (IAEG-SDG) meeting.

In 2018, IUCN will support application of appropriate indicators into Aichi Target 9 and SDG Target 15.8 through **participation in IAEG-SDG and the Biodiversity Indicators Partnership (BIP)**. IUCN will contribute to the removal of invasive species and ‘Physical re-opening’ of Beung Kiat Nong & Xe Champhone wetlands in Lao. IUCN also aims to complete the consultation on the Environmental Impact Classification of Alien Taxa (EICAT) and 500 new invasive species profiles will be added to the Global Invasive Species Database.

Target 12 -- #NatureForAll

Target 12 NatureForAll raises awareness of nature and its values and enables more people to experience, connect with, and take action to conserve nature.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of partners pledging their support to advancing #NatureForAll	175 partners and 20 success stories	+ 30 partners , + 15 success stories	300 partners
II. Number of published success stories Of #NatureForAll	National level campaigns in Rwanda and China including 20 success stories	National level campaigns in Cambodia, China and Nepal Linking #NatureforAll with relevant networks	100 success stories
B: 90 partners and 4 success stories (2017)	Linking #NatureforAll with relevant networks 4 brochures - #NFA and 4 communication products Imagine video about NFA, and its translation to 15 languages	4 new products 3-5 minutes video	

In 2017, the #NatureForAll global campaign promoted by CEC and WCPA had 175 partners and 20 success stories. IUCN delivered #NatureforAll-related campaigns in Rwanda and China. In the latter, two sub-campaigns targeting youth were delivered. Progress was also made in linking #NatureforAll with DestiMED and MEET (Mediterranean Experience of Eco-Tourism) networks, ensuring that networks of experts and practitioners become active contributors to #NatureforAll, through IUCN's involvement in the Mediterranean Interreg sustainable tourism programme. As part of this campaign, four brochures and a series of communication products were produced including: the #NatureForAll Playbook, IUCN Youth Voices Curriculum Sourcebook, World Environment Day Lesson Plan and Anne's Forest: A #NatureForAll comic.

In 2018, #NatureForAll will seek to attract 30 more partners and produce 15 more success stories. IUCN aims to include the Mediterranean MEET network as a partner of the #NatureforAll initiative. #NatureforAll campaigns will take place in Cambodia, China and Nepal. New outputs and progress on documents are planned for 2018 including a policy-relevant synthesis of existing research on the relationship between experiences in nature and positive attitudes and behaviours towards nature conservation; as well as an IUCN Issue Brief on this topic. Four new products, or translations of previous ones, (e.g. best practices summaries, fact sheets, videos) to inform action on #NatureForAll, will be produced.

Target 13 – Natural Resource Governance Framework (NRGF) and Tools

Target 13 IUCN tools, methodologies and approaches for assessing and improving natural resource governance are available and used.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects that deploy governance tools, methods and approaches which have been assessed against and are consistent with an overarching IUCN natural resource governance framework (NRGF)	Natural Resource Governance Framework (NRGF) Principles agreed and strategy document prepared for integration Assessment report on NR governance in the Kilombero Valley drafted	Further dissemination and promotion of NRGF tools and standards within at least two IUCN regions and with 2 IUCN members Landscape governance assessed using NRGF-aligned approach	29
B: 4			

In 2017, IUCN agreed on a set of NRGF principles and a strategy document was prepared to enhance engagement of IUCN Secretariat and Commissions in the next phase of work on the development of an NRGF standard. The development of the NRGF has also involved the implementation of some of its tools in the Kilombero Valley as part of the SUSTAIN initiative. IUCN delivered water resource governance training in four basins using the Benefit sharing Opportunities Assessment Tool (BOAT) and the Legal Assessment tool on water Governance (LAGO).

In 2018, the NRGF tools and standards will be further disseminated and promoted within at least two IUCN Regions and with two IUCN Members. It is also envisaged that the NRGF will be used to align existing IUCN governance-related tools. At the regional level, IUCN will also develop an inventory of socio-environmental safeguard and standard tools, methodologies and approaches in South America, and at least 6 indigenous territories will be supported to improve their forest governance. In Tunisia, IUCN will support the testing of a co-management scheme in two pilot protected areas.

Target 14 – Natural Resource Governance assessments

Target 14 Natural resource governance systems assessed (through testing of methodologies) under different management regimes, including protected areas, and corresponding improvement plans developed.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of documented applications of NRGF-consistent methodologies, tools and approaches by IUCN members and partners to assess and improve natural resource governance B: 14	ICCA governance assessments implemented in 7 countries	Previous 7 assessments completed and 5 more conducted Enhanced landscape governance actions implemented in Tanzania, Ghana, Uganda, Democratic Republic of Congo.	20

In 2017, as part of the ICCA Initiative (Support to indigenous peoples' and community conserved areas and territories), **governance assessments were implemented** in Asia (Philippines, Indonesia), Africa (Tanzania), South America (Ecuador), Central America (Mexico), West Asia (Iran) and in Eastern Europe (Georgia). Management effectiveness assessments of Chismuyo Bay (Honduras) and La Unión Bay (El Salvador) protected areas in the lower basin of the Goascorán were completed.

In 2018, **five more ICCA assessments will be conducted in Philippines, Kenya, Colombia, Vietnam and Peru**. Based on assessments carried out in 2017, enhanced landscape-level governance arrangements will be promoted in a range of target landscapes, including in Tanzania's SAGCOT, Mt. Elgon in Uganda, Wassa Amenfi in Ghana, and Mangai National Park in the DRC. Governance arrangements in six landscapes in Ghana, Uganda, Tanzania and the Democratic Republic of the Congo will be assessed and the data will be used to develop participatory landscape action plans.

Target 15 – Community-led Natural Resource Governance

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of case studies concerning the recognition of community-led, cultural, grassroots governance systems in protected/ conserved or other areas B: 16	Community-led protected area governance supported	Implementation support to protected area management plans	75

In 2017, **community-led protected area governance systems were supported** within priority Key Biodiversity Areas (KBAs) in Indo-Burma through twelve Critical Ecosystem Partnership Fund (CEPF) grants. In Myanmar, IUCN provided support to the creation and implementation of a management committee for the Gulf of Mottama, covering an area of 42,500 ha, integrating community representatives. In Bangladesh, Cambodia, and Pakistan IUCN provided support to the effective implementation of Marine Protected Area management system integrating communities, and in India IUCN supported the implementation of local level grant projects in buffer zones of Bhitarkanika National Park. A climate change gender action plan was developed in Sonora, Mexico, making it the first of its kind in a protected area governed by indigenous peoples.

In 2018, IUCN will facilitate with its IPO members, **the first-ever indigenous Member-led and self-determined strategy** and mechanisms that mobilise, engage and coordinate action on conservation and natural resource management and indigenous rights, at the global, regional and national levels. At the regional level, IUCN will support the implementation of management plans in Chismuyo Bay

(Honduras) and La Unión Bay (El Salvador) protected areas. Results from multi-level integration of water governance will be documented in 14 basins, and promoted through international fora including Ramsar CoP.

Target 16 – Rights-based Approaches

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of projects that aim at improving rights regimes based on IUCN's RBA policies. B: 8	Strengthened attention to gender integration in governance through use of Environment and Gender Information (EGI) platform. Multi-stakeholder landscape governance platforms strengthened	Inform European agricultural policy process and facilitate discussions among key actors Enhanced monitoring of Indigenous rights in 6 territories.	30

In 2017, IUCN action supported strengthened consideration and integration of gender in governance through the creation of and support to Gender Task Forces in Cameroon, Ghana, and Uganda. A gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map for climate change is under consideration. Data and analysis from the Environment and Gender Information (EGI) platform on gender-specific roles and gender-disaggregated contributions to sustainable development was used in several countries and by the Secretariats of the UNFCCC, CBD, UNCCD, BRS and SE4All. IUCN-supported multi-stakeholder landscape level governance and financial mechanisms advanced the deployment of livelihood enhancing measures to reduce deforestation and forest degradation in seven landscapes in five countries.

In 2018, IUCN will inform the development of the European Common Agricultural Policy (CAP), by providing knowledge, and facilitating discussion among stakeholders. Women's groups will be developed in Egypt and Jordan and at a regional level with the League of Arab States in support of enhanced landscape governance. IUCN will support the development of sustainable and innovative financing schemes for protected areas in two Tri-national Amazon landscapes, and six Indigenous territories will better enforce their customary rights through enhanced monitoring of social-environmental safeguards.

Target 17 – Inclusion and participation

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of partner governmental or civil society institutions with established or draft mechanisms or guidelines to ensure effective participation in decision making on biodiversity and natural resources B: 127	Capacity building on enhanced natural resource governance National Biodiversity Strategic Action Plans and climate change Gender Action Plans developed	Increased capacity building on enhanced natural resource governance 2 new climate change Gender Action Plans developed and at least 1 funded	926

In 2017, IUCN delivered targeted capacity building for enhanced natural resource governance to over 3,500 community members, government officials, academic institutions, and private sector representatives including through the use of innovative online platforms. IUCN supported Jordan and Palestine to complete their National Biodiversity Strategic Action Plans (NBSAPs) which included the active participation of women in the design and implementation of conservation and sustainable development initiatives. In Guatemala, IUCN completed and disseminated two case studies: one on forest landscape restoration and another on free and informed prior consultation and consent of indigenous peoples (FPIC) including gender considerations. IUCN worked with Zambia, Dominican Republic and Mexico to complete their climate change Gender Action Plans (ccGAPs). In North Africa, the capacity building programme for civil society (PPI-OSCAN) contributed in supporting 37 young civil society organizations in Algeria, Libya, Morocco and Tunisia.

In 2018, **IUCN will support the development and implementation of ccGAPs in at least two new countries**, and aims to support at least one ccGAP proposal to the Green Climate Fund. In six basins, IUCN will deliver training on multi-stakeholder processes for decision making and dialogue events for policy influencing to target audiences. Agencies will be supported to develop investment pipelines for natural infrastructure in two basins and build capacities for decision making on natural infrastructure at national level, and in additional basins.

Target 18 – Rule of Law

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of court decisions to address illegal natural resource use B: 2055	Water governance platforms created Capacity building on negotiation of water cooperation agreements delivered	Development of the IUCN Declaration on the Environmental Rule of Law Development of the Draft Global Pact for the Environment Improved water governance demonstration actions and action plans Enhanced legal frameworks for enforcement of rights	N/A

In 2017, **IUCN helped establish local water governance platforms in three sub-basins in Tanzania and Mozambique**. Additionally, capacity building activities on international water law supporting negotiation of local-to-basin water cooperation agreements were delivered in 10 basins involving 16 countries. The Community Environment Conservation Fund was used as a tool to enhance natural and resources management and governance in 27 villages in Uganda, ensuring self-determination, participation, transparency and sustainability.

In 2018, IUCN will collaborate with other partners to publish the “**IUCN World Declaration on the Environmental Rule of Law**” as the legal framework of procedural and substantive rights and obligations that incorporates the principles of ecologically sustainable development in the rule of law. IUCN also aims to cooperate with partners, including the Club des Juristes, UN Environment, Organization of American States (OAS), Columbia University and IUCN Members to further develop the Draft Global Pact for the Environment as a new global covenant for human rights and the environment. At the regional level, IUCN’s support for local water governance in Tanzania and Mozambique sub-basins will lead to demonstration actions, and action plans to regulate water use and reduce illegal water use. In 10 other basins covering 16 countries, the finalisation of water cooperation agreements will improve legal frameworks for equitable water rights and mechanisms for enforcement of rights.

Target 19 – Transboundary Natural Resources Governance

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of new legal and institutional transboundary or regional agreements facilitated or established B:75	Transboundary hydro-diplomacy built Civil society engagement and capacities strengthened	Transboundary agreements implemented. Lessons harvested, packaged and communicated	N/A

In 2017, **IUCN built capacity in civil society organisations in Nepal at local, regional, and national levels** to enhance their capacity for engaging in civil society dialogues related to transboundary water management (8 CSOs). A multistakeholder Technical Advisory Group (TAG) was created to guide the development of the IUCN-led Nexus study on water, energy and food in the Sesan River, Sekong River and Sre Pok River (3S Basin). The TAG is composed of 18 members from central government (representing energy, agriculture, fisheries, environment and other key sectors),

National Mekong Committees, local NGOs and representatives from the 3S provinces. IUCN initiated the development of a regional Ganges-Brahmaputra-Meghna (GBM basin) CSO platform and vision for cooperative transboundary water governance. Three regional consultations of the CSO network (25 CSOs from Bangladesh, Bhutan, China, India and Nepal) were organised and led to the development of a vision for the GBM basin. In Central America, IUCN strengthened climate change adaptation and watershed governance capacities of the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) and the Goascorán River Basin (Honduras - El Salvador).

In 2018, IUCN will continue to contribute to the Goascorán river basin (Honduras - El Salvador) transboundary coordination mechanism with the aim of promoting the integrated and sustainable management of the groundwater of the Ocotepeque-Citalá aquifer. **IUCN will support the Binational Commission for the Sixaola River Basin (Costa Rica - Panama) to develop and implement a portfolio of projects based on transboundary planning.** Lessons from these transboundary initiatives will be harvested, packaged and communicated to target audiences. IUCN will support the inclusion of Colombia, Ecuador and Peru in the Integration of Amazon Protected Areas (IAPA) northern landscape action plan which will contribute to transboundary conservation outcomes.

Target 20 – High seas and polar governance

Target 20 International governance mechanisms for marine areas beyond national jurisdiction, Antarctica and the Arctic are strengthened, including the establishment of marine protected areas.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
<p>I: # of regional/ international governance arrangements [with competency] on the high seas</p> <p>I: # of Arctic Council/CCAMLR and other relevant Arctic Governance bodies decisions adopted on biodiversity conservation.</p> <p>B: 17 Regional Fisheries Management Organisations have competency on High Seas.</p> <p>B: Arctic Council: [Total:4] Agreement on Enhancing International Arctic Scientific Cooperation (2017), Fairbanks Declaration (2017), Iqaluit Declaration (2015), Kiruna Declaration (2013)</p> <p>CCAMLR: 67 Conservation Measures, 21 Resolutions</p>	<p>First report on MPA scheme in ABNJ</p> <p>Report on ABNJ schemes in SWIO</p> <p>Arctic World Heritage Report</p> <p>Declaration of the Ross Sea MPA</p> <p>Marine plastic pollution knowledge base established</p>	<p>Second report on MPA schemes in ABNJ</p> <p>Adoption of MPAs at CCAMLR</p>	N/A

In 2017, **IUCN participated in the Oceans/SDG 14 conference to highlight the importance of a global agreement on the high seas** by providing solution oriented information on biodiversity conservation in ABNJ to 3rd and 4th PrepCom meetings in New York including the First report on MPA schemes in ABNJ. IUCN also produced, in collaboration with other partners, a Report on ABNJ Schemes for the South West Indian Ocean (SWIO) and the Arctic World Heritage Report. A very important achievement in 2017 was the declaration of the Ross Sea as the first protected area in Antarctica. IUCN made significant progress in building a globally-relevant knowledge base on marine plastic pollution by providing recommendations to the Arctic Council on marine plastic pollution prevention.

In 2018, 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 a second report on the MPA schemes in ABNJ. IUCN will also provide other technical, legal and scientific support for a science-based process to allow for the establishment of an ecologically representative and well-connected system of MPAs including reserves as an element of the new agreement. IUCN will support 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 participating in the PAME works (working group of the Arctic Council).

Target 21 – National accountability

Target 21 The accountability of governments in relation to their commitments under environmental agreements and related policy frameworks is enhanced.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries supported to take measures that enhance the reporting in relation to their international commitments. B: 32	Four countries with revised NBSAPs and 11 countries implementing nature based solutions relevant to NBSAPs Increased ratification of Nagoya protocol	11 countries will continue implementing nature based solutions relevant to NBSAPs and two more countries will receive support for NBSAP implementation 4 countries supported to complete UNFCCC National Reporting One additional country supported to ratify Nagoya protocol IUCN's provides inputs to the European Consensus for Development	125

In 2017, **IUCN supported National implementation of biodiversity-related commitments** through providing technical input to National Biodiversity Strategic Action Plans (NBSAPs) in 11 countries in Asia and to revised NBSAPs in Uganda, Brazil, Mexico and Pakistan. In collaboration with UNEP, IUCN developed a successful proposal to strengthen gender considerations in NBSAP implementation in Lao PDR and also worked with CBD Secretariat and GEF to develop a massive online training course on gender and biodiversity related to Aichi Target 14 and others. IUCN also helped establish an inter-ministerial mechanism for gender integration into climate change, **desertification and biodiversity** across five 5 countries in West Asia to enable improved data-driven decision-making. IUCN worked with Antigua & Barbuda to ratify the Nagoya protocol on Access and Benefit Sharing (ABS).

In 2018, **National Strategy and Action Plans in 11 MFF countries will continue to support the implementation of nature based solutions identified in NBSAPs**. IUCN will also provide technical advice to the government of Lao PDR for mainstreaming gender in the NBSAP implementation and monitoring aligned with the SDGs. Sri Lanka will also receive strategic advice in implementing NBSAP 2016-2022. IUCN will support four Caribbean countries to enhance their ability to complete National Communications to the UNFCCC. IUCN will also work with one additional Caribbean country to ratify the Nagoya protocol. IUCN will support the development and/or implementation of at least ten Ramsar site management plans under the Indo Burma Regional Ramsar Initiative Strategic Plan. In Europe, IUCN's views are planned to be transmitted to the European Commission towards the development of future EU strategies for implementation of the SDGs – including the European Consensus on Development and will also contribute knowledge on the status of biodiversity so that progress towards meeting the EU 2020 targets can be assessed.

Target 22 – Nature based Solutions benefits

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of IUCN projects that systematically assess material benefits and cultural values associated with species and ecosystems according to an overarching IUCN People in Nature framework (PiN). B: 4	Support to national and subnational forest landscape restoration and REDD+ strategies	Implementation of national restoration strategies supported in 3 countries	36

In 2017, **IUCN supported the development of People in Nature** by identifying key features of benefits assessment of species trade and use within the Species Information Service, consistent with the PiN approach and with process of species assessments. IUCN also established a new specialist group that will support the development of human wellbeing indicators demonstrating the impact of

healthy and restored ecosystems on communities and the broader society. IUCN support to the national restoration strategies of El Salvador, Guatemala and Honduras, and subnational strategies of Yucatan, Mérida and Quintana Roo, Mexico, and the Autonomous Region of the North Caribbean Coast of Nicaragua incorporated conservation and recovery of species and ecosystems. The REDD+ Strategies of El Salvador, Nicaragua and Mexico's Yucatan and Quintana Roo incorporated inputs from IUCN-supported restoration strategies.

In 2018, **IUCN will initiate pilot tests of PiN approach and methodology** in two sites in Honduras and Malawi to co-generate knowledge and evidence of importance of species and ecosystems for livelihoods and culture and to provide the basis for community land management plans. IUCN will also support implementation of national restoration strategies of El Salvador, Guatemala and Honduras and subnational strategies of Yucatan, Mérida and Quintana Roo, Mexico, as well as those of the Autonomous Region of the Caribbean North Coast of Nicaragua. With IUCN support the national REDD+ Strategies of El Salvador, Nicaragua and Mexico's Yucatan and Quintana Roo will enhance their contribution to respective Nationally-determined Contributions (NDCs). The capacity of at least 10 World Heritage Sites in understanding approaches to defining benefits will be increased.

Target 23 – Nature based Solutions Standard

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of NBS-related projects and interventions that are designed and/ assessed according to a formal, peer-reviewed IUCN NBS effectiveness standard B: 0	Collection of evidence base to select NBS case studies Restoration Opportunity Assessments and Optimizations conducted across multiple countries	Selection of NBS case studies to test NBS framework 2 reports demonstrating Bonn Challenge contribution to SDGs, Aichi, and Land Degradation Neutrality 3 new sub-national level Restoration Opportunity Assessments completed	4

In 2017 IUCN supported the completion of two Restoration Opportunities Assessment Methodology (ROAM) reports on the economic, social and environmental benefits of Nature based Solutions at subnational level in Colombia and Peru. This will contribute to the collection of evidence base on successful NBS standards which will be tested and published. **The Restoration Opportunity Optimization Tool (ROOT) was applied in Costa Rica and five restoration priority maps were generated and shared with target audiences** for El Salvador, Nicaragua, Costa Rica, Guatemala and Honduras. Three climate forecasting tools were designed for coffee, fisheries, and water and risk management for decision-making in communities, the academic, public and private sectors of Central America. IUCN contributed to the Biodiversity Forum in Lebanon to build capacity on a peer-reviewed framework and tools to guide the targeting and assessment of nature-based solutions at national or sub-national levels.

In 2018, a number of case studies will be selected to **test the operational framework for assessing the NBS standards**. IUCN will deliver two Restoration Opportunities Assessment Methodology (ROAM) reports demonstrating how the Bonn Challenge (underpinned by the FLR approach) can serve as an implementation vehicle for fulfilling multiple international commitments such as the SDGs, Aichi Targets, Paris Agreement, and Land Degradation Neutrality. IUCN supported subnational-level ROAM will be completed in Mexico, Ethiopia, and India. IUCN will apply ROOT in Guatemala and Honduras, and the Landscape Restoration Sustainable Production Standard (LSPS) will be piloted in Costa Rica. A methodology to visualize the benefits of Ecosystem-based Adaptation (EbA) in food and water security and conservation of biodiversity will be disseminated in 6 countries (Mexico, Guatemala, Honduras, El Salvador, Costa Rica and Panama).

Target 24 – Nature based solutions support tools

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of countries that are using NBS decision support tools for assessment of country enabling frameworks B: 14	Costs and benefits of enhanced landscape management analysed	2 analyses produced demonstrating costs and benefits of different restoration approaches MFF countries will incorporate Eco-DRR in country plans Sendai Framework for DRR supported through policy guidance document developed by the Partnership for Disaster Risk Reduction	73

In 2017, **IUCN assessed achievements by EU Member States on restoration and implementation of green infrastructure** and potential EU financing mechanisms as part of overall support to the EU Biodiversity Strategy. Two cost-benefit analysis studies were carried out to demonstrate the importance of nature for human well-being, and inform decision-making related to Forest Landscape Restoration (FLR) in Colombia and Peru. A diagnosis of existing regulations and financial mechanisms for the evaluation of landscape restoration opportunities in Chiapas, Mexico was completed. In Brazil, IUCN supported the development of subnational FLR frameworks, resulting in updated legal instruments such as regulations and decrees at state level, fundamental components of States' capacity to implement updated forest legislation in Brazil. IUCN published a report on Eco-Disaster Risk Reduction (DRR) status in Central America and the Caribbean.

In 2018, IUCN will continue to build the business case for Nature Based Solutions across Central and South America, including through **two analyses demonstrating the costs and benefits, including carbon storage and ecosystem services, associated with different restoration strategies**. In Brazil, IUCN will support the expansion of subnational FLR implementation to trigger similar processes in other states of the federation, such as Goias, Minas Gerais and the states within the Amazon biome. MFF countries will incorporate ECO-DRR in their country plans. CEM, as part of the Partnership for DRR, will produce a policy guidance document to influence the Sendai Framework for DRR.

Target 25 – Nature based solutions incentives

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of formalised national or sub-national legal, institutional and policy mechanisms for payment and compensation for NBS B: 19	Local stewardship of ecosystems enhanced through a range of on-ground and policy-level actions New public-private agreements developed benefitting people, nature and business	On-ground conservation action by local communities in partnership with government supported in Mexico	77

In 2017, IUCN supported the implementation of stewardship activities in Kavre, Nawalparasi, Makawanpur, Kaski and Dolakha districts of Nepal involving over 5800 target community members, including a majority of women (4400 pax). **Twelve Critical Ecosystem Partnership Fund (CEPF) grants supported co-management and benefit sharing mechanisms in the Sino-Vietnamese Limestone Mountains, the Mekong River, the Tonle Sap, and Myanmar**. In Guatemala, three public-private agreements were established between the municipalities of the sub-basins of the Xayá and Pixcayá rivers and the companies Cementos Progreso, Cervecería Centroamericana and UNO (Shell Guatemala) to reforest and restore target areas through agroforestry systems.

In 2018, IUCN will contribute to the protection and conservation of 1,250 ha of pine forest, low mesophyll-jungle and 250 ha of agroforestry systems in Mexico's Agustín de Iturbide, Agua Caliente, Benito Juárez, and Montecristo through the National Forestry Programme, involving more than 1,700 local people.

Target 26 – Nature based solutions inclusion and participation

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of mechanisms at the national /sub-national level that effectively facilitate the active participation of women, youth and indigenous peoples B: 46	Gender-responsive FLR training delivered Analyses on integration of gender considerations into relevant policies completed Gender strategies and Task Forces established	Gender-responsive FLR training delivered Gender Road Maps developed Knowledge on women as agents of change in water diplomacy published and promoted	184

In 2017, **IUCN developed one training package to support gender-responsive Forest Landscape Restoration in Brazil.** Analyses for the inclusion of gender in the restoration strategies of Honduras, Costa Rica and the Yucatan Peninsula were finalised. Gender Task Force units were established, endorsed by governments and fully integrated as components of the REDD+ governance architecture in Cameroon, Ghana and Uganda. A Gender strategy for Guatemala's climate change policy has been developed, and a Gender Road Map was developed.

In 2018, IUCN will upscale its training for gender responsive FLR in South America. Five gender road maps will be developed to deliver FLR strategies that support the active participation of women and youth. The Adaptation Plan methodology from the Ecosystem-based Adaptation (EbA) Toolkit will be disseminated to 500 target beneficiaries in six Mesoamerican pilot sites (Mexico, Guatemala, Honduras, El Salvador, Costa Rica and Panama). **IUCN will publish a paper on women as agents of change in water diplomacy, which will be promoted at the 8th World Water Forum.**

Target 27 – Nature based solutions Finance

Target 27 Additional international or national financial mechanisms that encourage the deployment of nature-based solutions are established and /or strengthened			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of funds established and operating readily available for the implementation of nature based solutions B: 3	Ecosystem- based Adaptation financing mechanisms promoted	Ecosystem- based Adaptation financing mechanisms implemented	8

In 2017, IUCN worked with the Brazilian Ministry of Environment (State member), GIZ (global member) and local governments to promote financial mechanisms for implementing and scaling-up EbA measures (e.g. in water resources).

In 2018, IUCN will work with the Ministry of Environment to trigger a debate on EbA at the national level, engaging different secretaries and Ministries with a view to unlocking further EbA-related funding.

Target 28 – Nature based Solutions Public and Corporate Investment

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'.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of km ² . outside protected areas, that are being protected, managed or restored	Long term monitoring plan between Nigerian government and Shell Nigeria Public-private investment	Start of five year plan with Shell Nigeria Public-private investment guide for restoration and	1,354,164

B: 1049	frameworks developed Financial criteria used in prioritizing restoration actions 23 business participated in the FairWild certification scheme	productive activities developed Application of Fair Wild Standard to trade in wild-harvested non-timber products	
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In 2017, IUCN’s comparative advantage as convenor and provider of sound remediation advice continued, with agreement of a **long term monitoring programme with the Nigerian government and Shell Nigeria (SPDC)** on the implementation of Niger Delta Panel (NDP) recommendations, and the establishment of an Independent Panel for the Rio Doce watershed in Brazil. In Asia, IUCN’s continued engagement with Pacific Asia Travel Association (PATA), Marriot Hotels, Six Senses and Eco-business.com have helped gain access to, and better influence companies in the coastal tourism and fisheries/aquaculture sectors to invest in coastal ecosystem conservation. IUCN also supported the development of local private investments frameworks that support NBS implementation in two municipalities in Ecuador. An analysis of public-private financing instruments was completed and presented in Honduras, Costa Rica and El Salvador. The financial criteria were used for the prioritization of restoration options in El Salvador and Honduras. Investment screening criteria relating to inclusion, sustainability and biodiversity was pilot tested by the Southern Agricultural Growth Corridor of Tanzania (SAGCOT), businesses and financing institutions in Tanzania. TRAFFIC, in partnership with the FairWild Foundation promoted the application of the FairWild Standard by businesses. In 2017, a total of 23 business participated in the FairWild Certification scheme.

In 2018 the **Rio Doce Independent Panel will provide technical guidance for major restoration in the watershed in Brazil**, and the five year monitoring plan will be initiated with the SPDC. IUCN will present a Water-Food-Energy Nexus institutional gap analysis and capacity needs assessment for decision makers in Central Asia, along with policy messaging products. A public-private investment guide for restoration and productive activities will be included in the Restoration Opportunities Assessment Methodology (ROAM) document for the Yucatan Peninsula. TRAFFIC will continue to support expanded application of and reference to the FairWild Standard and Principles to the trade in wild-harvested non-timber forest products (particularly medicinal and aromatic plants)

Target 29 – Restoration

Target 29 Restoration processes and methodologies make demonstrable contributions to the restitution of key ecosystem services in degraded landscapes, watersheds and seascapes.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of km ² of land in restoration transition with quantified improvements in ecosystem services B: 9 m ha in restoration transition publicly reported as of end 2016	Bonn Challenge commitments exceed 150 m ha target On-ground restoration action promoted	Third Bonn Challenge High Level Round Table meeting held Coastal ecosystem restoration action monitoring scheme implemented in 4 countries Biodiversity criteria for restoration in South America	150 m ha in restoration transition and associated biodiversity and carbon benefits reported by 2020

In 2017, **IUCN supported the growth of the Bonn Challenge allowing for the 150 m ha milestone to be crossed**, and though a pledge from Indonesia is still pending, new commitments to the Bonn Challenge were made by Bangladesh (0.75m ha), Mongolia (0.6m ha), Pakistan (0.1m ha) and Sri Lanka (0.2m ha). IUCN supported on-ground restoration actions in six pilot sites in Mesoamerica, totalling over 300 ha of reforestation, and 100 ha of abandoned agricultural land in Nepal. Conservation actions were implemented on 10,000 ha of community forest, riparian forests and river banks in Burkina Faso, Niger and Guinea. 143 projects have been completed since the beginning of the IUCN Mangroves for the Future (MFF), helping communities pilot nature based solutions and build their resilience. Supporting this work, IUCN launched the ‘Massive Open Online Course (MOOC) on landscape restoration for sustainable development: a business approach’ and organized a Forum on Biodiversity and Global Forest restoration at the World Conference on Ecological Restoration in Brazil.

In 2018, IUCN will continue promoting commitments to the Bonn Challenge, and **Brazil will host the Third Bonn Challenge High Level Round Table meeting**. IUCN will help implement a coastal ecosystem restoration action monitoring scheme at the national and regional levels for coastal areas

in four Caribbean countries (Saint Lucia, Grenada, Jamaica, St. Vincent and the Grenadines). IUCN will also consolidate a partnership with the World Resources Institute and other stakeholders to include biodiversity criteria for restoration in South America.

Target 30 – Nature bases solutions from intact ecosystems

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.			
Indicator & Baseline	2017 Highlights	2018 Plan Highlights	2020 target
I: # of areas of particular importance for biodiversity and ecosystem services under conservation management	Ecotourism revenue generation strategies developed	Further ecotourism revenue generation strategies developed	74
B: 1	Guidance for establishment of conservation area developed	Support to conservation area designation	

In 2017, IUCN supported the development of ecotourism programmes that include a revenue generating mechanism in seven protected areas in the Mediterranean region. IUCN helped establish guidance for developing a Municipality Conservation area in Ecuador.

In 2018 IUCN aims to support 13 protected areas in the Mediterranean to include a revenue generating activity in their ecotourism offer. IUCN aims to help establish one Municipality Conservation area in Ecuador. IUCN will work with the League of Arab states (LAS) and the Saudi Arabian wildlife authority to promote the development of new and enhanced protected areas in 2018. In four Caribbean countries (Saint Lucia, Grenada, Jamaica, Saint Vincent and the Grenadines), IUCN will directly support the conservation and recovery of at least 2,400 ha of coastal ecosystems. In Guatemala, IUCN will support the establishment of at least 3 clonal gardens for conservation and dissemination of genetic material of cacao in the Verapaces.

4. Closing considerations

In setting the course for the preparation of the 2019 workplan exercise and beyond the following areas will be examined over the coming months:

1. **Progress towards the 2020 targets.** The 2018 Workplan development process has highlighted a number of issues that IUCN will need to address in order to effectively demonstrate progress towards the 2020 targets. These include strengthening data governance and data quality, finalising the selection of appropriate 2020 targets, confirming the measurability of indicators against data availability and data quality, strengthening the alignment of project, Programme and SDG indicators, and adopting a progress measurement approach. As way of example, using a “traffic light” approach (Figure 11). Such an internal review process will help to identify and prioritise issues, propose and test solutions, and rollout an enhanced 2019 Workplan process.

Figure 11 Modified CBD Global Biodiversity Outlook 4 progress tracking dashboard categories

On track to exceed target (we expect to achieve target before deadline)	On track to achieve target (if we continue on our current trajectory we expect to achieve the target by 2020)	Progress towards target but at an insufficient rate (unless we increase our efforts the target will not be met by its deadline)	No significant overall progress (overall we are neither moving towards the target nor moving away from it)	Moving away from target (things are getting worse rather than better)	Unable to rank progress due to lack of data or lack of confidence in data
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2. **Coherence of programmatic planning and reporting.** Developed in 2017, as part of the Secretariat organisational change process, “Business Lines” group thematically linked programmes into a cohesive structure based around a detailed theory of change. Business

Lines offer a structure which has the potential of more clearly linking and demonstrating project portfolio contribution to IUCN Targets and SDGs. They are IUCN's main story lines and will henceforth be used to build robust and compelling narratives of portfolio contribution to SDGs.

- 3. Portfolio compliance with standard technical publishing frameworks**, such as the International Aid Transparency Initiative (IATI) Standard. In 2017, IUCN registered and published its first project data to IATI Standard (see Box 1). The benefits and costs of adherence to the IATI standard should be assessed in deciding whether full portfolio compliance is warranted. IATI requires adherence to data quality measures, which should help provide a benchmark of IUCN's performance in its own right.

Box 1. IUCN project data and the International Aid Transparency Initiative

In 2017, as part of the DGIS-funded SUSTAIN Africa project IUCN registered and published its first project data to the International Aid Transparency Initiative (IATI) Standard²³.

IATI is an emerging voluntary, multi-stakeholder initiative that seeks to improve the transparency of aid, development, and humanitarian resources in order to increase their effectiveness in tackling poverty.

Over 500 organisations now publish IATI data, representing a total of US\$146 billion from donor governments, multilateral agencies, foundations, non-governmental organisations (NGOs) and private sector organisations²⁴. DGIS and DFID are among the key donors that now require all organisations receiving and spending their funds through the delivery chain to publish to IATI.

- 4. Accessibility of key information.** Projects are a core impact delivery mechanism. Project result frameworks and annual technical progress reports should be made available through the Programme and Project Portal. To facilitate this, the Portal will have to be expanded to allow for uploads of these reports.
- 5. Linking annual Workplan, framework partner report, and corporate report.** Currently the annual Workplan, framework partner report, and annual corporate report are three separate exercises. Linkages between them should be strengthened to make full use of relevant information across IUCN reporting and outreach. IUCN Secretariat will experiment with this approach during 2018.

²³ IATI brings together donor and recipient countries, civil society organisations, and other experts in aid information who are committed to working together to increase the transparency and openness of aid. At the centre of IATI is the IATI Standard, a format and framework for publishing data on development cooperation activities, intended to be used by all organisations in development. It was designed in close consultation with key users of development cooperation data in developing countries, to ensure its relevance and utility for a variety of different data users. Organisations implement IATI by publishing their aid information in IATI's agreed electronic format (XML) – usually on their website – before linking it to the IATI Registry. The Registry acts as an online catalogue and index of links to all of the raw data published to the IATI Standard (<https://www.aidtransparency.net/about>).

²⁴ <https://www.aidtransparency.net/wp-content/uploads/2017/03/IATI-Annual-Report-2016-EN.pdf>

PART II: IUCN'S 2018 BUDGET

1. Core Income and Expenditure

Table 7 below provides a summary of the core income and expenditure budget.

Table 7 Core income and expenditure

	2016	2017	2018	2018
CHF m	Actual	Forecast	Budget	Plan
Membership dues (net of provisions)	11.3	11.2	11.4	13.0
Framework income	13.9	12.3	11.3	10.0
Other unrestricted income	5.0	5.3	6.3	5.0
Total core income	30.2	28.8	29.0	28.0
Cost recovery	36.9	41.5	40.1	37.0
Total income	67.1	70.3	69.1	65.0
Operating expenditure	68.0	69.5	68.2	65.0
Other income and expenditure	(0.7)	0.6	0.6	
Total expenditure	67.3	70.1	68.8	65.0
Operating result	(0.2)	0.2	0.3	-
Exceptional costs	-	(0.7)	-	-
Transfers (to)/from designated reserves	0.6	(0.5)	(0.3)	-
Net result	0.4	(1.0)	0.0	-

The budgeted operating result for 2018 is a surplus of CHF 0.3m and a breakeven result after taking into consideration transfers to designated reserves.

In 2017 exceptional costs of CHF 1.6m were budgeted – forecast to be limited to CHF 0.7m – in relation to the IUCN Secretariat organisational change process.

Transfers to designated reserves represent funds put aside for future events, namely the Regional Conservation Fora that will take place in 2019.

1.1 Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarised in Table 8 below.

Table 8 Core income summary (CHF m)

	2016	2017	2018	2018
CHF m	Actual	Forecast	Budget	Plan
Membership dues (net of provisions)	11.3	11.2	11.4	13.0
Framework income	13.9	12.3	11.3	10.0
Other unrestricted income	5.0	5.3	6.3	5.0
Total core income	30.2	28.8	29.0	28.0

Core income is budgeted at CHF 29.0; in line with the 2017 forecast and CHF 1m above plan.

1.2 Membership dues

Table 9 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 9 Membership dues (CHF m)

	2016	2017	2018
CHF m	Actual	Forecast	Budget
Membership dues	12.9	11.8	12.0
Provision for non-payment	(1.6)	(0.6)	(0.6)
Net Membership dues	11.3	11.2	11.4

Gross Membership dues are budgeted at CHF 12.0m. This compares to a 2017 forecast of CHF 11.8m and actual dues of CHF 12.9m in 2016. The decline from 2016 to 2017 is a result of the rescission of Members at the 2016 Congress. The marginal increase from 2017 to 2018 is due to new Members and some Members which were rescinded at the 2016 Congress but which have subsequently paid their outstanding dues and hence have been retained as Members.

A provision of CHF 0.6m (2017: CHF 0.6m) has been budgeted for the non-payment of Membership dues.

1.3 Framework income

Framework income is budgeted at CHF 11.3m (2017 forecast: CHF 12.3m).

Of the total, CHF 7.7m 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 1.6m is programmatically restricted.

No amounts have been budgeted for new framework partners that may join IUCN in 2018, although new relationships with potential partners will continue to be explored.

1.4 Other unrestricted income

Other unrestricted income is budgeted at CHF 6.3m. This comprises various items as shown in table 9 below. 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). The significant increase in rental income from 2017 to 2018 is a result of WWF International which moved into the IUCN Conservation Centre in October 2017.

Table 10 Other unrestricted income

	2016	2017	2018
CHF m	Actual	Forecast	Budget
Government tax exemptions	1.3	1.2	1.4
Rental income and services	1.4	1.4	1.7
Patrons of Nature	0.1	0.5	1.0
GEF agency fees	0.1	0.3	0.5
Deferred income	0.5	0.5	0.5
Other income	1.6	1.4	1.2
Total	5.0	5.3	6.3

Patrons of Nature are expected to contribute CHF 1.0m in 2018. IUCN currently has 8 patrons that provide financial contributions and this is expected to increase further in 2018.

GEF agency fees of CHF 0.5m have been budgeted in 2018. This is based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. Only 4.5% of the agency fee is budgeted as core income where it is used to fund the GEF Coordination Unit and HQ services. The remaining 4.5% funds 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 recognised over the life of the assets concerned. Other income reflects various amounts received by regional and country offices.

1.5 Operating expenditure

Operating expenditure (Table 11) is budgeted at CHF 68.2m (2017 forecast: CHF 69.5m). 80% of costs are staff costs and 20% other costs. The ratio is similar to the previous two years.

Both staff costs and other costs are lower than in previous years, reflecting a reduction in core income in 2017. Staff costs are slightly lower than forecast for 2017, despite a growing project portfolio. This reflects a shift in the delivery model whereby a greater proportion of projects is implemented by partners. Grants to partners is zero in the below table as grants form part of the project restricted budget and rarely part of the core budget.

Table 11 Operating expenditure

	2016	%	2017	%	2018	%
CHF m	Actual		Forecast		Budget	
Staff costs	53.0	78%	56.1	81%	54.7	80%
Communication & publication costs	0.3	0%	0.5	1%	0.3	0%
Consultancy & prof. services	2.5	4%	1.7	3%	2.2	3%
Office costs	4.0	6%	4.3	6%	4.5	7%
Travel, hospitality & conferences	3.5	5%	2.6	4%	2.7	4%
Equipment costs	4.1	6%	4.2	6%	3.8	6%
Grants to partners	0.6	1%	0.1	0%	-	0%
Total other costs	15.0	22%	13.4	19%	13.5	20%
Total	68.0	100%	69.5	100%	68.2	100%

1.6 Provisions and other income and expenditure

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

Table 12 below shows amounts budgeted for provisions. The total amount is similar to that forecast for 2017. The budgeted amount for other expenditure includes CHF 50k for the Governance Review which is expected to take place in 2018.

Table 12 Provisions and other income and expenditure

	2016	2017	2018
CHF m	Actual	Forecast	Budget
Foreign exchange	0.4	0.3	0.3
Project deficits	0.2	0.2	0.2
Other expenditure	0.3	0.1	0.1
Congress surplus	(1.6)	-	-
Total expenditure	(0.7)	0.6	0.6

1.7 Exceptional costs

No exceptional costs have been budgeted in 2018.

1.8 Transfers to/(from) designated reserves

IUCN makes annual allocations to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2018 budget includes an allocation of CHF 0.25m for the Regional Conservation Fora (RCFs), planned to take place in 2019. No additional allocation is budgeted for Congress 2020 Congress over and above that included in operating expenditure and budgeted to be spent in 2018. Similarly, no additional allocation is made for the External and Governance Review over and above the CHF 50k included in the category other income and expenditure (Table 12).

Table 13 Allocation to/ (from) designated reserves

	2016	2017	2018
CHF m	Actual	Forecast	Budget
World Conservation Congress and RCFs	(0.1)	0.4	0.3
External and Governance Review	-	0.1	-
Other	(0.5)	-	-
Total expenditure	(0.6)	0.5	0.3

1.9 Allocation of Core Income

Table 14 below shows the total expenditure budget and how each of the different components is funded.

Table 14 Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Union and programme support	Corporate support	Operating expenditure	Allocations to designated reserves	Total 2018
Expenditure	29.2	21.7	5.8	12.1	68.8	0.3	69.1
Internal service charges	1.9	0.3	-	(2.2)	-	-	-
Total expenditure	31.1	22.0	5.8	9.9	68.8	0.3	69.1
Funding							
Membership	1.0	1.7	4.0	4.4	11.1	0.3	11.4
Framework	4.2	6.4	0.5	0.2	11.3	-	11.3
Other unrestricted	1.2	0.5	-	4.7	6.4	-	6.4
Core income	6.4	8.6	4.5	9.3	28.8	0.3	29.1
Cost recovery	24.4	13.4	1.2	1.1	40.1	-	40.1
Transfers/adjustments	0.3	-	0.1	(0.5)	(0.1)	-	(0.1)
Total funding	31.1	22.0	5.8	9.9	68.8	0.3	69.1

Total core income amounts to CHF 29.1m (see Table 7). 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 and evaluation, 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. These costs are also partly funded through cost recovery and the internal service fee mechanisms operated by IUCN.

Membership due 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 tenants of CHF 1.0m funds the cost of services provided to tenants.

2. Project income and expenditure

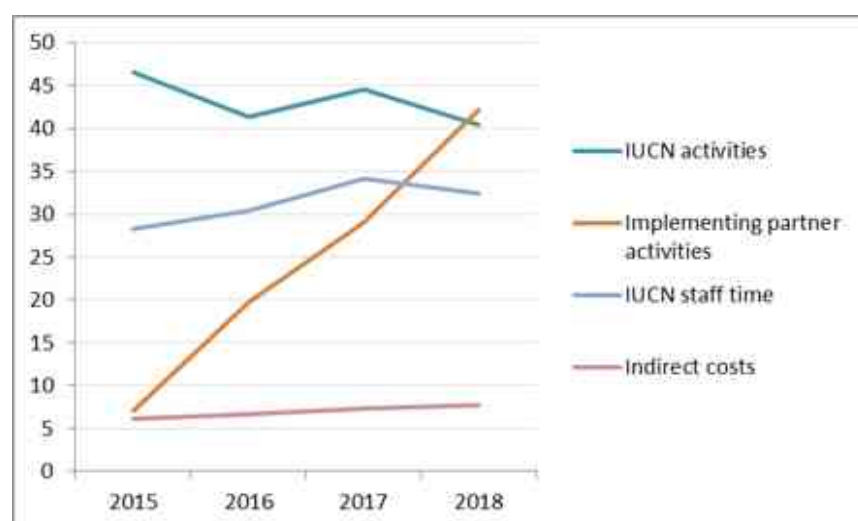
Table 15 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 122.7m compared to a forecast level of CHF 115.2m in 2017. The budgeted level is significantly higher than that foreseen at the time of preparation of the 2017-20 Financial Plan (CHF 109m), reflecting healthy growth of the project portfolio.

Table 15 Project income and expenditure

	2016	2017	2018	2018
CHF m	Actual	Forecast	Budget	Plan
Project income	98.1	115.2	122.7	109.0
IUCN activities	41.4	44.6	40.4	72.0
Implementing partner activities	19.7	29.1	42.2	
IUCN staff time	30.4	34.2	32.4	37.0
Indirect costs	6.6	7.3	7.7	
Total project expenditure	98.1	115.2	122.7	109.0
Excess of income over expenditure	-	-	-	

The breakdown of project expenditure in 2018 reflects strategic shifts in IUCN delivery mechanisms. As shown in Figure 12 below, expenditure incurred through implementing partners has increased dramatically from 2015 as IUCN has grown its portfolio of grant making projects and also as a result of the growth in GEF (Global Environment Facility) and GCF (Green Climate Fund) portfolios. Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 29.1m in 2017 to CHF 42.2m in 2018. The majority of this expenditure will be spent through IUCN members.

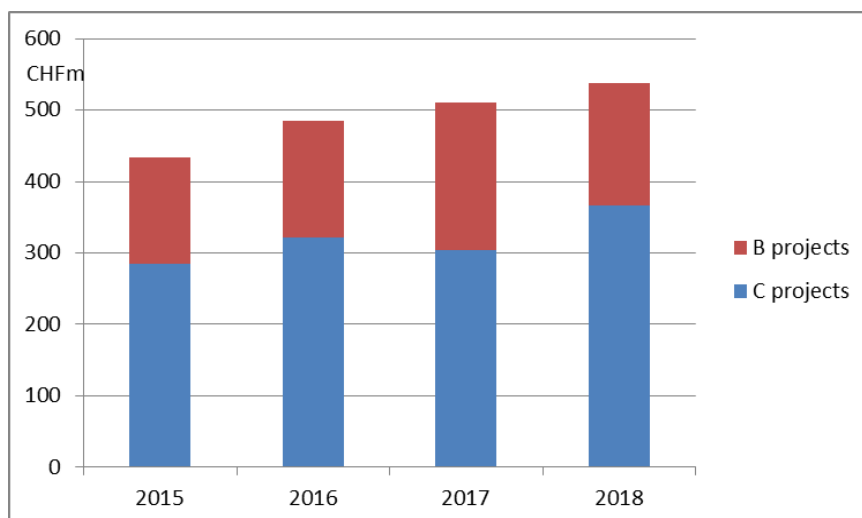
Figure 12 Project expenditure breakdown



The budget reflects a growing project portfolio as shown in Figure 13. The total value of projects under implementation (C-projects) at the time of budget submissions was CHF 367m, and the value of those at the proposal stage (B-projects) CHF 171m. B

list projects are contracts under negotiation that are expected to be signed during the course of 2018. The total value of the portfolio (B+C) has risen by 5% since the 2017 budget exercise and the value of projects under implementation by 21%.

Figure 13 IUCN project portfolio



2.1 Cost recovery from projects

Cost recovery represents the value of IUCN staff time and indirect costs charged to projects

Table 16 shows the 2018 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2016.

Table 16 Project expenditure and cost recovery

CHFm	2018 Budget				2017 Budget			
	C projects	B projects	Total	%	C projects	B projects	Total	%
Project activity costs	66.0	16.6	82.6	67%	57.6	21.6	79.2	66%
Staff time	26.1	6.3	32.4	25%	24.9	8.0	32.9	28%
Indirect costs	6.1	1.6	7.7	6%	5.5	1.9	7.4	6%
Total project expenditure	98.2	24.5	122.7	100%	87.9	31.6	119.5	100%
	80%	20%	100%		74%	26%	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 2017 projects fairly significant staff cost recovery (CHF 32.4m), representing 26% 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.

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.

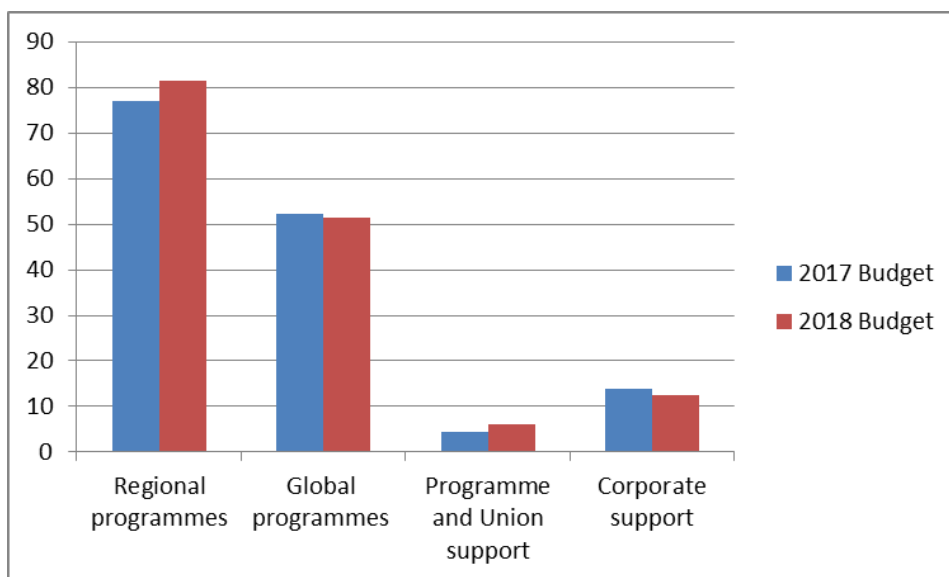
Cost recovery income carries two specific risks: 1) it is only earned as projects are implemented, and therefore if there are delays in project implementation the level of budgeted cost recovery will not be achieved; and 2) a portion of the amount budgeted will be derived from project agreements that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

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of expenditure in 2018 and discount the expected income to reflect the level of risk. Cost recovery budgeted to be earned from projects under negotiation (B - projects) is CHF 7.9m compared to CHF 9.9m in 2017. This reflects a reduction in portfolio risk but one that needs to be managed nonetheless (see Risks, page 17).

3. Total budgeted expenditure

Figure 14 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organisational components.

Figure 14 Breakdown of total expenditure budget by organisational component, CHF m

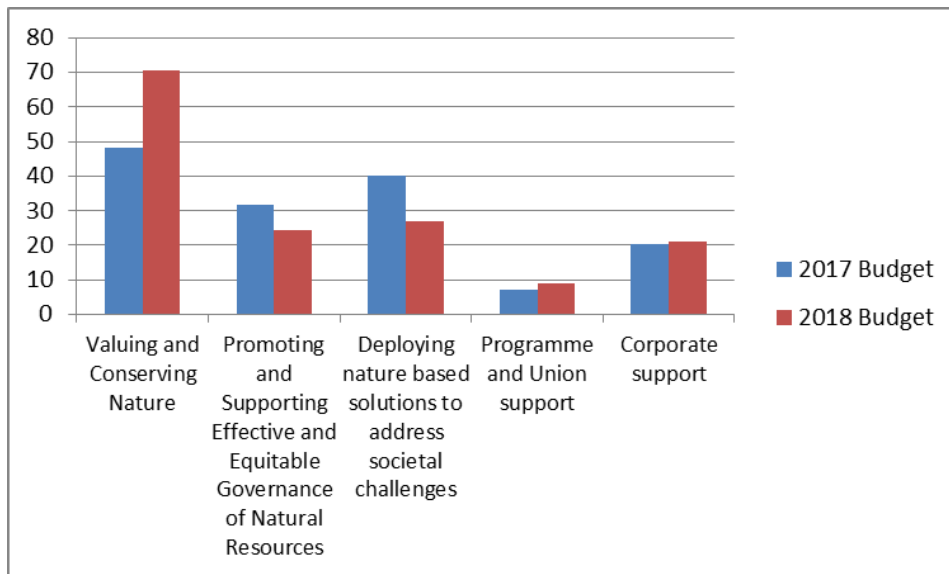


Total expenditure is budgeted at CHF 151m (2017 budget: 149m). The level of expenditure is relatively stable over all components. Regional programmes show a slight increase in total expenditure, primarily due to growth in the Africa regions and also Meso America. Programme and Union support also shows an increase but this is explained by the set-up of the Global Programmes Operations Unit in HQ which involved pooling support staff previously managed directly by global programmes (i.e. it reflects a reclassification of costs and not a real increase).

Global programmes generate significant amounts of income to be spent at the regional level – this is included under Regional programmes. Consequently, as the portfolio increases one would expect most of that growth to be reflected in an increase in expenditure at the regional level.

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 15 below.

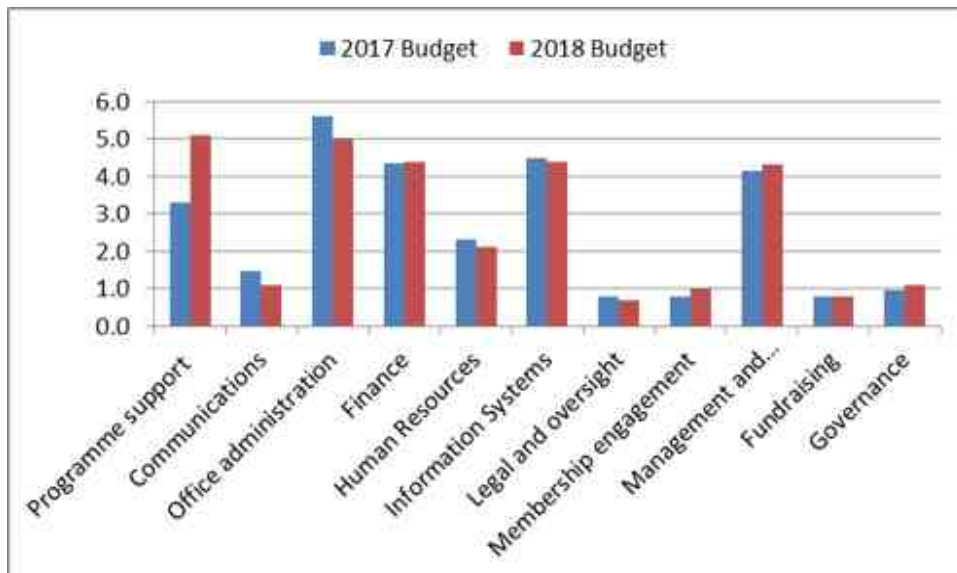
Figure 15 Total expenditure by programme area and support functions, CHFm



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 24m). The increase in the Valuing and Conserving Nature reflects a significant increase in grant making projects managed by the Species programme and growth in the Protected Areas and Marine programmes.

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

Figure 16 Programme and Union Support by function



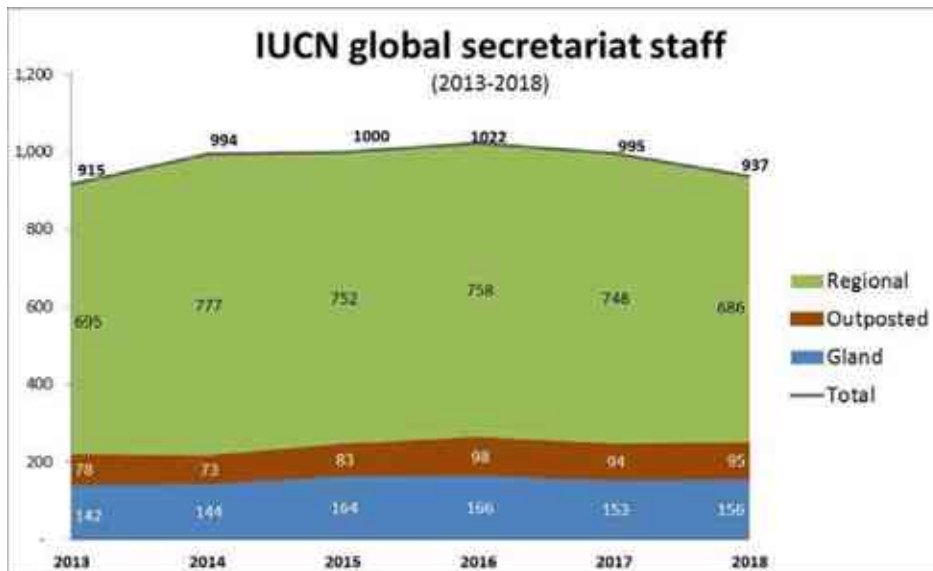
The total cost of programme and Union support (CHF 9.1m) and corporate support (CHF 20.9m) is the cost of these functions across the global Secretariat, including regional and country offices. Programme support shows a significant increase as a result of the setting up of the Global Programmes Operations Unit, noted above.

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

4. Staffing and staff costs

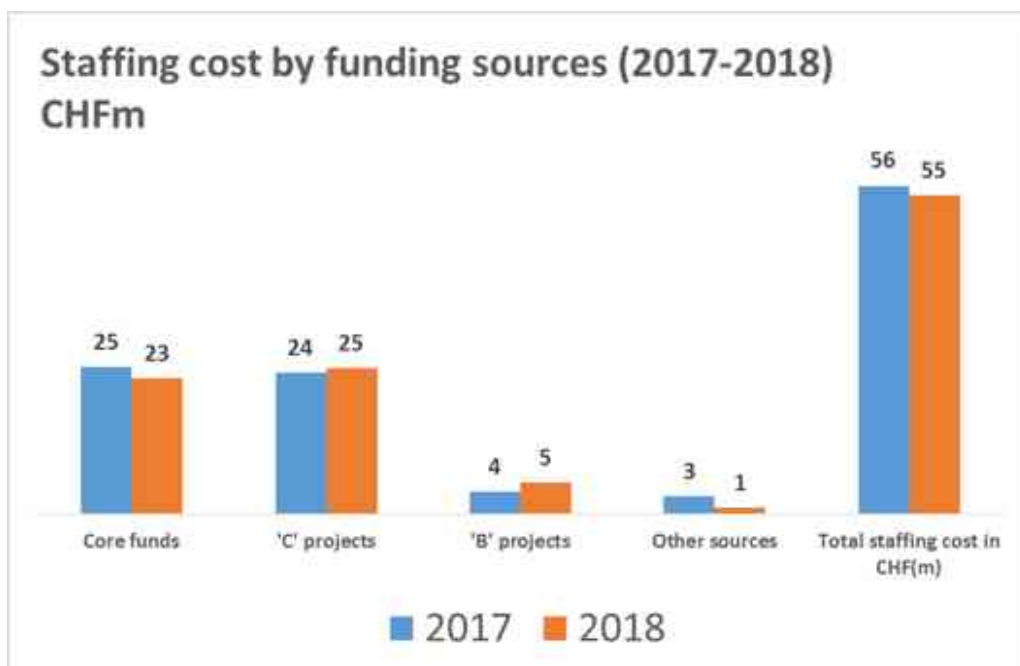
Figure 17 staffing strength from the year 2013 to the present date. A decrease in total staff numbers from 995 to 937 is foreseen in 2018, a decline of 6%. Staff in Gland decreased from 166 to 153 during the course of 2017 as a result of the organisational change process and are expected to increase marginally to 156 in 2018.

Figure 17 Secretariat staff



The total budgeted 2018 staffing cost is CHF 54.7m (2017 Forecast: CHF 56.1), a decline of 3%. 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 which resulted in readjustment in some regional and country offices. Staff costs are budgeted to be funded as shown in Figure 18.

Figure 18 Funding of staff costs



Staff costs funded by core funds has reduced from CHF 25m in 2017 to CHF 23m in 2018. This reflects the organisational change process and efforts to fund a higher proportion of staff cost from the project portfolio. CHF 5m is budgeted to be funded from "B" projects, i.e. projects currently under negotiation which are expected to be signed in the last 2 months of 2017 or during 2018. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed. The level of budgeted staff costs funded by unsecured income is at a similar level to 2017 and earlier years.

5. Investments in Information Systems

IUCN continues to invest in its information systems structure and applications. Table 17 below shows the status of major initiatives:

Table 17 Information systems initiatives

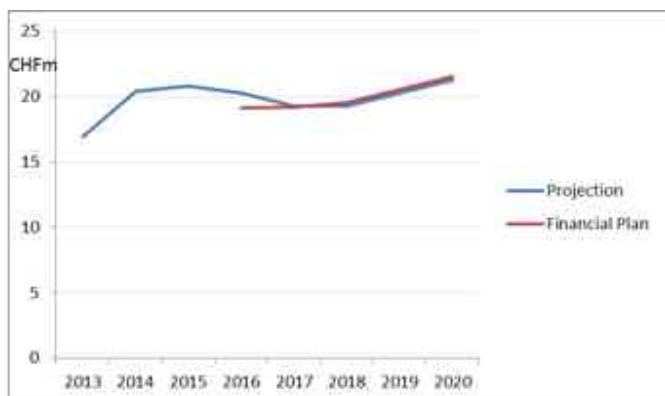
Initiative	Description	Current status	2018 plan
Global Wide Area Network (GWAN)	Standardised IT network allowing offices to connect to global applications (ERP, CRM, Union Portal, HRMS, eMail) in a secure and reliable way and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.	Implemented in all regional and outposted offices.	No further extension at this point.
IS Service Portal (global helpdesk)	Management of service requests by the global IS team, resulting in improved response time and increasing overall efficiency.	Implemented in all offices.	Completed.
Programme and Project Portal	Database of all IUCN projects allowing tracking of project delivery and global reporting against the IUCN Programme.	Rolled out in 2016 and 2017. All base data now captured and reporting functionality developed.	Implementation of workflows for project assessment and approval and contract approval.
ERP system	Finance, procurement, grant management and administration system.	Continued roll out of administration portals. Started implementation of global e-banking solution.	Completion of portal rollout. Continuation of e-banking rollout. Start upgrade of base system to new version. Implement time management system. Process improvements for travel and expense management and procure to pay process.
Union Applications	Includes: Union Portal and CRM		Revamp of Union Portal with improved functionality. Improvements to Commission registration system.

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

6. Reserves

Figure 19 shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 19.3m by the end of 2017, stay stable in 2018 and progressively rise to CHF 21.3m by the end of 2020, in line with the 2017-20 Financial Plan.

Figure 19 IUCN Reserves



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

7. Risks Inherent in the Work Plan and Budget 2018

The main risks for 2018 are:

7.1 Framework agreements

Of the total budgeted Framework income of CHF 11.3m, CHF 7.7m is secured by signed agreements. The remaining CHF 3.6m is subject to agreement in the latter part of 2017 or in 2018. This entire amount is budgeted to be received from long term partners of IUCN.

Mitigating action

This risk is being addressed through the active follow up of the partners concerned and by the IUCN Secretariat change process by making IUCN more attractive to Framework donors through demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

Risk level: medium

7.2 Delays in project implementation

Project expenditure is budgeted at CHF 123m, higher than the 2017 forecast of CHF 115m, which in turn is significantly higher than the CHF 98m achieved in 2016.

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. However, only 20% of project expenditure is budgeted to come from contracts not yet signed, which is below the 2017 level of 26%. The risk is still, however, significant.

Mitigating action

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

Risk level: High

7.3 Non-payment of membership dues

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

Mitigating action

A provision of CHF 0.6m has been made in the 2017 budget for non-payment of membership dues. A Membership strategy is in the course of development which will demonstrate value for money.

Risk level: Medium

7.4 Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the actual Swiss franc value of contributions will be lower than projected in the 2018 budget.

Mitigating action

The risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to Framework agreements.

Risk level: low

Report to Council

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

The SSC Executive Director, Bibiana Sucre, in office of the SSC Chair, attended the meeting.

Antonio Benjamin attended part of agenda item 2.1.1 (IFAW and other controversial applications).

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

Agenda Item/Content	Documents 1						
Meeting started at 08:30	GCC Agenda						
<p>2. Constituency issues:</p> <p>2.2 Members' name or category changes (DEC)</p> <p>The Secretariat has received a request from 4 Members to change their membership category. According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category.</p> <ul style="list-style-type: none"> a) Cape Nature in South Africa from Government agency to Affiliate b) Israel Nature and Parks Authority in Israel from Affiliate to Government agency c) Kamehameha Schools in the USA from Affiliate to Indigenous Peoples' organisation d) Biosphere Expeditions in the United Kingdom from International NGO to National NGO <p>In addition, two Member organisations have changed their legal name. It is the usual practice to inform GCC/Council of such changes.</p>	<p>C/93/GCC/2.2 Name/category changes</p>						
<p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, on the recommendation of the Governance and Constituency Committee,</p> <p>1. <u>Approves</u> the request from four current IUCN Members to change their membership category as follows:</p> <ul style="list-style-type: none"> a) Cape Nature in South Africa from Government agency to Affiliate b) Israel Nature and Parks Authority in Israel from Affiliate to Government agency c) Kamehameha Schools in the USA from Affiliate to Indigenous Peoples' organisation d) Biosphere Expeditions in the United Kingdom from International NGO to National NGO <p>2. Takes note of the change of name of two current Member organisations, as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="background-color: #e0e0e0;">Country</th> <th style="background-color: #e0e0e0;">Previous name</th> <th style="background-color: #e0e0e0;">New name</th> </tr> </thead> <tbody> <tr> <td>Australia</td> <td>Department of Parks and Wildlife</td> <td>Department of Biodiversity, Conservation and Attractions</td> </tr> </tbody> </table>		Country	Previous name	New name	Australia	Department of Parks and Wildlife	Department of Biodiversity, Conservation and Attractions
Country	Previous name	New name					
Australia	Department of Parks and Wildlife	Department of Biodiversity, Conservation and Attractions					

¹ All Council documents are listed in this column. They are accessible via a hyperlink as soon as they become available and posted in the [Union Portal](#)

Australia	Australian Network of Environmental Defender's Offices Ltd.	Environmental Defenders Offices of Australia	
<p>2.3 Matters relating to International Non-Governmental NGOs (INGOs) (DEC)</p> <p>The Secretariat requests the advice from the Governance and Constituency Committee with regards to :</p> <ul style="list-style-type: none"> - membership applications from International NGOs and - International Non-Governmental Organisations (INGOs) Members and their participation in National and Regional Committees (issue raised by Jenny Gruenberger) <p>GCC discussed and agreed the following:</p> <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, on the recommendation of the Governance and Constituency Committee,</p> <ol style="list-style-type: none"> 1) Agrees that Membership applications for International Non-Governmental Organisations (INGO) must be received from the organisation's Headquarters. 2) Agrees that, if admitted as an IUCN Member, the organisation will be registered in the country in which the Headquarters is based. 3) Requests the Secretariat to undertake a review of current INGOs and make the necessary changes to the membership data base. 4) Agrees that INGO Members of IUCN may participate in National/Regional Committees of the countries/regions in which they are present, as observers with speaking rights, where invited by the National/Regional Committee, but may only vote in the National/Regional Committee in which their Headquarters is located. </div>			<p>C/93/GCC/2.3 International NGOs</p>
<p>2.4 Update on the Membership Strategy (DIS)</p> <p>A survey has been sent to IUCN Members. Information gathered from replies will be collated and used as input for the Strategy.</p> <p>GCC requests Secretariat to draft a proposal for the follow up to the survey and how to involve GCC in the next steps.</p> <p>More information will be provided by the Chair in the GCC verbal report to Council.</p>			<p><i>No document</i></p>
<p>2.5 Brainstorm on trends regarding Members being rescinded or withdrawing (DIS/DEC)</p> <p>This issue was initially raised by the Credentials Committee at the 2016 Congress. It was further addressed in 2017 by GCC members via e-mail correspondence. The 71st Bureau meeting in August 2017 concluded that a thorough analysis should be made of:</p> <ul style="list-style-type: none"> • the reasons why a majority of the Members on the rescission list do not settle their dues; and • the measures that could be taken to encourage these organisation to settle their dues and to remain as Union Members. One suggestion made was to send special task forces to States and Agencies to persuade them to stay. <p>The Director General suggested seizing the opportunity of the discussion regarding the membership strategy and the value proposition to reflect on this issue. The Secretariat has the information for some of the Members in the rescission list but not for all with regards to why they don't pay their membership dues. The Secretariat will act upon Bureau's request after the 2020 Congress. The Director General instructed Regional Directors to engage directly with State Members in the rescission list.</p>			<p>C/93/GCC/2.5 Members rescinded/withdawn</p>

<p>Figures on withdrawn Members were presented and means to retain them were discussed.</p> <p>More information will be provided in the GCC report to Council plenary session.</p> <p>1.5.1 Proposal to hold an electronic Members' vote to rescind Members' rights annually or biennially (<i>DEC</i>)</p> <p>Currently the rescission process is carried out once every four years at the World Conservation Congress. As a result, an institution/organisation can remain as an IUCN Members for up to 8 years without paying its membership dues. To avoid this situation in the future Secretariat proposes the process be carried every two years (by e-vote and at Congress).</p> <p>Currently 25 Members have asked for a Payment Plan to pay their outstanding dues. Secretariat asked for GCC endorsement of the process.</p>	
<p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, on the recommendation of the Governance and Constituency Committee,</p> <ol style="list-style-type: none"> 1. <u>Recommends</u> the Director General to reconsider the 2018 budget to allow for support to Councillors to carry out their functions as required by the IUCN Statutes, including in relation to their fiduciary responsibilities, and ensure that such provision continues to be made in future budgets. 2. <u>Recommends</u> the Director General to identify opportunities to engage Regional Councillors in high level events to enable them to more effectively engage in membership development. 3. <u>Requests</u> the Director General to ensure that the membership strategy aims specifically to recruit new Members from geographies where Members are currently under-represented. 4. <u>Approves</u> the proposal to hold an electronic Members vote to rescind Members' rights biennially, starting from 2018. During Congress years, the vote will take place at Congress. 5. <u>Endorses</u> the payment plan process for Members whose rights have been rescinded by the 2016 Congress and encourages the Secretariat to follow a similar process for future Congresses. 	
<p>2.6 Brainstorm on membership dues (<i>DEC</i>)</p> <p>Following the discussion on Members withdrawals and as per recommendations made by the 2016 Congress and by the 2012-2016 Council, GCC agreed by e-mail correspondence in 2017 to look into this in more depth and discuss how Members can be kept and address the financial issues they face. The Finance and Audit Committee at 2016 Congress also recommended reconsidering the dues for the newly created membership category of Indigenous peoples' organisations.</p> <p>The current dues structure was presented and GCC was informed that an in depth analysis had been performed ahead of the 2016 Congress. GCC agreed to maintain the same structure (including for IPOs) for the 2021-2024 quadrennial.</p> <p>GCC was also informed about a proposal to look into a new membership dues group for zoos, aquaria, botanical gardens, universities and museums.</p> <p>Following a discussion, it was decided that further research needed to be made by Secretariat on this matter. Findings would be presented at the Council meeting in May 2018.</p>	<p>C/93/GCC/2.6 Membership dues</p>

<p>Payment issues that the Secretariat is facing with the difficulties to receive international money transfers from the Islamic Republic of Iran and the Democratic Peoples' Republic of Korea will be explained also.</p> <p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council,</p> <p>on the recommendation of the Governance and Constituency Committee,</p> <ol style="list-style-type: none"> 1. Endorses the current methodology for the calculation of membership dues. 2. Requests the Secretariat to further study the potential for recruiting new Members amongst zoos, aquaria, botanical gardens, universities and museums through the creation of a new dues group and present this at the 94th Council meeting in May 2018. 3. Takes note of the issues for receiving payments from Iran and Democratic People's Republic of Korea. 	
<p>2.7 National/Regional Committees</p> <p>2.7.1 Update on / recognition of National/Regional Committees (DEC)</p> <p>The Benin National Committee submitted its complete application for Council recognition which has been reviewed by the Secretariat and the Secretariat finds that it complies with the requirements.</p> <p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, on the recommendation of the Governance and Constituency Committee, based on the assessment carried out by the Secretariat.</p> <p><u>Approves</u> the recognition of the Benin National Committee of IUCN Members.</p>	<p>C/93/GCC/2.7.1 Recognition of NRC</p>
<hr/> <p>2.7.1.1 Guidance on the establishment of Interregional Committees (INF)</p> <p>The Governance and Constituency Committee were invited to discuss the issues presented in the document prepared by Councillors Hilde Eggermont and Jan Olov Westerberg on the establishment of an Inter-regional committee for West Europe, East Europe and Central Asia. The Councillors requested clarification on point 2 of Council decision C/69/54, specifically how abstentions should be dealt with.</p>	<hr/> <p>C/93/GCC/2.7.1.1 IR Committees</p>

DECISION**C/69/54**

Council, on the recommendation of the Governance Task Force **AGREED** that, in order to give effect to Article 67 (b) of the Statute, any proposal to establish an Interregional Committee will need to demonstrate that:

1. The purpose and scope of the proposed Interregional Committee is clear and does not clash with any other IUCN organs;
2. The establishment of an Interregional Committee with this purpose is supported by more than 50% of the Membership in each of the regions concerned;
3. The proposed Statutes or By-laws or Rules of Procedure or other Constitutional documents are compatible with the requirements of IUCN's Statutes and Regulations.

And that if Council was minded to permit the establishment of such a Committee, it required that:

4. The Committee provides a written report every 2 years to the Director General and to Council on its work and achievements; and
5. Council reserves the right to modify or withdraw the mandate to the Committee if Council believes its continued existence does not serve the best interests of IUCN.

GCC deferred their decision and would discuss the matter further in a conference call by the end of 2017 or in early 2018.

[C/93/GCC/2.7.2 Bylaws NRCs](#)

2.7.2 Revised bylaws from the South America Regional Committee and the Ecuador National Committee (DEC)

The Governance and Constituency Committee is requested to take note and inform Council of the revised Bylaws of the South America Regional Committee of IUCN Members and of the Bylaws of the Ecuador National Committee of IUCN Members.

The question of whether the participation, with voting rights, of Commissions within National/Regional Committees in South America was in line with the IUCN Statutes was raised. This is currently the case for the South America Regional Committee and the Ecuador National Committee, who have submitted their by-laws to Council's attention. Some other National Committees in South America also give Commissions the same voting rights, as well as the Regional Committee for Mesoamerica. This has been the case for many years and the by-laws of these Committees were approved by Council when they requested recognition many years ago. The IUCN Legal Adviser was requested for advice. In summary, her opinion is that Commissions can be part of National or Regional Committees but not with a voting right (i.e. observer status only).

GCC were asked to consider the opinion of the Legal Advisor and whether the relevant Committees should be requested to change their by-laws. If GCC considered that Commissions could have a voting right in National and Regional Committees, an amendment to the Statutes must be proposed.

Discussion among the group led to the proposal that matter of Commission participation and voting in Committees should be further reviewed but that pending any decision, the Committees would be allowed to continue operating under their revised by-laws.

The GCC will discuss the matter online via the Union Portal and will report back during the 94th Council meeting.

DRAFT COUNCIL DECISION

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

1. Takes note of the revised by-laws of the South America Regional Committee of IUCN and of the by-laws of the Ecuador National Committee of IUCN Members; and
2. Notes that the South America Regional Committee of IUCN and the Ecuador National

<p>Committee will, for the time being, continue to operate under the revised Bylaws. 3. <u>Requests</u> the GCC to review the status and role, including the voting rights, of Commissions within the National and Regional Committees.</p> <hr/> <p>2.7.3 Update from the Global Group on National/Regional Committee development (WCC-2016-Res-002) (INF)</p> <p>The Global Group has provided the Secretariat with their second report and is asking Council to take note of it.</p>	<p>C/93/GCC/2.7.3 Update Global Group NRC</p>
<p>2.1.2 Revised membership application/review and due diligence process (DEC)</p> <p>During its conference call on 24 July, GCC discussed ways of strengthening the review of membership applications not meeting IUCN Statutory requirements, and how to improve the due diligence process. Amongst others, one of the proposals made considered was to add specific questions on sustainable use on the membership application form. It was also proposed to consult with Regional Councillors and National Committees for each new application.</p> <p>Due to time restrictions, GCC decided that this item would be discussed online via the Union Portal and by conference call.</p>	<p>C/93/GCC/2.1.2 Application/review process</p>
<p>2.1 Membership applications</p> <p>Antonio Benjamin joined the meeting via Skype</p> <p>2.1.1 Consideration of 22 membership applications, including deferred applications from the International Fund for Animal Welfare (IFAW), David Suzuki Foundation, Tajjijin and AITA Foundation (<i>DIS/DEC</i>)</p> <p>There were four items for discussion:</p> <ol style="list-style-type: none"> 1. Fourteen (14) new membership applications, without objections, that fulfil the requirements of the IUCN Statutes and Regulations; 2. Three (3) membership applications, which received objections from IUCN Members <ul style="list-style-type: none"> - Association Etre Comme Les Autres (Be Like Others Association) – ECLA – Annex II - Coletivo Nacional de Pesca e Aquicultura (National Council for Fishing and Aquaculture) – CONEPE - Annex III - World Forum on Shooting Activities, WFSA – Annex IV 3. Two (2) membership applications which received no objections from IUCN Members but the Secretariat has some questions about their eligibility <ul style="list-style-type: none"> - Exploralis – Annex V - Fundación Luis Ernesto de Los Andes - Annex VI 4. Three (3) membership applications, which received objections from IUCN Members, which were considered by previous meetings of the Council/Bureau and for which the decision was deferred to the 93rd meeting of Council in November 2017. <ul style="list-style-type: none"> - International Fund for Animal Welfare (IFAW), USA – Annex VIII - Tajjijin (AITA Foundation), China – Annex IX - David Suzuki Foundation, Canada - Annex X <p>IFAW</p> <p><u>Background information</u></p> <ul style="list-style-type: none"> - 24 July: Presentation on sustainable use by Rosie Cooney, Chair SULI, SCC and 	<p>C/93/GCC/2.1.1 Membership applications (incl. Annex I-II)</p> <p>Annex III</p> <p>Annex IV-VII</p> <p>Annex VIII</p> <p>Annex IX-X</p>

<p>CEESP</p> <ul style="list-style-type: none"> - 1 November: Presentation on the ethical considerations of trophy hunting by Klaus Bosselman, of the University of Auckland and Chair of the WCEL Ethics Specialist Group. Michael 't Sas-Rolfes, conservation economist, who leads SULi's work on Ethics and Rosie Cooney also joined the call. - Factsheet on Sustainable Use and Trophy Hunting produced by the IUCN Global Species Programme, in consultation with the SSC Steering Committee, the Chair of the Joint SSC and CEESP Sustainable Use and Livelihoods Specialist Group. - Report "Compatibility of Trophy Hunting as a Form of Sustainable Use with IUCN's Objectives" produced by the WCEL Ethics Specialist Group. - Comments to this report were provided by Simon Stuart, former SSC Chair and a response was also submitted by the SSC Sustainable Use and Livelihoods Specialist Group (with other groups engaged in sustainable use activities). - A document "The ethics of trophy hunting" was also produced by Michael 't Sas-Rolfes and Rosie Cooney. <p>All these documents/reports are available as Annex VII of the Council document.</p> <p>There have been ongoing discussions for each of these controversial applications on the Union Portal.</p> <p>GCC discussed all the applications and has the following recommendations for Council.</p> <p>More information will be provided in the GCC report to Council in the plenary session:</p>	
<p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, on the recommendation of the Governance and Constituency Committee,</p> <p><u>Approves</u> the admission of 14 organizations and/or institutions applying for membership</p> <p><u>Approves</u> the admission of the David Suzuki Foundation, Canada;</p> <p><u>Recommends</u> the admission of the International Fund for Animal Welfare – IFAW, USA; and</p> <p><u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote.</p> <p><u>Rejects</u> the admission of:</p> <p>Etre Comme Les Autres – ECLA, Burkina Faso on the basis that it is primarily an organisation concerned with social action and not conservation;</p> <p>Coletivo Nacional de Pesca e Aquicultura – CONEPE, Brazil on the basis that there is no clear record of conservation action by the organisation;</p> <p>World Forum on Shooting Activities, WFSA, Belgium on the basis that there is no clear record of conservation action by the organisation;</p> <p>Fundación Luis Ernesto de los Andes, Bolivia on the basis that they are not a conservation organisation;</p> <p><u>Defers</u> the admission of Exploralis, Tunisia; and</p> <p><u>Requests</u> the Secretariat to seek additional clarification from this organisation regarding their statutes and their objectives and from Members in Tunisia.</p> <p><u>Defers</u> the admission of Tajjin (AITA) Foundation, China; and</p> <p><u>Requests</u> the Secretariat to seek additional clarification from the China country office and the Asia Regional Office with respect to Article 7 of the IUCN Statutes;</p>	
<p>1. Governance issues</p> <p>1.1 Amendments to the Statutes, Rules and Regulations resulting from the Bureau's working group (DIS/DEC)</p> <p>This was discussed at the Bureau meeting on Saturday 18 November and presented to GCC.</p> <p>In May 2017, a working group of the Bureau was established to present a</p>	<p><i>No document</i></p>

<p>methodology and list of statutory and governance reforms to work on during this quadrennial.</p> <p>Recommendations made by the Bureau, with a timeline and process for elaborating concrete proposals, will be discussed in plenary later today under agenda item 4.</p>	
<p>1.2 Update on the implementation of Resolution WCC-2016-Res-003 – Including regional governments in the structure of the Union (INF)</p> <p>A conference call of the Pre-Working Group took place on 31 October to discuss this issue and a face to face meeting was held on 18 November. During the call a first draft for TORs was agreed and posted on the Union Portal for further development. A document regarding the requirements that will be needed in the composition of the Working Group has been posted on the Union Portal for input by the group.</p> <p>Following the meeting on 18 November, the PWG will continue to define the TORs and composition of the WG for electronic endorsement by GCC.</p>	<p><i>Document to be posted soon</i></p>
<p>1.3 External Review of IUCN's Governance (INF)</p> <p>By decision C/88/7, the Council approved the Management Response to the External Evaluation of Aspects of IUCN's Governance" (Final Report, Universalia, November 2015)</p> <p>GCC was required to:</p> <ol style="list-style-type: none"> examine the status of the implementation of the Management Response to "External Evaluation of Aspects of IUCN's Governance" (Final Report, Universalia, November 2015) approved by Council in April 2016 (C/88/7) (Annex 1 to the Council document); consider the commissioning of an external review of IUCN's governance to be delivered in time for a strategic discussion of Council at mid-term (i.e. October 2018) as required by decision C/88/7, and as appropriate, recommend to Council a process for the preparation of draft Terms of Reference and scope of the external review of IUCN's governance. <p>This item is still under discussion by GCC and a decision has been postponed.</p>	<p>C/93/GCC/1.3 External review</p>
<p>3. World Conservation Congress</p> <p>3.1 Update on the implementation of the Guidelines for Sponsored Delegates at the 2016 Congress (INF)</p> <p>Due to time constraints, this item was deferred until the 94th Council meeting</p>	<p><i>No document</i></p>
<p>3.2 Revision of the motions process 2020 (INF)</p> <p>The 2016 IUCN Congress Participant Survey Report showed a very positive experience by Members on the motions process.</p> <p>While the Resolutions Committee considered the revised 2016 Motions Process an extraordinary success, it makes a number of recommendations for reform to help make the process even more effective.</p> <p>GCC were invited to establish a working group to start the process of looking at improvements that can be made in time for the next WCC.</p> <p>Any proposals for decision and possible adjustments to be implemented at the next Congress need to be made by the end of 2018 and voted on by early 2019 at the latest.</p> <p>A working group was established with the following members: Masahiko Horie, Hilde</p>	<p>C/93/GCC/3.2 Motions process</p>

<p>Eggermont, Tamar Pataridze, Jennifer Mohamed-Katerere. At their first meeting, the group will decide on who will lead. Luc de Wever was invited, and accepted, to join the group. An invitation will also be extended to other Councillors.</p>	
<p>1.3. Update on the selection process of the host country (INF)</p> <p>The selection process was presented and an update given on current status.</p> <p>More information will be presented in the GCC report to Council in the plenary session.</p>	<p><i>No document</i></p>
<p>4. GCC work plan and any other business (INF)</p> <p>Due to time constraints, this item was deferred to the 94th Council meeting.</p>	
<p>The Meeting closed at 19:00.</p>	

93rd Meeting of IUCN Council – November 2017**Documents:** <https://portals.iucn.org/union/cont/documents/686/14630>**Meeting of the Programme and Policy Committee of Council (PPC) Sunday 19th November 2017 – Gland (room: Red List A)****Meeting Report****Opening of the meeting**

The PPC Chair, Jan Olov Westerberg, opened the meeting and welcomed everyone. He introduced the modalities of work and the agenda for the day. The PPC then approved the agenda as proposed including starting with agenda item 2 first in order to allow for all Commission Chairs to be present and then move to other Committees as required.

2. Commission Plans 2017-20 and Commission Annual Work Plans 2017 incl. progress report 2017 ([Doc C/93/PPC/2rev](#))-DEC**Purpose of the item**

The PPC was invited to note the revised planning and reporting process for Commissions resulting from the Strategic Planning and Reporting Framework approved by Council in 2016 (C/88/7); consider, in the presence of the Chairs of the Commissions, the summary of the main achievements reported by Commissions in 2017 as well as the main activities planned for 2018 in relation to the IUCN Programme Targets, presented in this document; noting that Commissions' workplans have been incorporated in the IUCN 2018 Work Plan and Budget (Council document C/93/6); recommending to Council the approval of the Commissions' 2018 workplans; and noting that the summary of the Commissions' annual work plans and the Council's approval of the annual IUCN Work Plan satisfy, respectively, the Commissions' reporting requirements under Article 77 of the Statutes and Regulation 78bis and the Commissions' planning requirements under Regulation 78bis.

Presentation

Nick Bertrand, Chief of Staff and Acting Head PM&E highlighted the challenges in preparing this document mentioning that this is work in progress and that the report only includes partial information about the work that the Commissions are doing. He highlighted the good collaboration with the Commission Chairs in moving forward with this progress report in spite of the challenges. Nick explained the methodology undertaken to prepare the document and highlighted that this is focused on evidence of progress. He provided short snapshots Commission by Commission to give everyone an idea of progress made.

Regarding the Species Survival Commission, specific highlights included the good joint work that the Commission carries out with the Global Species Programme and the leading role that the SSC has in IUCN Targets, T1 on the Red List species assessments and T9 on Conservation actions more broadly.

Turning to the World Commission on Protected Areas, highlights included plans around the Green List of Protected and Conserved Areas and work around defining and producing guidelines for Other Effective area-based Conservation Measures (OECMs), both issues to be featured strongly at the next meeting of the Conference of the Parties to the Convention on Biological Diversity (COP14, November, 2018). A number of governance assessments have been conducted in different regions involving many WCPA members and in 2018 additional assessments are to be carried out.

With regards to the Commission of Ecosystem Management, it was mentioned that CEM plays a leading role in IUCN Targets T2 on the Red List of Ecosystems, T23 on a Nature based Solutions Standard, T24 on enabling policy for Nature Based Solutions (NBS) where good progress has been made in developing training tools like a recently launched MOOC, and on T29 on restoration.

With respect to the Commission on Environmental, Economic and Social Policy, it was reported that there is clear evidence of results for Targets 13 on the Natural Resource Governance Framework and tools; T 22 on NBS benefits and the People in Nature initiative (PiN) and T 25 on NBS incentives. The PiN work will continue in 2018 to test its methodology and refining it through pilots.

On the Commission on Education and Communication, CEC highlights included work around the Nature for All initiative which has successfully brought together a wide range of partners within and outside the Union.

Finally, it was emphasized that the World Commission on Environmental Law, WCEL, has been making good progress around Target 18 on the rule of law and harnessing collaboration across the Union including around developing and promoting the draft Global Pact for the Environment.

Discussion

Commission Chairs that took the floor highlighted that there is much more that could be reported on with respect to the work that Commissions are doing and some suggested exploring ways for Commissions to report to Council, even if informally, so as to really capture the breath and scope of the work they do. The Chair of SSC suggested looking at the possibility of reinstating the practice of having Commission Chairs reporting periodically (e.g.: biennially) to the plenary of Council on their activities. They also welcomed guidance on how to engage their volunteer networks more effectively into planning and budgeting, and in the development of the IUCN Quadrennial Programme so as to gain better buy-in and ownership.

Other members of PPC who took the floor welcomed the alignment between the workplans of Commissions and IUCN's in particular in terms of reporting against contributions to the SDGs and the Aichi Targets. Another member suggested carrying out an accountability exercise defining how much the Commissions' workplans really match the IUCN Work Plan and Targets and analysing the consequences, including in terms of budget allocation.

The Secretariat welcomed the comments and emphasized that this is a learning process and will keep improving for next time. Commission Chairs were invited to provide their views and feedback as this process moves forward.

Conclusion

DEC

The Programme and Policy Committee,

Having considered, in the presence of the Chairs of the Commissions, the summary of the main achievements reported by Commissions in 2017 as well as the main activities planned for 2018 in relation to the IUCN Programme Targets, as presented in the background document:

Takes note of the revised planning and reporting process for Commissions resulting from the Strategic Planning and Reporting Framework approved by Council in 2016 (C/88/7);

Notes that Commissions' workplans 2018 have been incorporated in the IUCN 2018 Work Plan and Budget (Council document C/93/6);

Also notes that, the summary of the Commissions' annual work plans and the Council's approval of the annual IUCN Work Plan satisfy, respectively, the Commissions' reporting requirements under Article 77 of the Statutes and Regulation 78bis and the Commissions' planning requirements under Regulation 78bis;

Acknowledges however that the progress report 2017 does not fully capture all the work that Commissions are undertaking; and

recommends the IUCN Council to

approve the Commissions' 2018 workplans.

1. IUCN Annual Report 2016 (implementation of the IUCN Programme by the Secretariat and the Commissions) [Doc C/93/PPC/1 - INF](#)

Purpose of the item

The Programme and Policy Committee is invited to consider the IUCN Annual Progress Report 2016 and provide guidance and direction as required.

Presentation

Nick Bertrand presented briefly on the implementation of the IUCN Programme and the Annual Report 2016 and started by mentioning that the report presented covered the last year of implementation of the IUCN Programme 2013-2016 and that the 22 programme priorities were the main mechanism for programme delivery and reporting. He also acknowledged that the IUCN World Conservation Congress 2016 under the theme *Planet at the Crossroads* had a clear role in setting the global conservation agenda and that the IUCN Programme 2017-2020 adopted then is clearly contributing to the broader conservation and sustainable development agenda. He stressed that this annual report is transitioning from anecdotal reporting to reporting based on verifiable and aggregated evidence through the Project Portal.

Nick explained how the document is organized stressing that the use of resources and fund-raising targets are included in the document but that it is early days to report on those issues. He highlighted that a new feature was introduced this time linking the project portfolio and a number of priority issues, including reporting against the Sustainable Development Goals and the Aichi Targets. Importantly, emphasis is provided to the “One Programme” engagement and to analysing how to better capture contributions across the board of the different IUCN constituents. Fulfilling this ambition implies tightening IUCN’s tools and methodologies to work around impacts and also responses to aspirations of governments worldwide.

Discussion

Members of PPC congratulated the Secretariat for the report and for working towards demonstrating how IUCN contributes to the Aichi Targets and the SDGs implementation. They recognized the benefits of the approach taken and mentioned that it is a good step in the right direction.

The fact that IUCN is trying to move towards a wider scale programmatic funding (wholesale) and away from small scale project funding (retail) is welcome but there is recognition that this brings about challenges. The Secretariat clarified that these wider scale projects are to be developed under a common theory of change and in an interconnected way. This should actually enable more coherent and effective action. The Bonn Challenge was mentioned as an example which is already demonstrating this evolution.

Members of PPC also commented on the need for the presentation of the information to be looked and recommended working towards communicating it in an inspiring and telling way. Undoubtedly, the way in which we communicate IUCN’s work needs to speak to an outside audience, including potential donors, and this might have budgetary implications.

Conclusion

The Programme and Policy Committee **takes note** of the IUCN Annual Progress Report 2016 and welcomes the efforts made to better report on the contributions of all IUCN constituents in a comprehensive and coherent way.

3. Draft 2018 IUCN Work Plan incl. progress report 2017 [Doc C/93/6 – DIS/DEC](#)

Purpose of the item

Council is invited to approve the IUCN 2018 Workplan 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.

Presentation

Nick Bertrand presented the draft 2018 IUCN Work Plan including a progress report on 2017. He highlighted how moving to new tracking tools (i.e. the project portal) allows IUCN to better understand its project portfolio, in particular the general trends. He showcased a number of assessments made possible through this new tool, including an overview of the global distribution of our project portfolio by number of projects and budget, understanding how much of IUCN's project portfolio is funded by how many donors, as well as how the projects and budget map to international targets including the SDGs and Aichi Targets. He also stressed the importance of ensuring data quality and data governance.

Nick stressed that in 2017 the exercise tried to collect intersessional results for the 2017 work plan, while simultaneously developing the 2018 work plan. He mentioned that the Secretariat is cognizant that further work needs to be done, also concerning aligning to international data standards and that conversations are to be had around how to make this information available to the outside world in a systematic way.

Discussion

During the discussion on this agenda item, Councillors addressed elements currently missing in the work plan 2018, raised some questions of clarification and made suggestions of how the data could be presented in the future in order to better understand the details of the information provided.

In terms of issues currently not or not sufficiently covered in the work plan, Councillors raised education, health, the Polar regions and the inclusion of policy work in general. The biggest part of this discussion addressed the policy dimension of IUCN's work. Several Councillors considered IUCN's policy work and IUCN's role as a thought leader as being absent in the 2018 work plan. Reference was made particularly to the leadership role IUCN is taking in regards to the discussions of a post-2020 biodiversity framework. One Councillor stressed that the link between our projects and the global policy processes is missing.

Some Councillors suggested that this lack of inclusion of policy is due to the Work Plan being largely project based. A Councillor stressed that the policy work is an important activity of the Union that should be fully captured, also given that the Work Plan will reach Members, who have always wanted IUCN to assume a leadership role.

One Councillor however noted that policy, at least as a word, does seem to be well included in the document of the work plan (a word search of "policy" resulted in about 30 hits).

Nick Bertrand clarified that these policy issues are considered to be included, for example through IUCN Programme Target 6 (Implementation of commitments under MEAs). Cyrie Sendashonga, Global Director, Programme and Policy Group, also mentioned that policy aspects are well incorporated within the individual work plans of relevant units, but that more reference to high level policy topics could certainly be included in the overarching document if so requested by PPC.

Various Councillors supported that PPC should urge this to be included. One Councillor underlined that if we want to attract funding for being a thought leader and influencer, this dimension (including post-2020) needs to be in the 2018 Work Plan.

On the project portfolio topic, some questioned whether moving to fewer but larger projects, is the intended way forward. This direction was confirmed by the Secretariat. It was then suggested by a Councillor that the key metric should not be the number of projects, but their average value, as we want to grow as a Union.

Some Councillors also raised concerns and highlighted the risks of only trying to attract project funding, bearing in mind that we are a Membership Union.

Concerning the Section on "Closing Considerations" of the Work Plan 2018, one Councillor raised the need to better articulate the co-benefits of what we do linked to the broader SDGs framework (including health). He stressed that there also needs to be a way to ensure the specificities of this link is extracted from projects.

In relation to looking to future work plans, it was suggested that more detailed numbers be given on the trends in term of Member participation, in order to enable a One Union approach. A suggestion was also made that Figure 17 in Doc C/93/6 should be broken down into statutory regions. The Secretariat confirmed that the intention is to have more and better graphs in the future.

Throughout the discussion various Councillors expressed their appreciation of the Project Portal tool and the possibilities it opens.

The Chair noted the many good points being raised in the discussion and expressed a will to, together with secretariat, plan for the next physical meeting of the PPC in the way so that the procedure and protocol for the upcoming process towards the next programmatic period will be presented and discussed thus preparing the committee for the upcoming work towards a post-2020 setting.

Conclusion

DIS/DEC

The Council,

On the recommendation of the Programme and Policy Committee, **approves** the IUCN 2018 Work Plan and Budget taking into account the points discussed during the PPC meeting as captured in its report.

4. Annual update on evaluations –INF

Purpose of the item

PPC was provided with an update from the Secretariat on the annual evaluations.

Presentation

Julie Griffin on behalf of the Secretariat gave an update on evaluations. She referred to the IUCN Monitoring and Evaluation (M&E) Policy, last updated in 2015, and mentioned that the Secretariat's role is to facilitate evaluations and to promote the understanding of evaluations as useful and necessary for conservation. The Secretariat reports annually to the PPC about the evaluations, and the role of the PPC is to oversee the evaluation function and to approve the M&E Policy. It was mentioned that IUCN had in place several tools to ensure the implementation of the policy; the Project Guidelines and Standards, which explain best practices for managing all aspects of project cycle; and the Programme and Project Portal, which helps monitor the compliance to the M&E Policy.

The presentation summarized three main evaluations at IUCN:

- the project evaluations and strategic reviews;
- the External Review of IUCN, for which the Council is consulted on the ToR and may comment in response on recommendations related to governance. The next External Review of IUCN will take place in 2019; and
- the External Review of Aspects of IUCN's Governance, which was recommended to continue to be done every 4 years. The next one will happen in 2018.

Conclusion

INF

The Programme and Policy Committee **welcomes** the update provided by the Secretariat and stresses that evaluations are an important way for capacity building and get good analytical work done on the ground, and that this has resonated well with donors.

5. Specific Programme and Policy issues

5.1. Implementation of Resolution WCC-2016-Res-001. Identifying and archiving obsolete Resolutions and Recommendations to strengthen IUCN policy and to enhance implementation of IUCN Resolutions: initial consideration of the process to retire obsolete IUCN Resolutions [Doc C/93/PPC/5.1](#)- INF

Purpose of the item

The PPC is invited to consider and discuss the proposed step-wise process to implement WCC-2016-Res-001 to identify and archive obsolete Resolutions and Recommendations.

Presentation

Maximillian Mueller on behalf of the Secretariat briefly reported on the progress made in 2017 on the process of archiving obsolete Resolutions and Recommendations, mandated by the Hawaii Congress, as well as proposing a step-wise process to continue with the archiving. He recalled that at the present moment, there are 1305 Resolutions and Recommendations in the database.

He also referred to the criteria that had been suggested by the Resolutions Task Force that operated under the previous Council term 2012-2016. He mentioned that up to date 1/3 of Resolutions and Recommendations have been preliminarily assessed using those criteria as a way of testing them. A number of assumptions have emerged, in particular the need to ensure objective application of the criteria, focusing on Resolutions no longer needing implementation, rather than the impact or outcome of implementation. The exercise will result in the creation of two categories, namely: Resolutions still requiring implementation, and Resolutions no longer requiring implementation.

Resolution 001 from Hawaii mandated the Council to make the Resolutions' archives accessible. The archives will be published and made available to Members in early 2019, to inform the WCC 2020 motions process. The Secretariat is also continuing to work on the IT side of things, especially on how to make these archives available. This will be presented at future Council meetings.

Discussion

The PPC discussed when the right moment would be to involve Members in the resolutions archiving process and whether the original sponsors of the motions should be contacted. It was agreed that in order to make the process as objective and depoliticised as possible, contacting the original sponsors was not a desirable step and also very draining on resources. It was further agreed that Members would be introduced to the process through the publishing of the archives. This would give them a possibility to, if so was desirable, make a new motion in advance of WCC2020. Regarding the involvement of Council in the spirit of Resolution 001 which referred to a "Working Group of Council or equivalent", the PPC recommended the establishment **in due course** of a Task Force under PPC but with representatives from all the other Standing Committees.

Conclusion

INF

The Programme and Policy Committee **recommends** the establishment of a Task Force in PPC to continue the work called for under Resolution *WCC-2016-Res-001*, and Members from the other Committees (FAC, GCC) will be invited to participate.

5.2. Consideration of a Green List Standard [Doc C/93/PPC/5.2 – DIS/DEC](#)

Purpose of the item

Council is invited to approve the IUCN Green List of Protected and Conserved Areas Standard Version 1.1 to enable its global implementation by the Union, led by the IUCN Secretariat's Global Protected Areas Programme and the IUCN World Commission on Protected Areas.

Presentation

Jane Smart, Global Director, Biodiversity Conservation Group, and Trevor Sandwith, Director, Global Protected Areas Programme, jointly presented on the IUCN Green List Standard. They presented the background and substantive content of the IUCN Green List, acknowledging the critical role played by WCPA and the Global Protected Areas Programme in the development of the IUCN Green List. The IUCN Green List Mission was recalled as well as its history and development from its initial conception by the WCPA in 2008 to the evolution of the IUCN Green List Standard from version 0.1 (2012) to version 0.3 (2015) leading to the release of the IUCN Green List Standard at the IUCN World Conservation Congress in Hawai'i (version 1.0). This was adopted through a Resolution which called for the development of objective criteria for 'Green Listing'. It thereafter received recognition under the 2016 CBD COP Decision XIII/2 where Parties agreed to promote the standard.

The 3 key elements of the Green List were noted, namely Good Governance, Sound Planning & Design and Effective Management which all contain the key objective of achieving Conservation Outcomes. It was also noted that the IUCN Green List Standard is externally reviewed by international and independent reviewer ISEAL and it was under their review and in accordance with their ISEAL procedures that the IUCN Green List provisional Standard was developed.

Discussion

The PPC noted the importance for the Green List governance structure to be politically neutral. Jane Smart pointed out that the governance structure of the 4 entities of the Green List governance (the Green List Committee, the Green List Standards Committee, the Green List Management Committee and the Green List Operations Team) is constructed in a way to allow for regional representation, for wide expertise, for transparency and to ensure that the Green List remains free from political interference.

The PPC also considered the critical importance of the independent assurance provider and welcomed the intervention of ISEAL.

The PPC commended and welcomed the IUCN Green List as a knowledge product for the IUCN in particular for the various Commissions of the IUCN and made a suggestion that the IUCN Green List management committee link more effectively to members of the six Commissions of IUCN.

The PPC cautioned that the overall objective of the IUCN Green List would be to achieve conservation outcomes and that consideration should be given to linking the 3 key elements of the IUCN Green List to the specific conservation outcomes in a structured and formal way. It was agreed that the key elements of the IUCN Green List will be successful when they are context specific.

The PPC also raised a concern that community conservation areas and those lands that are collectively owned, namely tribal lands would be negatively impacted by the IUCN Green List. Trevor Sandwith clarified that the IUCN Green List has been designed to be applied to both Protected and Other Conserved Areas (i.a. ICCAs) using Free, Prior and Informed Consent in cases where that is appropriate. He said that, in fact, the IUCN Green List provides a means for such autonomous communities' conserved areas to gain recognition through the IUCN process.

Conclusion

DIS/DEC

The Council,

*On the recommendation of the Programme and Policy Committee, **approves** the IUCN Green List of Protected and Conserved Areas Standard Version 1.1 to enable its global implementation by the Union, led by the IUCN Global Protected Areas Programme and the IUCN World Commission on Protected Areas.*

5.3.Update on developments regarding the post Post-2020 Biodiversity Framework discussions (cf- WCC-2016-Res-096 – Safeguarding space for nature and security our future: developing a post-2020 strategy and Decision CBD/COP/13/1) – INF

Purpose of the item: The PPC was provided with an update from the Secretariat regarding ongoing activities around IUCN's evolving position on the post-2020 biodiversity framework as a follow-up to Resolution 096 of Hawai'i.

Presentation

Jane Smart presented on IUCN's initial position on the post-2020 global biodiversity framework. She highlighted IUCN's key role not only in developing the Convention on Biological Diversity from its inception but also in influencing the negotiations that lead to the adoption of the Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets in 2010. She outlined IUCN's initial thinking as presented in the submission IUCN made to the CBD Secretariat with views on the process going ahead to post-2020.

Importantly, IUCN has stressed the need to keep efforts in implementing the current set of Aichi Targets as we start thinking about the next framework. Regarding the post-2020 framework, IUCN has emphasized the need to work within the global framework already provided by the SDGs, stressing on the need to connect the Vision for 2050 and the Mission for 2030, analysing what might be missing within the current biodiversity framework, and the need to look for increasing synergies across the Rio Conventions, the other biodiversity-related conventions and other relevant agreements and processes. She also mentioned the great opportunity provided by IUCN's Congress in 2020 to shape the discussions and influence the adoption of the next global biodiversity framework post-2020.

Discussion

Members of PPC welcomed the ongoing efforts around this issue and stressed the great opportunity that this process provides for IUCN to lead the way towards the adoption of a strong global framework for biodiversity conservation post-Aichi Targets and in alignment with the SDGs. PPC also stressed on using the internal IUCN consultation process in preparation for the next WCC to influence the process and consult IUCN Members widely.

A member of PPC encouraged PPC to think whether IUCN should be working towards aligning the various frameworks, initiatives and commitments (e.g. Aichi Targets, SDGs, Paris Agreement) or staying within their boundaries.

PPC members suggested looking at ways in which the Committee can be more actively engaged in this process as it moves forward (including engaging in the development of IUCN position papers), supporting the Secretariat and recommended making this a recurrent item in the agenda of PPC until 2020.

The Chair of CEM suggested exploring the possibility of developing an IUCN integrated product looking at scenarios for biodiversity for the future especially in the context of climate change, and capitalizing on existing IUCN knowledge products. She added that this could be a welcomed contribution from IUCN to the negotiations on this issue.

Members of the Committee also reflected on whether it would be useful to have a Task Force from PPC to work on this issue together with the Secretariat.

Conclusion

DEC

The Programme and Policy Committee **requests** to keep this item as a standing item on the agenda of PPC and to hear updates on progress made at each PPC meeting up until 2020, and to in an upcoming meeting discuss further the possible needs for a Task Force to be formed.

6. Follow-up on assignments

All the following updates were provided as information.

6.1. WCC-2016-Res-018. *Toward and IUCN standard classification of the impact of invasive alien species (IUCN Environmental Impact Classification for Alien Taxa)*

Jane Smart briefly presented the policy framework on Invasive Alien Species (Aichi target 9 and SDG target 15.8) and mentioned an initial request was made to IUCN by the CBD to develop a standard classification of the impact of invasive alien species. Resolution WCC-2016-Res-018 asks for the development of such a standard, namely, the IUCN Environmental Impact Classification for Alien Taxa (EICAT). Development of the EICAT has been underway and it will eventually be integrated in the Invasive Alien Species Database. The Secretariat carried out a consultation with Members to received feedback on the direction chosen for EICAT and received overwhelming support for the planned direction.

In order to involve Council, Jane Smart suggested that the final EICAT would be ready to be submitted to Council for adoption in mid-late 2018.

6.2. WCC-2016-Res-030. *Recognizing and respecting the territories and areas conserved by indigenous peoples and local communities (ICCA) overlapped by protected areas*

Trevor Sandwith provided an overview of the objective of the Resolution which is the recognition and respect of the territories and areas conserved by indigenous peoples and local communities (ICCA) that are overlapped by protected areas. It was underlined that conventional Government-designated and private protected areas often overlap with ICCAs without any appropriate recognition or respect for them.

Trevor noted that the key issue in the discussion of this Resolution is the role that the PPC can play. This Resolution, he suggested, is only effectively implemented through an omnibus approach via a myriad of actors, namely through the IUCN Director General, the Council, the Commissions and the Members, together with the ICCA Consortium and relevant partners, and via a number of varying approaches, such as policy outreach, the encouragement of IUCN members to implement the Resolution through different means, for example via the Whakatane mechanism, the implementation of Free, Prior and Informed Consent in ICCA recognition, amongst others.

It was noted by that the role of the PPC in this respect is to concern itself with whether or not there is an effective coordinated approach towards achieving the Resolution through its reporting. It was suggested that the PPC and the IUCN Council should be regularly updated on the progress on this item.

6.3. WCC-2016-Res-045. *Protection of primary forests, including intact forest landscapes (Policy statement on the importance of the conservation of primary forests)*

Stewart Maginnis, Global Director, Nature Based Solutions Group, made a brief update on progress made under Resolution 045. He mentioned the development of the TORs for a new Working Group, reflecting the content of the resolution and ensuring Commission engagement as well as work with indigenous peoples. The next steps would be to contact nominated members to this group, agree on a Chair and convene the first meeting of the group. Council involvement would be important for reading and possibly validating the IUCN Policy on Primary Forests to be proposed for the Council in 2019 or 2020.

6.4. WCC-2016-Res-075. *Affirmation of the role of indigenous cultures in global conservation efforts*

Kristen Walker, Chair of CEESP, gave an update on the affirmation of the role of indigenous cultures in global conservation efforts. Resolution 075 invites the Director General and Council to acknowledge the value of indigenous peoples' (IP) and local communities' approaches and knowledge systems in helping to address the challenges facing our global ecosystems. It also invites the Council to acknowledge and respect indigenous values that build appreciation and responsibility for care of natural resources. The presentation focused on how the Union was moving forward on this Resolution. Amongst others, an Indigenous Peoples' Standard (ESMS) has been put in place, regular reporting on IP issues (including to the PPC) has happened over the past years and there has been a growth in IPO (Indigenous Peoples' Organisations) membership. The importance of providing indigenous issues leadership within the Secretariat was stressed and a few ways forward for the Council were put forward, such as the need to give regular updates to the PPC for recognition of work on this area, the need to ensure IUCN annual work plans and evaluations integrate these issues, and the need to continue to recruit new Indigenous Peoples' Organisations members.

The Programme and Policy Committee reiterated the decision taken at its last meeting (Council 92) to designate Kristen Walker as the focal point for this Resolution and to have regular updates on this Resolution at PPC meetings.

6.5. WCC-2016-Res-086. *Development of an IUCN policy on biodiversity conservation and synthetic biology*

Cyrie Sendashonga, Global Director, Programme and Policy Group, speaking on behalf of Tom Brooks, made a brief update on progress made in the implementation of this Resolution. She recalled the main asks in the Resolution's operative paragraphs including calling upon the Director General and Commissions to undertake an assessment, to be completed by 2020, drawing on relevant resources and expertise within and outside IUCN, to examine the organisms, components and products resulting from synthetic biology techniques and the impacts of their production and use; requesting the Director General and Commissions to seek the necessary support and resources, including technical support and capacity

building, for the assessment to be undertaken; and calling upon Council, based upon the recommendations of the assessment, to develop an IUCN policy to guide the Director General, Commissions and Members on biodiversity and nature conservation in relation to synthetic biology.

Based on this mandate, the Secretariat and Commissions, especially SSC, have already started engaging in numerous activities and relevant processes including those under the Convention on Biological Diversity and its Protocols. The steering group has also engaged in various funding raising initiatives. She mentioned that recently, a project proposal was presented to Switzerland and got positive feedback. Initial funding should support early work towards carrying out the assessments called for in the Resolution and towards the development of an IUCN Policy on synthetic biology.

She concluded by saying that the greater involvement of Council is anticipated to take place after the completion of the assessments and review process which will inform the drafting of a Council-sponsored motion for consideration by the WCC 2020.

6.6. DEC C/92/8 annex 7 PPC Report p.5 Relationships between healthy ecosystem and human health and health dimension in the work of IUCN

Peter Cochrane presented on the relationships between healthy ecosystems and human health and the health dimension in the work of IUCN. He recalled that the Decision referred to (DEC C/92/8 annex 7) calls on the Director General to work in collaboration with the World Health Organisation to advance the value of nature for health and wellbeing of people and bringing together all parts of Union to develop the connections between healthy ecosystems and health and well-being. A reference was also made to SDG3 and the dimensions between biodiversity and health.

He also noted the existing relationship in the IUCN-OIE MOU (One Health) and gave a number of examples from the Secretariat to illustrate the strengthening of this nexus across the entire spectrum of IUCN work including with species, protected areas, ecosystems and communities. He noted the critical intervention and messages made at the 15th World Congress on Public Health, held in March 2017 and which called for improved cross-sector collaboration and increased investment in environmental and public health to reduce future medical costs.

Various other examples were put forward as examples of efforts being made to strengthen the links between biodiversity and health, including the Inter-Agency Liaison Group working under the auspices of CBD and WHO, the HLPF 2017 and IUCN position paper prepared for this session which contains a section devoted to SDG3, the IUCN Brochure on the SDGs and the IUCN Annual Progress Report on the SDGs and their implementation. The work of five of the six Commissions were noted (with the exception of WCEL although it was noted that opportunities existed for work to begin). It was overall noted that more integrative work was needed across the Union to further integrate the links between biodiversity, ecosystem health and human health.

6.7. DEC C/92/8 annex 7 PPC Report p. 7 regarding Council focal persons

The Chair informed the committee about the ongoing work on governance developments which has been underway in a working group with the chair of the GCC, the chair of the WCEL, the legal adviser and Luc de Weaver. This work is underway, and the issue about a more generic formulation of the regulation 45bis is being discussed in this group.

However, the current writing in reg 45bis stands, and has a solid background in a congress resolution. The regulation stipulates that council should make the decision.

PPC recommended the designation of Peter Cochrane as the Oceans focal point and tasked him with the development of TORs for the position.

DEC

The Council,

On the recommendation of the Programme and Policy Committee, **appoints** Peter Cochrane as the IUCN Council Focal Point and tasks him with the development of draft terms of reference for the position for decision by PPC.

7. Report from Task Forces established by the PPC- INF

Purpose of the item

Under this agenda item, PPC heard updates from the Chairs of the relevant Task Forces and progress in advancing on this work.

Climate Change TF

Angela Andrade, Chair of CEM and Chair of the Climate Change Task Force, briefly reported on the work and progress made by the climate change Task Force, its objectives and main functions. The objectives of the CCTF include, inter alia, to provide strategic oversight and advice on the IUCN climate change portfolio and to encourage IUCN Members to strengthen efforts towards implementing the Paris Agreement, in particular linked to NBS and EbA. Angela mentioned that the CCTF will meet the day after tomorrow.

PPC members welcomed the work being carried out under the CCTF and encouraged its continuation.

Urban Task Force, including progress with implementation of WCC-2016-Res-029 – Incorporating urban dimensions of conservation into the work of IUCN

Johnny Hughes, the chair of the Urban Task Force (UTF), presented the report of the UTF meeting, which focused on the TORs of the UTF, its role vis-à-vis the Urban Alliance, the future mandate and chair of the Urban Alliance and the need for additional resources to carry out this work, noting that a funding bid had been presented to a donor already. The chair of the UTF also presented the draft vision and goals of the Urban Alliance and suggested PPC to forward it to Council for endorsement. (See hereafter Annex 1)

The discussion addressed the difference/relationship between the UTF and the Urban Alliance, who is to establish the Urban Alliance and the possible funding sources for its initial meeting. Concerning the first point, the Chair of UTF stressed that while the UTF is a Council task force, the Urban Alliance will go beyond the Council and will include Members and Commissions Members, bearing in mind a regional balance. The Urban Alliance is a programme of work, which may result in projects and a knowledge product. One councillor, a member of UTF, stressed that the UTF is to establish the Urban Alliance (time component of UTF) and monitor and oversee its work (not limited in time). It was discussed that depending on how the Urban Alliance might take off, the UTF could cease to exist beyond 2020. As the UTF is recommending its chair, Johnny Hughes, to become the chair of the Urban Alliance steering group, Johnny mentioned that once the Urban Alliance becomes active, he would hand over the chairmanship of the UTF.

In answer to a question of whether a task force can set up such an Urban Alliance, it was confirmed that the Urban Alliance is to be created by Council, as mentioned in Resolution 029.

The last point of the discussion revolved around the possibility of making available a budget for the first meeting of the Urban Alliance. The Chair of PPC mentioned that he does not think that framework money will be made available for this at the current moment in time. The Chair of the UTC made the case for making available funding. The Chair of PPC mentioned that providing a budget would be outside the mandate of the PPC and would have to be recommended to the FAC. Rather than making a formal recommendation to the FAC to make available funding for such an initial meeting especially noting that no formal figure was provided for the costs of the meeting, it was agreed to make the inaugural meeting “subject to the availability of funding”

DEC

The Council,

On the recommendation of the Programme and Policy Committee,

- **approves** the establishment of the IUCN Urban Alliance and the appointment of Jonathan Hughes as Chair of the Urban Alliance;
- **endorses** the vision and goals for the Urban Alliance as prepared by the Urban Task Force; and
- **requests** the Urban Task Force, in line with its Terms of Reference, to select members of the Urban Alliance Steering Group and to organize the inaugural meeting in early 2018 subject to availability of funding.

Private Sector Task Force

Johnny Hughes, as Chair of the Private Sector Task Force, reported back from its first meeting. He mentioned that the meetings main purpose was about information sharing and bringing the new Members of the PSTF up to speed. Much has been accomplished regarding IUCN engagement on private sector issues in the past, said the PSTF Chair, and there is a need to build on what has happened in the past and be more proactive in reaching out to the private sector. BBPs business lines were welcomed by the PSTF but it stressed that this should better integrate social and community issues.

The PSTF further asked the Secretariat to build upon the elements contained in the presentation delivered during the PSTF meeting and prepare a strategic plan on this topic, also linking to other issues.

During the discussion Councillors addressed the lack of Gender balance on the task force and the need to ensure that processes to develop ISTAPs are participatory.

Currently there is only one woman represented on the PSTF and there should be considerations on how to ensure better gender balance in the future. A member of PSTF underlined again, that it is important that in our work with the private sector IUCN does not only integrate the environmental elements, but also include people and community issues, and communicate this better. The Chair of CEM mentioned that there is now also a group within CEM on business and ecosystem management issues and that they should be included in these deliberations.

One Councillor referred to the process of setting up the Rio Doce ISTAP and mentioned that it is of utmost importance that this fully involves Members. The Secretariat provided some additional insights into how this was set-up and underlined that it was a fully participatory approach.

The Chair of PPC concluded by highlighting his intention to bring the issue of ensuring gender balance in general up in the Council meeting

5.4. Draft Global Pact for the Environment- INF

Denise Antolini, Deputy Chair WCEL, made a brief presentation on the Global Pact for the Environment. She portrayed the Pact as a step forward in advancing soft law for environmental conservation, solidifying environmental rule of law and supporting the achievement of the SDGs. She recalled that the Chair of WCEL and the IUCN President have been really involved in the development, dissemination and outreach of the Global Pact and highlighted that those efforts will continue given the strong support it has received by the government of France.

The IUCN President, Xinsheng Zhang, joined the meeting and said a few words about the relevance of the Global Pact at the current juncture. He alluded to the fact that the time is now right to keep on working with the government of France to move this effort forward. IUCN has been supportive of this ambitious Global Pact and should continue to do so and lead the way towards its adoption at the highest political levels. He added that this is also a demonstration of all “pillars” of IUCN working together.

Alejandro Iza, Head, Environmental Law Centre, was invited to say a few words. He emphasized that during the UNFCCC COP23 an event was organized by the French Government on this issue and a take home message is the need to engage civil society together with governments in this process.

A proposed motion for PPC/Council to adopt was presented by the WCEL Vice-Chair. It proposed:

- *“Welcoming the initiative to draft the Global Pact for the Environment;*

- *Thanking IUCN WCEL for having launched work on such an international agreement through studies for the Draft International Covenant on Environment and Development and the Earth Charter prepared by WCEL, the International Council of Environmental Law (ICEL), and Partners;*
- *Thanking the President of IUCN, the IUCN Director General and Secretariat, the Chair of WCEL, and the many WCEL Members for their participation in the drafting of the Global Pact for the Environment; and*
- *Requesting IUCN's Permanent Observer Mission to the UN and WCEL to engage with the Permanent Representative of France to the UN to consult with IUCN Member States regarding the proposed Global Pact for the Environment."*

PPC members welcomed the initiative and commended the intention behind it. Some Councillors asked for clarification about the last bullet point as it seemed odd to call on a particular unit of IUCN's Secretariat to carry out this work in conjunction with the Commission.

Cyrie Sendashonga clarified that indeed any requirement for the work to be carried out by a unit of the Secretariat has to be addressed to the Director General as a matter of principle.

A Councillor suggested to remove bullet points 2 and 3 which pertain to thanking various actors and rather reflect the thanks in the report of the meeting. Another Councillor also suggested focusing the Council decision on welcoming the Global Pact and requesting IUCN to work towards moving it forward.

Recalling a recent report by the Director General where she mentioned IUCN could act as a neutral platform to keep the discussions around the Global Pact ongoing, PPC suggested working on language to focus on IUCN's convening power to encourage discussions around the Pact and agreed to move forward the motion with these modifications.

The text of the revised motion after consulting with the Chair and Vice Chair of WCEL is as follows:

DEC

The Council,

On the recommendation of the Programme and Policy Committee:

Welcomes the initiative of a Global Pact for the Environment; and

Requests WCEL to continue its work on promoting the Global Pact, and the Director General to use IUCN's convening power to provide a platform in order to facilitate discussion.

8. Other issues announced in advance

8.1. Update on the development of a strategic vision for the future of agriculture and food systems – INF

Purpose of the item

The Secretariat provided an update on the development of a strategic vision on agriculture.

Presentation

Recalling the Terms of Reference for Scoping of IUCN's Strategic Vision for Agriculture and Biodiversity presented by the IUCN Secretariat to PPC at its 88th Meeting in April 2016, Stewart Maginnis provided the context for the development of this work and what had been done so far. He recalled that the scoping called for: a) Situation analysis; b) Review of IUCN's Resolutions; c) Mapping of IUCN's expertise & activities; and d) Roadmap for Strategic Vision.

He mentioned that the review of resolutions clustered Resolutions as follows:

1. Enable nature-based solutions through sound management of ecosystems
2. Protect KBAs and wildlife corridors
3. Restore key ecosystems, in particular degraded lands and soils

4. Safeguard crop wild relatives and crop wild resources
5. Generate and increase knowledge on impacts and agriculture & relationships between agriculture and biodiversity
6. Advocate for conducive regulatory and policy frameworks

He mentioned that the review had highlighted gaps in terms of pollinators or industrial scale livestock farming. In terms of IUCN's developing niche on this issue, it was mentioned that IUCN is looking at working with agriculture to reduce impacts on biodiversity (biodiversity assessment and knowledge and valuing biodiversity in business and biodiversity net gain); working with agriculture to advance nature-based solutions within integrated landscape approaches (soil biodiversity and land productivity (and its links to climate change); Land degradation neutrality; Forest Landscape Restoration; Water governance and natural infrastructure); and working with agriculture on rights and governance of land management (Natural Resource Governance Framework and People in Nature and gender equality and Rights-based Approaches).

He recognized that resources are constrained and thus IUCN is compelled to build on what we already have. That said, the identification and establishment of programmatic business lines has already enabled a sharper articulation of current critical mass and IUCN has joined the French-led **4 per 1000 Initiative** (launched at UNFCCC- COP 22 in Marrakesh) and is implementing a GEF Land Degradation Neutrality (LDN) voluntary target setting project.

He concluded by saying that there is a sufficient programmatic basis to provide relevant entry points for IUCN to work on this issue; building on the exercise that is now concluding for climate change which draws from the business lines to pull together a coherent and coordinated institutional (cross thematic) strategy; and increasing some capacity in EMP to work with other programmes to support a more coherent approach on agriculture.

Discussion

The Chair of CEC stressed the importance of linking up work on this issue to discussions on the post-2020 global biodiversity framework. Others mentioned the need for IUCN to focus on food systems more widely and not only the land-use perspective. This is an agenda that is gaining interest with potential funders and so it is a question of framing this work and occupying this space more confidently.

8.2. Any other matter of relevance

Cyrie Sendashonga informed PPC that at the next Council meeting (Council 94), Lorena Aguilar, Senior Advisor, Global Gender Programme, will provide an update on the Gender Policy and the PPC will be invited to approve the updated policy. Jonny Hughes proposed to have an update on the progress made in the implementation of the Resolution on Natural Capital WCC-2016-Res-058) at the next PPC meeting.

The PPC Chair congratulated everyone for their participation today and flagged the possibility to have a Skype meeting before the next face-to-face meeting which is scheduled at the end of April 2018.

The meeting was adjourned at 18:00.

Extract from the draft minutes of the 1st Meeting of the IUCN Council Urban Task Force, Saturday 18th November 2017:

IUCN Urban Alliance vision and goals as agreed by Urban Task Force 18/11/2017:

Vision: Nature is thriving in and around urban areas across the world and provides solutions to multiple environmental, social and economic challenges.

Goals:

1. Convening – To provide a global platform for debate and action on the value of nature-based solutions in and around urban areas
2. Innovating – To foster innovative projects in urban areas that lead to measurable impact for nature and people
3. Measuring – To develop a global knowledge product on urban ecosystem health indicators



93rd Meeting of the IUCN Council, 19-21 November 2017

FINANCE and AUDIT COMMITTEE (PPC)

Meeting of Sunday 19 November 2017

Report to Council

FAC/1	<p>Approval of the agenda</p> <p>The FAC approved the agenda as presented with insertions of additional points in some items.</p>	INF
FAC/2	<p>Financial results to date and forecast 2017</p> <p><u>Purpose and background</u></p> <p>The CFO presented the 2017 October financial results and the 2017 Forecast in order to update FAC on the latest financial situation.</p> <p>The result at the end of October 2017 was an operating surplus of CHF 0.1m and a total deficit of CHF 0.1 million after taking into account exceptional items (redundancy costs). The 2017 forecast shows an improvement over the 2017 budget. The 2017 approved budget deficit was CHF 2 million. The total 2017 deficit is not expected to exceed CHF 1 million.</p> <p>At the end of October 2017, actual project expenditure was at 60% of budget and in line with 2016 actual project expenditures. Although project expenditures in the last months of the year are expected to be higher as implementing partners and grantees report back their costs to IUCN, it is unlikely the project expenditure budget will be achieved.</p> <p><u>Summary of the discussion</u></p> <p>The FAC commended the Secretariat on the overall result at the end of October and the forecast for the year, noting that it was significantly better than budget.</p> <p>FAC members raised the concern regarding the reputational risk to IUCN as projects lag in implementation. The Secretariat responded saying one reason for the delay was the challenge related to working with partners as we are dependent on them for implementation. It is necessary to have in place measures for monitoring and financial control and in some cases it is necessary to develop partner capacity for implementation.</p>	INF

FAC/3	<p>The FAC was also concerned that delays in implementation could have a knock on effect to our core budget as this was partly funded by indirect cost recovery. The CFO concurred that this was an issue and that it was being closely monitored and follow up action was undertaken with those programmes and regions where implementation levels were low.</p> <p>The FAC asked the Secretariat to work on a deeper analysis of the main causes of project implementation delays, including analysis by region and programme, and comparisons with previous years.</p> <p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the results to end October and the forecast for 2017.</p> <p>Resource mobilisation update</p> <p><u>Purpose and background</u> The Director of the Strategic Partnerships Unit a.i. presented a report on resource mobilisation.</p> <p>All framework agreements had been renewed for 2017 with the exception of Finland which will be signed in December. France, Korea and Sweden had signed four year agreements. Finland and USA normally sign annual agreements. An agreement with Switzerland for the years 2018-20 is being finalised. A new agreement with Norway will be negotiated for the years 2018-20 following the results of the evaluation conducted by Norad. Other potential framework partnerships are being pursued, eg Canada.</p> <p>IUCN restricted income continues to grow. The main donors are now European Commission (EC), Germany, Sweden, Mava, USAID and SDC. From 2018 onwards, significant increases in multilateral funding from the Global Environment Facility (GEF) and the Green Climate Fund (GCF) are projected.</p> <p>The Patrons of Nature programme is growing. Four new Patrons of Nature have been engaged in 2017, providing additional unrestricted funds. Other initiatives include a bequest programme which is being developed and the IUCN online donation button which has been reactivated.</p> <p><u>Summary of the discussion</u> The Director of Strategic Partnership requested Council's</p>	INF
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<p>FAC/4</p>	<p>help with identifying and bringing on board new framework partners. The FAC concurred, noting that Council members have a good understanding of IUCN's work and presence in the countries concerned.</p> <p>The FAC asked about the proposal development process and success rate with project proposal submissions. The Secretariat indicated that the proposals are developed by the regional and global programme often in conjunction with partners. It takes one to two years to conclude a successful project negotiation. IUCN has better success when asked to submit proposals as opposed to responding to calls for proposals where the success rate is low, similar to other organisations. Therefore, we tend not to go for this option.</p> <p>The FAC asked about the funding risk for GCF considering the US political environment. The Secretariat responded that several initiatives were being developed and that the chances of success were high. A rigorous risk assessment is done for individual GCF projects.</p> <p>The FAC asked that the online donation button be tailored and linked with specific initiatives that would be attractive to individual donors.</p> <p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the report and welcomed the progress made in various areas of resource mobilisation.</p> <p>2017 Audit Plan</p> <p><u>Purpose and background</u> The FAC asked PwC to present their 2017 audit approach.</p> <p>The audit partner from PwC presented the audit plan:</p> <p>The approach is risk based. The key elements in scope are cash and bank confirmations, income and expenditure substantiation.</p> <p>Since the ERP is implemented in all IUCN locations and data is maintained centrally, the auditors use a centralised approach with most work done at HQ. This is supplemented by a couple of visits to regional or country offices which are selected based on risk and on a rotational basis.</p> <p>The next step (likely 2018) for the audit is to move from a substantive approach to a systems and process approach by leveraging the NAV finance system and the embedded</p>	<p>INF</p>
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	<p>systems controls.</p> <p><u>Summary of the discussion</u></p> <p>The FAC noted the audit approach and welcomed the intention to move to a more systems based approach.</p> <p>The FAC discussed the implications of the departure of the treasurer and asked PwC if it would be possible to provide audit assurance for the period to when the Treasurer left in September 2017 separate from the annual audit process. PwC said that doing a separate audit would, in his view, not be necessary, but that the risks associated with the departure of the treasurer could be assessed and be built into the annual audit.</p> <p><u>Conclusion</u></p> <p>The FAC asked PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any associated risks and include this as part of the annual audit process.</p>	
FAC/5	<p>Review of the draft IUCN 2018 budget</p> <p><u>Purpose and background</u></p> <p>The CFO presented the 2018 draft budget for FAC review.</p> <p>2018 is a breakeven budget. The budgeted operating result is CHF0.3 million. This amount will be transferred to designated reserves to fund the Regional Conservation Fora which will take place in 2019.</p> <p>Core income is steady at CHF 29m compared to CHF 28.8m in 2017. Restricted funding is budgeted at CHF 123m compared to CHF 115m forecast for 2017. The increase is a result of growth in on-granting projects and GEF and GCF projects.</p> <p>The amount of the budget spent through implementing partners is expected to grow rapidly in 2018, reaching over CHF 40 million. The data on project size showed a reduction in the number of projects under CHF 0.5 million and an increase in the number of projects over CHF 1 million.</p> <p>Core income allocations to the Commissions and Regions are unchanged. Additional investment was being made in the Economic Knowledge Programme and the Governance and Rights Programme.</p>	DIS/DEC

The main risks associated with the budget were project implementation levels not being achieved, framework funding not being realised and membership dues falling.

Summary of the discussion

FAC chair introduced the financial targets that were developed based on the request of the Bureau for consideration by FAC. The main targets introduced are summarized as follows:

1. No deficit budget planning to be considered starting from 2018.
2. No use of unrestricted reserve to be allowed to cover operational deficits
3. Reserve levelling to be secured toward end of 2018 and to ensure its growth of 1 MCHF for the year 2019 and 1 MCHF for the year 2020
4. At least 5 new donors, including framework donors and other unrestricted equivalent are brought on board per year starting from 2018.
5. To ensure annual growth of overall income by at least 10% per year (restricted and unrestricted together) starting from 2018.
6. To maximize the return from the investment portfolio to the best possible level taking into account the investment risk, starting from 2018.
7. To update the internal financial control system (IFCS) and to ensure the robustness and security of both IFCS the IT system by end of this year (2017).

The FAC welcomed the submission of a breakeven budget.

The FAC was pleased to see the overall growth in the project portfolio and particularly the growth in spending through partners and Members.

The FAC asked whether the small projects were mainly pilot projects. The Secretariat indicated that there were many small project that related to knowledge generation and sometimes pilot projects. The reduction in number results from regions moving away from small projects.

The FAC asked about the criteria to allocate core funds to the regions. The Secretariat replied that currently allocations are made based on the size of the region. In 2018, this will be re-examined and specific criteria set, eg programme size, countries supported, number of Members etc.

The FAC asked about the additional investment in the Economic Knowledge Programme. The DG replied that the position fills a void in the area of the economic impact of biodiversity loss. This would allow us to provide economic analysis to governments, eg a request from Canada was recently received. The position was based in the US which was a cheaper location than in HQ.

The FAC asked the Secretariat to consider the possibility of including a budget line to cover travel and meeting costs of Councillors to allow them to meet and represent the membership at important events and enhance its relevance especially at high level fora. Regional Councillors have responsibilities to promote IUCN in their regions. Some FAC members were concerned that this could raise concerns with some donors and government members. At a time when IUCN was struggling to maintain the level of framework income this was a risk that might be best avoided.

The CFO noted that the budget for 2018 was extremely tight.

Following discussion, the FAC agreed to establish a task force to look at the proposal.

Terms of reference

- a) To review the legal and governance implications, including benchmarking against other NGO's, international organizations similar to IUCN, and to assess funder views of IUCN providing funds for Councillors to travel within their region and report back to the FAC, which will then report back to the Bureau and to Council.
- b) If a decision is made to proceed, to establish criteria and process to guide it's application.

The working group is to report back in 45 days on its work to the FAC.

Conclusion

The FAC decided to create a task force to study and analyse a request for an additional budget item for Councillors' travel.

The FAC recommends to Council to approve the 2018 Draft

FAC/10	<p>Budget as presented, with possible inclusion of the item related to councillors travel, should this be decided.</p>	INF
	<div data-bbox="363 300 1241 672" style="background-color: yellow; border: 1px solid black; padding: 5px;"> <p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, <i>on the recommendation of the Finance and Audit Committee</i>, approves the 2018 budget; requests that in the event that Council or its Bureau agrees to the principle of allocation of a budget line for councillors travel, the Director General accommodates this request in the 2018 budget to the extent possible.</p> </div> <p>Investment Update</p> <p>Part 1: Investment performance update</p> <p><u><i>Purpose and background</i></u> The FAC reviewed the investment performance from inception in 2014 to 6th November 2017.</p> <p>The CFO presented key statistics. The year-to-date investment performance is 2.34%. In terms of portfolio weighting, the fund includes approximately 50% in bonds, with 40% in other funds such as microfinancing and 10% in various other instruments. 70% of the portfolio is denominated in Swiss francs and the remainder in US dollars, Euros and other currencies.</p> <p><u><i>Summary of the discussion</i></u></p> <p>The FAC noted that the portfolio had no exposure to equities and that the return was low. The CFO replied that the portfolio has limited equity investment so as to minimise volatility and risk. This is in line with the investment policy: capital preservation was the first priority. It was also noted that Switzerland had negative interest rates and therefore achieving a higher rate of return would be difficult without increasing the level of risk.</p> <p>The FAC suggested that the investment policy should be reviewed and updated.</p> <p>The Secretariat informed the FAC that the practice was for the Secretariat to update the investment policy in consultation with the treasurer and present the policy for review by the FAC and approval by Council.</p>	

	<p><u>Conclusion</u> FAC asked the Secretariat to review and update the Investment policy once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018.</p> <p>Part 2: Investment update: Policy and Procedures on forward contracts for hedging</p> <p><u>Purpose and background</u> In accordance with Swiss law requirements, IUCN is required to put in place a policy for the use of derivative instruments.</p> <p>The CFO presented the draft policy:</p> <p>IUCN uses forward foreign currency contracts to hedge currency risks as we receive funds in currencies such as Swedish Krona and Norwegian Krona and spend in Swiss Francs. These instruments are only used to minimize risk and not for speculative purposes.</p> <p>The Financial Market Infrastructure Act (FMIA) entered into force as of 1 January 2016. All Swiss companies using derivative financial instruments are subject to regulation under the FMIA.</p> <p>Under the Act IUCN is required to document how it implements the requirements of FMIA. As of 2017 compliance with FMIA is subject to audit. Consequently the Secretariat has drafted the policy for approval by the IUCN Council.</p> <p><u>Summary of the discussion</u></p> <p>The FAC noted the requirement and supported the policy presented.</p> <p><u>Conclusion</u></p>	DEC
<p>DRAFT COUNCIL DECISION</p> <p>The IUCN Council, <i>On the recommendation of the Finance and Audit Committee,</i></p> <p>Approves the Policy and Procedure on Forward Contracts for Hedging (annex).</p>		

FAC/11	<p>Update on information systems projects</p> <p><u>Purpose and background</u></p> <p>The FAC reviewed the update on information system (IS) projects</p> <p>The Global Director for Information Systems presented the report, focussing on three areas:</p> <p>a) Update on 2017 significant projects:</p> <ul style="list-style-type: none"> • ERP: rollout was complete with the exception of Electronic Approvals/ Admin Portal which had been implemented in most locations and would be completed by the end of this year. • Programme and Project Portal had been rolled out, additional functionality was being added. • Union Applications: Commission reconstitution process cleaned up and updated; Union Portal revamped with mobile version now available. • Technologies: Completed deployment of Global Wide Area Network to planned 15 sites, global purchase contract signed directly with DELL. <p>b) 2018 project plans:</p> <ul style="list-style-type: none"> • Finance system upgrade will start in 2018 as will the CRM (Constituency Resource Management); • Timesheet management system will be implemented in the first half of 2018; • Other initiatives include improvements in travel and procurement systems; rollout of risk management software and new network solution for smaller locations. <p>c) Benefits derived from the IS Strategy</p> <ul style="list-style-type: none"> • People: reduced resources for local IS operations • Functionalities: increased collaboration across offices with secure, compliant and auditable systems; • Technology: stable network, 'follow the sun' incident resolution, Green IT implemented with reduced power requirements; • Quantitative benefits: reduced costs per GB from CHF 95/GB/year to CHF 17.7/GB/year (81% reduction) and reduced power consumption by 27% at HQ <p><u>Summary of the discussion</u></p> <p>The FAC highlighted the importance of the investment in the project portal for project implementation and project reporting.</p> <p>The FAC requested that the Secretariat works with Commissions on the Commission registration process. The Director of IS said that this would be the role of the Commission Support Unit which would be in place from the start of 2018.</p>	INF
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FAC/8	<p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the report and welcomed the progress made on a significant number of major IS projects.</p> <p>Report of the Head of Oversight</p> <p><u>Purpose and background</u> The Head of Oversight (HoO) presented her report. The report provided an update on the activities of the Oversight Unit, including information on investigations statistics and cases and IUCN's anti-fraud programme. She then went on to explain the Internal Control Framework and Enterprise Risk Management Framework that management was developing with the assistance of the Oversight Unit. The report concluded with an internal control assessment of the Oversight Unit and presentation of the preliminary work plan for 2018. (Document C/93/FAC/8)</p> <p><u>Summary of the discussion</u> A member of the committee asked how the control framework would be applied to projects. The HoO replied that the first priority was to apply the framework to higher levels of the organisation, starting with regional and global programmes and corporate function.</p> <p>The FAC noted that the number of open internal recommendations had been reduced from 315 to 89 and asked for clarification on how this had been achieved. The FAC also asked about the nature of outstanding recommendations, especially those dated back to 2015 and 2016 and whether any were of critical importance that the FAC should be aware of.</p> <p>The HoO explained that many old recommendations were transaction specific and she had spent a lot of time working with regions to ensure that they were resolved. The last year had been a "clean up" year. She was unable to provide a list of critical open recommendations at this point but would do so for future reports.</p> <p>On risk management, a member of the FAC highlighted the risk associated with working with partners and that IUCN needed to assist partners in managing and reducing risk. The HoO concurred and said that this should be part of the risk assessment process for all major projects and that this is already being implemented.</p> <p>A member of the FAC asked if the oversight function also extended to oversight of Council. The HoO replied that it</p>	INF
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FAC/9	<p>could be extended to governance but did not think that this should be the priority at this point.</p> <p>A member of the FAC asked about the recovery mechanism in the case of fraud case. The HoO replied that rigorous efforts are made by the Legal unit.</p> <p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the report and welcomed the action that was being taken to improve IUCN's risk management, internal control framework and anti-fraud programme. FAC extended its support to the oversight unit.</p> <p>Report of the Legal Adviser</p> <p>The Legal Adviser was unable to attend the meeting and so the report was presented by the Head of Oversight with support from an officer of the Legal unit.</p> <p><u>Purpose and background</u> The HoO presented an overview of the existing legal actions against or by IUCN, including statistics and a summary description of major cases. (Document C/93/FAC/9)</p> <p><u>Summary of the discussion</u> The HoO noted that a pro-active approach was being adopted for the follow up of fraud cases. There was also an expectation from the external auditors that IUCN tracked and reported on fraud cases systematically.</p> <p>The FAC asked about the accounting treatment of frauds. The CFO responded that all cases were reviewed as part of the year-end close process and provision was made where the likelihood of a loss was high. The auditors carried out a rigorous review of cases to ensure that appropriate provisions were made.</p> <p>The FAC also noted that some of the cases were dormant and asked how long such cases were kept on IUCN books. The Secretariat replied that it was necessary to keep track of such cases but that no money was being expended on their follow up.</p> <p>The FAC noted that some cases were brought by IUCN employees and asked if contractual processes needed to be strengthened. The Global Director HR replied that they were reviewing contract templates and that some improvements were possible, but it was unlikely that contract changes would have significantly altered the outcome.</p>	INF
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<p>FAC/6</p>	<p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the report of the Legal Adviser.</p> <p>Policy and procedures framework</p> <p><u>Purpose and background</u></p> <p>The CFO presented a summary of current policies and procedures in place related to Finance. These included:</p> <ol style="list-style-type: none"> 1. Policies approved by Council: <ul style="list-style-type: none"> • Enterprise risk management policy: the policy provides a common approach to carry out and integrate effective risk management throughout IUCN. The new risk management policy will be presented at the next Council meeting for review and approval. • IUCN reserves policy: reserve structure consists of three types of reserves: restricted reserves, unrestricted reserves and designated reserves. Only Council can decide on the use of reserves which can be done via two mechanisms: when approving a budget and when approving the statutory financial statements. (Policy approved by Council in 2015) • Cash management and investment policy: The investment policy covers investment objectives, allowable instruments and the investment management process. (Policy approved by Council in 2011) 2. Accounting policies: the accounting policies are in compliance with Swiss law and noted in the financial statements. 3. Operational policies and procedures; including delegation of authority, procurement policy, travel policy, time management policy, implementing partner financial procedures, project budgeting procedure, and contract review procedure. <p><u>Summary of the discussion</u></p> <p>The FAC noted that the investment policy was last reviewed by the FAC in 2011 and that it would be appropriate to revisit the policy and adjust it if considered necessary. The CFO agreed that the policy was due for review and suggested that this be done with the guidance of the treasurer once a new treasurer has been identified.</p> <p>The FAC asked the status of the operational policies. The CFO replied that these were all in operation and had been</p>	<p>INF</p>
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FAC/7	<p>developed over several years. They are updated when required. The procurement policy on the IUCN public website. The operational policies would be made available to the FAC through the Union Portal.</p> <p>The FAC discussed the approval process for the use of the reserves. The FAC noted that the result for the year, whether a surplus or a deficit, must go to reserves. The CFO added that in the event that there was an overall surplus, the Council – on the advice of the FAC - could decide to designate part, or all, of that surplus for a specific purpose.</p> <p><u>Conclusion</u></p> <p>The FAC <i>TOOK NOTE</i> of the report from the CFO and looks forward to receiving a draft of the revised Cash Management and Investment policy and the Enterprise Risk Management policy for review at its next meeting in April 2018.</p> <p>HR policy framework</p> <p><u>Purpose and background</u></p> <p>The Global Director – Human Resources presented the HR policy framework, noting that the Staff Rules approved by Council in 2003 was the overarching policy. He informed the FAC that a revised version was being developed by the Secretariat and that this would be presented to the FAC at its next meeting, following consultation with staff. He also presented a summary of main HR building blocks that make up IUCN’s HR strategy and processes.</p> <p><u>Summary of the discussion</u></p> <p>The FAC noted the good progress made in developing the various HR building blocks and the best practice that was being adopted.</p> <p>Various items of the strategy were discussed including the recent benchmarking of pay scales and whether this had had any negative effects,</p> <p>The Global Director-HR responded that IUCN seeks to position itself at the 50% point of the salary range for comparable organisations. In the survey, roughly half of IUCN offices were above the benchmark and half below. Offices below the benchmark would be brought in line with the benchmark, but this might need to be done over several years as it would impact the budget of the offices concerned. For offices above the benchmark, salaries would not be adjusted down, as this would be contrary to existing employment contracts, but would be maintained at the same level while new staff would be brought in at the lower level.</p>	INF
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	<p>One question was raised on the vacant position of the Head of the Ecosystems Management Programme which was the focal point for the Commission on Ecosystem Management. The DG clarified that the post will be advertised in December 2017 and that the TOR will be shared with the Commission chair for input.</p> <p>In response to a question on benefits, the Director HR said that there was a wide variation in benefits given by different offices. These should be aligned in the medium term. A first step was to collect information on current practices.</p> <p>The FAC noted that money is not the only motivator for IUCN employees but that recognition was important. They also noted new processes risked becoming burdensome for staff and that they should add value. The Secretariat agreed with these points.</p> <p>A member of the FAC suggested that Commission Chairs be included in the 360 review process for Secretariat staff. The Director HR said that this could be considered and that the methodology allowed for external input but in the first round a decision was taken to limit the review to Secretariat staff.</p> <p><u>Conclusion</u> The FAC <i>TOOK NOTE</i> of the report from the Global Director – Human Resources and looked forward to receiving a draft of the revised Staff Rules at its next meeting in April 2018.</p>	
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PART II

IUCN 93rd COUNCIL MEETING 19-21 November 2017

FAC Report

Financial results to date and forecast 2017

- FAC noted the overall result at the end of October and the forecast for the year which was much better than budget. Congratulating Secretariat on that
- FAC members raised the concern regarding the reputational risk to IUCN as projects lag in implementation and its likely impact on core budget.
- Secretariat assured FAC that measures are being taken to handle this situation.

FAC asked secretariat to work on a deeper analysis of the main causes of project implementation delays, including analysis by region and programme, and comparisons with previous years.

Resource mobilisation update

- FAC was updated on the resource mobilization situation on framework as well as other unrestricted donors.
- FAC was updated on the challenges facing the UNION in mobilizing unrestricted resources and Strategic Partnership director asked councilors to assist in identifying potential donors.
- FAC was updated on the success rate of proposals for direct and competitive submissions. The later was much more challenging.

2017 Audit Plan

- The FAC took note of the audit plan as summarized by the Auditor
- The FAC discussed the implications of the departure of the treasurer.

FAC asked the Auditors - PwC to establish a process to take stock of the financial situation at the time of the Treasurer's departure in September, to consider any associated risks and include this as part of the annual audit process of year 2017.

Review of the draft IUCN 2018 budget

- The FAC discussed the 2018 budget. It was pleased to see breakeven budget.
- As recommended by the Bureau, the FAC discussed the financial targets and present them hereunder for council consideration and endorsement:

1. No deficit budget planning to be considered starting from 2018.
2. No use of unrestricted reserve to be allowed to cover operational deficits
3. Reserve levelling to be secured toward end of 2018 and to ensure its growth of 1 MCHF for the year 2019 and 1 MCHF for the year 2020

Targets cont'd...

- 4. At least 5 new donors, including framework donors and other unrestricted equivalent are brought on board per year starting from 2018.
- 5. To ensure annual growth of overall income by at least 10% per year (restricted and unrestricted together) starting from 2018.
- 6. To maximize the return from the investment portfolio to the best possible level taking into account the investment risk, starting from 2018.
- 7. To update the internal financial control system (IFCS) and to ensure the robustness and security of both IFCS the IT system by end of this year (2017).

Budget 2018 cont'd...

- The FAC asked about the criteria to allocate core funds to the regions. The Secretariat replied that a criteria will be in place in 2018.
- The FAC asked about the additional investment in the Economic Knowledge Programme. The DG replied that the position fills a void in the area of the economic impact of biodiversity loss. The position was based in the US which was a cheaper location than in HQ.

Investment Update

- The FAC reviewed the investment performance from inception in 2014 to 6th November 2017.
- The CFO presented key statistics. The year-to-date investment performance is 2.34%.
- The FAC noted that the portfolio had no exposure to equities and that the return was low. The CFO replied that the portfolio has limited equity investment so as to minimise volatility and risk.
- FAC noted that investment policy should be revised every three years. The policy was revised last time in 2011.

FAC asked the Secretariat to review and update the Investment policy once a new treasurer is on board and present it for review at the next meeting of the FAC in April - May 2018.

Policy and Procedures on forward contracts for hedging

- The FAC noted the requirement of Swiss law to report on financial derivatives.
- Since IUCN receives core funds in foreign currencies, it hedges the currency risk using forward currency contracts.

DRAFT COUNCIL DECISION

The IUCN Council, *on the recommendation of the Finance and Audit Committee*, **approves** the Policy and Procedure on Forward Contracts for Hedging.

Update on information systems projects

- The FAC highlighted the important progress made in the overall improvement in the IS system including :
 - project portal for project implementation and project reporting.
 - ensure more data security by more secured means and creating second backup mechanism
 - Reduce costs of some processes and technological infrastructure
 - Facilitate some operations across the Union.

Report of the Head of Oversight

- The FAC was updated on information on investigations statistics and cases and IUCN's anti-fraud programme and Internal Control Framework as well as Enterprise Risk Management.
- The FAC welcomed the action that was being taken to improve IUCN's risk management, internal control framework and anti-fraud programme.
- FAC extended its support to the oversight unit.

Report of Legal Adviser

- FAC took note of the report
- FAC asked about how the accounting is handled of the various cases.
- CFO responded that all cases were reviewed as part of the year-end close process and provision was made where the likelihood of a loss was high

Policy and procedures framework

- The FAC *TOOK NOTE* of the report from the CFO on Cash Management and Investment policy, Reserve policy, the Enterprise Risk Management policy, accounting policy and operational policy.
- FAC asked to make these policies available on the portal and accessible to them.
-

FAC asked that reserve policy to be reviewed and if needed be modified to allow clear movement and use of reserve

HR policy framework

- FAC took note of the existing HR policy which was approved back in 2003 and basically is staff rules.
- FAC was updated on the progress made in developing the HR policy blocks.
- FAC has asked about the benchmarking survey and how it likely affect the current staff in various regions. Secretariat has confirmed that it will have no negative affect on existing contracts.

FAC has asked HR Global director to present final draft of the HR policy for approval at the next FAC /council meeting in May 2018.

Agenda Item 8

Council Handbook

Origin: Secretary to Council

REQUIRED ACTION

Council is invited to approve the Council Handbook presented to the 92nd Council Meeting (February 2017) with the amendments already approved by the Bureau and pending the approval of additional amendments to the Code of Conduct for Council members at Council's 93rd Meeting (November 2017).

1. Following Council's request (88th Meeting, April 2017) to incorporate all "Enhanced practices and reforms of IUCN's governance" approved by Council at its 88th Meeting, a revised version of the Council Handbook 2003 was presented to the Council Retreat and 92nd Council meeting in February 2017 together with a request for advice from the Governance and Constituency Committee (GCC) and from Council's Ethics Committee before the Council Handbook can be finalized and approved.
2. The Governance and Constituency Committee (GCC) recommended to maintain three performance tools of the Council Handbook 2003 albeit with some modifications. Cf. [Bureau document B/71/5.3/1](#). At its 71st Meeting (August 2017), the Bureau provided advice as follows:
 - a. To harmonize the Performance Commitment with the Conflict of Interest Disclosure Form under development by the Ethics Committee. Cf. the Ethics Committee proposals to the 73rd Bureau Meeting (18 November) in [document B/73/7](#) including revisions to the Performance Commitment.
 - b. To postpone the consideration of any form of individual IUCN Councillor Activity Report until the question of support to Council members has been studied.
 - c. To request the GCC to review the Self-Assessment of IUCN Council members and Evaluation of the IUCN Council Meeting in light of the feedback from Bureau members.

While the Performance Commitment (litt. a. above) is the object of a concrete proposal before the Bureau / Council, the work on Councillor Activity Report and the Self-Assessment of Council members and Evaluation of IUCN Council Meeting has not yet been completed.

3. At its [70th Meeting \(May 2017\)](#) the Bureau approved two recommendations of the Ethics Committee:
 - a. The addition of a new provision in the Code of Conduct for Council members concerning Conduct in the process of selecting the venue of the next World Conservation Congress;

- b. A new §35 and Annex 4 to the Handbook concerning Examples of the implementation or interpretation of the Code of Conduct
4. The Ethics Committee approved the “Conflict of Interest Disclosure Form” as required by the Code of Conduct for Council members and proposes a small number of consequential amendments to the Code of Conduct which are on the agenda of the 73rd Bureau meeting (18 November 2017). See [Bureau document B/73/7](#).
5. There is currently a vacuum as the 2003 Council Handbook is outdated and the revised Handbook has not yet been approved. It is important to apply, publish and share with internal/external audiences a version of the Council Handbook that is updated and approved by Council. Work on the issues referred to above may continue without standing in the way of Council approval. The IUCN Council is therefore invited to approve the version of the Council Handbook proposed to the 92nd Council (version 23 January 2017) with modifications as follows, which are shown with track changes in the copy attached hereafter:
 - a. Incorporating the amendments approved by the Bureau (70th Meeting, June 2017);
 - b. Incorporating the amendments to the Code of Conduct proposed by the Ethics Committee subject to their approval (73rd Meeting of the Bureau and the 93rd Council Meeting);
 - c. Removing §35 pending resolution of issues raised at the 70th Bureau Meeting concerning the recommendations of the Ethics Committee;
 - d. Removing §36 because overtaken by the Conflict of Interest Disclosure Form approved by the Ethics Committee;
 - e. Correcting a small number of material mistakes (§125 and p. 9 of the Code of Conduct) and an update of §30 imposed by changing legal requirements (Registre du Commerce).



Council Handbook

~~January~~ November 2017

(Revision of the Council Handbook commissioned by the IUCN Council - decision C/88/7, April 2016. The Council Handbook was first issued in 2003 and modified in 2005, 2009 and 2011)

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1. Role and functions of the IUCN Council

In general

§1 A “component” of IUCN, the Council fulfils the role of what is commonly called the board or governing body in a corporate entity.

§2 The Council has the “*responsibility for the oversight and general control of all the affairs of IUCN subject to the authority, direction and policy of the World Conservation Congress*” (hereafter the “Congress”) which remains the highest organ of IUCN.

§3 The Council’s main roles are to:

- set strategic direction and policy guidance for the work of the Union;
- 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;
- fulfil its fiduciary responsibilities to the Members of the Union and render account to them on the achievement of the Union’s objectives; and
- support the Director General in communicating IUCN objectives and policy, and IUCN Programme to the world community.

§4 While the Council’s main functions are defined in Article 46 of the Statutes, it has been assigned additional functions in more than 100 provisions of the Statutes, Rules and Regulations as well as in Resolutions, Recommendations and other decisions of the Congress. A list of all provisions of the Statutes, Rules and Regulations defining functions of the Council can be found in Council Decision C/88/7.

§5 Among the most important functions of Council are:

- **in its role to set strategic direction:**
 - give rulings on policy within the general policy of IUCN laid down by the Congress [Stat 46 (a)]
 - provide strategic direction in relation to the development of the draft IUCN Programme and approve the draft IUCN Programme for submission to Congress [Stat 46 (c)]
 - comment on the Financial Plan for the next intersessional period before its submission to Congress [Stat 88 (e)]
 - appoint the Director General [Stat 46 (k)]
- **in its oversight role:**
 - provide oversight and guidance on the performance of the components of the Union [Stat 37 (b) (ii)]
 - review the work of the Commissions [Stat 46 (f)]
 - receive from the recognized National and Regional Committees a report on their activities once a year [Reg 66 (d)]
 - evaluate the work of the Director General [Stat 46 (k)]
 - review regularly the implementation of the IUCN Programme [Stat 46 (e)]

Article 15 of the [IUCN Statutes](#) lists the “components” of IUCN. Hereafter, the provisions of the Statutes are referred to in an abbreviated way, e.g. Stat 15

[Stat 37](#)

[Stat 37](#)

The roles were defined by the 2012 Congress, Decision 24 ([Proceedings](#), p. 49) at the proposal of the Council. See [Congress document WCC-2012-9.4.1/2](#), in particular the “Explanatory Memorandum”

[Stat 46 \(r\)](#)

[Council Decision C/88/7](#) (April 2016), Annex 2, pp. 30-34

See in this regard the [Policy Overseer Procedure approved by Council C/74/17 \(June 2010\)](#)

The components of IUCN are ([Stat 15](#)):

1. Congress
2. Council
3. National and Regional Committees and Regional For a
4. Commissions
5. Secretariat

- approve the annual report of the Director General and the audited financial statements [Stat 46 (g)]
- **in its fiduciary role:**
 - approve the Work Plan and Budget for the following year [Stat 46 (e)]
 - report and propose motions to the IUCN Members and the Congress on any matter relating to the activities of IUCN [Stat 46 (d) and (p)]
 - schedule and convene the Congress [Stat 23] and make preparations for it including to determine qualifications required for candidates for election to Council [Reg 31] and nominating candidates for President, Treasurer and Commission Chairs [Stat 46 (l)]
 - admit new IUCN Members [Stat 46 (i)]
 - recognize National and Regional Committees [Stat 46 (h)]
 - amend the Regulations [Stat 101]

§6 Instead of repeating the long list of statutory provisions, the following section of the Council Handbook focuses on the decisions taken by the IUCN Council (2012-16) to enhance Council's strategic direction and oversight roles.

§7 To empower the Council to focus on its strategic direction and oversight functions, the Council "delegated" a number of its 100+ functions to the Bureau and the standing committees of the Council. For more detail about the additional responsibilities of the Bureau and the standing committees of Council, see hereafter section 11 about the Bureau and section 12 about the standing committees.

Actions taken by Council to strengthen its strategic direction and oversight roles

§8 As part of the "Enhanced practices and reforms of IUCN's governance" approved by Council in April 2016 (Decision C/88/7) in response to the "[External Evaluation of Aspects of IUCN's Governance](#)", the Council took the following specific measures to enhance its strategic direction and oversight role:

- a. To enhance its **strategic direction**, the Council will:
 - i. develop and approve strategic objectives and priorities for its work, to be adopted at the latest at the second (ordinary) meeting following the Congress, together with a 4-year work plan and a proper monitoring mechanism to be reviewed and adjusted, as required, on an annual basis;
 - ii. schedule once a year a dedicated strategic session (half a day) to scan the operating environment in which the Council finds itself and discuss strategic issues including the positioning of the Union and its long term viability. It will document actions to be taken as a result of these discussions and keep these actions under review;
 - iii. maintain a strategic risk matrix enabling Council to fully

What Stat 46 (e) refers to as annual "programme" is in fact the annual work plan which Council approves every year

See the [Report of the Council to the 2016 Congress](#) for an overview of the decisions of the Council 2012-16 pertaining to the governance of IUCN

See also "[Enhanced practices and reforms of IUCN's governance](#)", A3.2 and B3.2 (Council decision C/88/7, April 2016)

Annex 2 to [Council Decision C/88/7](#) (April 2016)
[External Evaluation of Aspects of IUCN's Governance](#) (Universalia, November 2015)

[Reg 44bis ; Council Decision C/88/7](#) (April 2016)
Hereafter, the provisions of the Regulations are referred to in an abbreviated way, e.g. *Reg 44bis*

[Council Decision C/88/7](#) (April 2016)

[Council Decision C/88/7](#)

address the range of strategic risks facing the Union including possible changes in the external and internal operating environments. The “strategic risk matrix” synthesising major risks is presented each year to Council by the Director General;

(April 2016)
The strategic risk matrix is different from the [risk register](#) which is described below in section b. viii.

- iv. set strategic priorities for the development of the draft IUCN Programme for the next quadrennium in consultation with the IUCN membership, beginning with a full ‘strategy session’ of the Council midway through the quadrennium. Ensure that Council’s Programme and Policy Committee engages early and plays a lead role in shaping the development of the quadrennial IUCN Programme. The Council ultimately approves the draft IUCN Programme for submission to Congress for adoption.

[Stat 46 \(c\)](#) ; [Council Decision C/88/7](#) (April 2016)

b. To enhance its **oversight**, the Council will:

- i. will use the comprehensive and coherent “Planning and Reporting Framework” approved by Council in April 2016 (**Annex 2 hereafter**). The Director General, and where appropriate the Commission Chairs, will develop and present to Council the planning and reporting tools that enable Council to fulfil its planning, monitoring and oversight functions;

[Council Decision C/88/7](#) (April 2016) (Cf. in particular the table attached as Annex 4, pages 41-43, which follows [hereafter as Annex 2](#))

- ii. through the Programme and Policy Committee (PPC), oversee implementation of the One Programme Charter policy including the use of a range of Programme delivery models and mechanisms to leverage capacities and resources of IUCN Members and Commissions and increase IUCN’s reach, influence, and impact in achieving the Programme results. In addition to reporting on the Secretariat’s responsibilities under the One Programme Charter, the annual report submitted by the Secretariat to Council will progressively include data on IUCN Members’ implementation of the One Programme Charter as Key Performance Indicators (KPI) and data collection systems are being developed and IUCN Members engaged over time in fulfilling their reporting requirements;

[Council Decision C/88/7](#), Annex 2, C3. (April 2016)

- iii. commission an external review of IUCN’s governance at least every four years, to be delivered in time to inform a Council ‘strategy session’ at mid-term. The Terms of Reference and scope of the external review shall be established by Council and include the review of the IUCN Commissions. The latter will have the purpose of ensuring the necessary renewal of existing Commissions and broader renewal of Commissions or other network mechanisms to meet the knowledge generation, expert and Programme delivery needs of the Union. This review will anyway have to be done well before the date fixed for filing nominations for Commission Chairs.

[Council Decision C/88/7](#), (April 2016) Annex 2, C4 and A4.7

See e.g. the evaluation carried out by Universalia in November 2015: [External Evaluation of Aspects of IUCN’s Governance](#)

The Management Response to the external reviews of IUCN’s governance shall be made by the Council with the understanding that with regard to the Commissions, the responsibility for the Management Response shall be shared between Council and the Director General. Provision for review should be included in the IUCN budget;

- iv. add its comments to the Management's Response regarding any recommendations of the External Review that might address IUCN governance aspects. For this purpose, the Council will be informed of the Management Response to the External Review drawn up by the Director General. The External Review (to be distinct from the "External Review of IUCN's governance") focuses on IUCN Programme implementation and is commissioned by the Director General every four years for delivery towards the end of each quadrennium. The Director General will consult the Council and be advised on the draft Terms of Reference of the External Review taking into account the Director General's responsibility for the implementation of the IUCN Programme as per Article 79 (b) of the Statutes and the Council's role of approving and reviewing the IUCN Programme;
- v. improve Council's oversight of the work of the Commissions through strengthened annual performance reporting by the Chairs to the Council on outputs, outcomes, impact and resources raised against the Commission's work plan approved at the beginning of each term. This is to be integrated into the overall Union monitoring and reporting framework. Council will conduct once a year a session, with the Director General, to discuss the performance of the Commissions. While the Commissions, between sessions of the Congress, report to Council through the Commission Chairs, the Commission Chairs themselves report to the President and not the Council itself because they are members of the Council. This is further elaborated hereafter in section 7.
- vi. assess the performance of the Director General on an annual basis instead of biannually in accordance with the process described in section 6 of the present Council Handbook.
- vii. will receive from the Finance and Audit Committee (FAC) a report of the top 10-15 risks of the Risk Register with its assessment of their impact and probability. The "Risk Register" which the Head of Oversight submits to the FAC is distinct from the "strategic risk matrix" (described above).
- viii. clarify what the "Governance Compliance Inventory" approved in principle by Council in April 2016 should contain and who should present it to Council, taking into account the reports on legal liabilities which the Legal Adviser has been submitting to the FAC.

[Council Decision C/88/7](#), Annex 2, C4.1 (April 2016)

All external reviews are published on the [IUCN website](#). See e.g. the [External Review of IUCN 2015](#)

[Reg 78bis](#)

[Council Decision C/88/7](#), Annex 2, A4.5 (April 2016)

[Reg 78 \(c\)](#)

For the "strategic risk matrix", see above section a. iii.

[Council Decision C/88/7](#), Annex 2, C9.1 (April 2016)

2. Composition of the Council

§9 The composition, terms of office and the procedure for filling vacancies are described in Articles 38 to 43 of the Statutes and Regulations 45, 45*bis* and 47. The nomination and election of candidates is governed by Regulations 30 to 40*ter* and Rules 74 to 81.

The membership of the IUCN Council 2016-20 with each Council member's picture, biography and email address can be viewed on the [IUCN website](#).

These provisions are not repeated here. Instead, the following paragraphs describe additional guidance approved or applied in practice by Council on a number of issues.

Composition

§10 The amendments to the Statutes adopted by the 2012 Congress, applied for the first time during the elections at the 2016 Congress, increased the number of Regional Councillors from 24 to 28 and reduced the number of additional appointed Councillors from 5 to 1, thereby maintaining the total number of Council members at 38.

The 2012 statutory reforms also modified the distribution of the 28 Regional Councillor seats across the eight statutory regions in order to *“better reflect the concentration of high biodiversity, the size of human population and the distribution of IUCN Members in the IUCN regions, whilst taking account of cultural and social ties and political realities”*.

The additional appointed Councillor

§11 Prior to 2012, Council had the ability to “address any remaining imbalances” in the composition of the Council following the voting process at the Congress by appointing up to 5 additional Councillors. The 2012 reforms severely reduced this possibility. Not decisive which criteria to apply for the selection of candidates, the 2012-16 Council did not make an appointment.

Profile of Council members

§12 According to Regulation 31, the Council establishes criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions and makes them available to all IUCN Members at the opening of the nominations process. The Council approves the **“Profiles for the elected positions”** at least one year prior to the Congress. Although not formally required, the Council also approves a profile for Regional Councillors. The profiles are subsequently attached to the Director General’s “Call for nominations” issued to all IUCN Members in accordance with Regulations 30 and 37. The profiles describe in detail the role and responsibilities as well as the qualifications and other requirements for these positions.

§13 The **Call for nominations** for Regional Councillor candidates issued on 6 November 2015 asked IUCN Members, when making their nominations, to *“bear in mind the need for gender balance within the Council, and also for a reasonable balance between candidates from the governmental and non-governmental sectors”*. It further explained that in light of the Council’s role to set strategic direction and exercise oversight for the Union, *“nominees should be individuals able to contribute to providing strategic direction and to the discussion of specific policies, as well as to guiding the finances, Programme direction and membership development of the Union. While an understanding of conservation science is a valuable attribute in a Councillor, candidates should understand that equally important attributes are knowledge of conservation and broader social and economic policy, the running of large organizations, and the ability to*

A [list of Council members](#) (2016-20) as well as the [Council members' contact details](#) (2016-20) can be downloaded from the Union Portal.

See 2012 Congress document [WCC-2012-9.4.1/8 Rev 1 CG Stat 38 \(f\) and 39](#)

See [Stat 39](#)

Quote from the 2003 version of the Council Handbook (p. 14)

[Reg 31](#)

See [C/85/8 Annex 3](#) (May 2015) for the profiles approved for the nomination of candidates for election at the 2016 Congress

[Call for nominations 6 November 2015](#)

substantially influence the policies and practice of conservation and ecologically sustainable development in their region. While each Council member is expected to take a global view of the role of the Union in achieving its mission, it is important that Regional Councillors are also able to bring perspectives from the regions to Council and to promote the work of IUCN in the regions.”

§14 With the purpose of providing the IUCN Members with real democratic choice and of demonstrating that elected Councillors have a global role in governing the affairs of the Union as opposed to representing regional interests, the Council requested in April 2016 that the next “Call for nominations” (for the elections at the 2020 Congress) provides guidance to IUCN Members encouraging them to nominate for each Region **at least one more candidate than the number of seats allocated** for the Region concerned in Article 39 of the Statutes.

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

Ensuring the right qualifications, skills and knowledge in Council

§16 Among the gaps in qualifications, skills and knowledge in Council described in the [External Evaluation of Aspects of IUCN’s Governance](#) (November 2015), the Council identified “strategic communications, fundraising, finance, information technology, and reach and influence into international finance, business and economic sectors”.

§17 As part of the “Enhanced practices and reforms of IUCN’s governance”, the Council resolved to address this issue in the following three ways:

- i. Strengthen the qualifications of Councillors to be elected by the next Congress through:
 - early notice to the IUCN Members of the qualifications, skills and knowledge required for the next election
 - stronger list of qualifications in the call for nominations for all Council positions including filling gaps needed by Council.
- ii. Use the possibility to include external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge as provided for in Regulations 59 and 60 and the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary.
- iii. Strengthen capacities and knowledge of IUCN for newly elected Council members including through:
 - more substantive learning opportunities about the roles, responsibilities and processes of Council at opening Council retreat;
 - mentoring of new Councillors by 2nd term Councillors.

[Council Decision C/88/7](#), Annex 2, A2. (April 2016)

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

[Council Decision C/88/7](#) Annex 2, point A1.1 (April 2016)

[Council Decision C/88/7](#) Annex 2, points A1.2 to A1.4 (April 2016)

Filling vacancies in Council

§18 Article 43 of the Statutes provides that Council may fill any vacancies for the President, Treasurer, Councillors and Chairs of Commissions that may occur, for the balance of the term concerned. With exception of the case of filling the vacancy in the Presidency of IUCN, for which the Regulations clearly state that it has to be filled from among the Vice-Presidents, there is no specific procedure for filling other vacancies. The only indication in the Regulations is that “Council shall follow, whenever possible, the procedures and conditions provided for in the Statutes for the election or appointment to the post in question”. For this reason, guidance has been developed over the years as follows.

[Stat 43 and Reg 47](#)

§19 In May 2015, Council approved a standard procedure for filling a **vacancy of a Regional Councillor** as follows:

[Reg 47](#)

1. Council invites IUCN Members of the Region concerned to submit nominations;
2. Council's Nominating Committee [i.e. the Vice-Presidents acting as Nominating Committee under Regulation 48 (c) (ii)] validates the nominations put forward by IUCN Members;
3. Council invites all eligible IUCN Members to elect one of the candidates by electronic vote.

[Council decision C/85/27](#)
(May 2015)

§20 Council has also filled **vacancies of Commission Chairs** following the resignation of the incumbents which had been elected by the Congress. In 2015, in their procedural advice dated 8 July 2015, the Senior Governance Manager and the IUCN Legal Adviser explained to the Chair of the World Commission on Protected Areas that, in principle, Council needed to follow as much as possible the procedures of Regulations 30 and 30*bis* for the nomination of candidate Commission Chairs.

C/65/27 (May 2006)
appointing a new Chair of
CEESP and [B/64/1](#)
(October 2015)
appointing a new Chair of
WCPA

§21 In the case arising in 2015, however, as the vacancy had occurred close to the Director General's “Call for nominations” in the context of the 2016 elections, it was considered unnecessarily confusing and cumbersome to run two nomination processes in parallel. Instead, the procedural advice was therefore that the Steering Committee of the Commission concerned was to make a recommendation to Council of one, or maximum two ‘prioritized’ candidates for Commission Chair, in the spirit of Regulation 30*bis* following a consultation with the membership of the Commission concerned. This was, in addition, consistent with the precedent of May 2006 when Council filled a vacancy on the basis of a recommendation from the Steering Committee of the Commission concerned.

Cf. [Council document C/87/5.4/1](#)

§22 The situation in which a Commission Chair resigns must be distinguished from that in which the (appointed) Deputy Commission Chair acts in the place of the Chair whenever the latter is unable to act as the Chair, be it due to an absence or an incapacity of the Chair. In this case, the Council does not need to make an appointment.

Reg 46. Cf. for example
[Council decision taken by email on 27 April 2016](#) to adopt a “Process for the Council's nomination of a new candidate Chair of CEC 2017-20”

3. Individual responsibilities of Council members

Statutory Responsibilities, Liability and Accountability

§23 Councillors have a “fundamental obligation to serve IUCN with **diligence and integrity**” (Article 59 of the Statutes). They must **disclose any potential conflict of interest** on matters under consideration by the Council and refrain from participating in the discussion and voting on these matters (Article 60 of the Statutes), and cannot vote on matters where they or their close relatives have any legal or financial interest (Article 61 of the Statutes). In addition, they **cannot receive any remuneration from IUCN** or any component of IUCN other than reimbursement for expenses incurred in the discharge of their duties [Article 63 of the Statutes and Regulation 48 (a)]. This is further elaborated in the Code of Conduct; see also hereafter §34.

[Stat 59-63](#)

§24 Members of Council **serve in a personal capacity**, not as representatives of their respective States or organizations (Article 62 of the Statutes). Council members may contribute a regional perspective but are expected to give precedence to the best interests of IUCN. Council has put its faith in the individual Council member’s capacity to serve well as a Council member, not as a representative acting under instruction. Without this distinction, the autonomy of Council would be lost and artificial divisions would arise.

§25 Council members should inform and obtain input and feedback from IUCN Members, National and Regional Committees, and Regional Fora on the provisional agendas for upcoming Council meetings and on their reporting the results of Council meetings to IUCN Members. The Councillors’ role is to provide explanations on the agenda, encouraging Members to provide input to global decision making and to promote Council decisions, through submission of comments to the Director General prior to meetings of Council.

[Code of Conduct for IUCN Council members](#), Part IV j. 8.

§26 Council members shall maintain an **effective relationship with the Director General** and, through him/her, the Secretariat staff in view of enabling them to work to the same purpose through clarity of and respect for the authority and responsibilities of Council and the Director General, respectively, and with the highest professional and ethical standards.

[Reg 48 \(b\)](#)

§27 Article 65 of the Statutes provides for the **suspension and expulsion of a Council member** if s/he “acts in a manner seriously inconsistent with that Council member’s duties”. Such action has to be taken by the Council by a two-thirds majority of the votes cast. If warranted, Council can also authorize legal action against an expelled Council member to recover any IUCN assets taken or damaged by that individual.

§28 A Council member’s position on Council may be declared vacant if that person is **absent from three consecutive meetings of Council** without having been given leave of absence, i.e. provided good justification approved by Council (Article 64 of the Statutes). Since Council’s approval of “Enhanced practices and reforms of IUCN’s

[Council Decision C/88/7](#), Annex 2, point A3.2 (April 2016). See also [Reg 57](#)

governance” (April 2016), this authority has been “delegated” to the Bureau. Note in this regard the longstanding practice, originating in a decision of the Council, to indicate in brackets in the Call for nominations the number of Council meetings which each Regional Councillor attended since the last session of the World Conservation Congress.

and the Rules of Procedure of the Bureau, paragraph 2 (Annex 1 hereafter)
See e.g. the [Call for nominations 6 November 2015](#)

§29 Councillors are protected against the **risk of legal liability** by the Statutes, which specify that “IUCN shall indemnify members of Council, to the extent permitted by law, against claims arising from the normal exercise of their functions” (Article 93 of the Statutes). A copy of the insurance policy is available upon request from the Secretary to Council.

Registre du Commerce

§30 In accordance with the Swiss Law of Associations, IUCN has been registered in the (cantonal) Registre du Commerce (the equivalent to “Company House” in the UK) and is required to update the registered information (ORC 27), including personal information of all Council members [ORC 24 a) and b)]. This information includes name, birth date, origin, postal address and copy of their passport.

ORC: Ordinance
“Registre du commerce”
CO: Code of Obligations

Most modifications (updates) of the Registre du Commerce must be

- i) signed by ~~atwo members~~ of the Council authorised to sign ~~[ORC 21; CO 931 a)]~~ and
- ii) supported by evidence of a decision of Council or Congress, as appropriate (ORC 23).

This obligation finds its origin in Swiss Law and does not in any way modify the decision and signatory authorities established in IUCN’s Statutes.

§31 For practical purposes, the Council has appointed, in addition to the President, the Treasurer and the Councillor from Switzerland as members of Council with the authority of the Council for any two of them to sign jointly on behalf of IUCN.

See e.g. [Council decision C/91/5](#)

Code of Conduct for IUCN Council members

§32 The duties of Council members are further defined, and explained with more detail, in the Code of Conduct as:

- Reasonable care
- Loyalty
- Respect
- Transparency
- Confidentiality.

[Code of Conduct for IUCN Council members](#)
approved by Council at its 68th Meeting (November 2007) and modified by the 73rd Meeting of Council (November 2009) and the 75th Meeting of Council (November 2010), attached hereafter as [Annex 3](#)

§33 Part IV of the Code of Conduct requires Council members to observe the highest standards of ethical conduct which it defines with much detail. Some of these standards of conduct which on occasion give rise to questions are highlighted hereafter.

§34 **Conflicts of interest.** Part IV b. of the Code of Conduct provides

Comment [LdW1]: This concerns a correction imposed by changing legal requirements. According to the Legal Adviser, the practice of the Registre du Commerce has changed: instead of one, they now require two signatures to update the registration of IUCN.

a definition of conflict of interest. Whenever a Council member is in a conflict of interest situation as defined in the Code, that Council member is under an affirmative duty of disclosure to the Ethics Committee and shall refrain from participation and voting on those matters as already mentioned in §23. If the conflict is apparent or potential rather than actual, Council members should seek the advice of the Ethics Committee of Council about whether they should recuse themselves from the situation that is creating the appearance of or potential for conflict.

~~§35 In Annex 4 hereafter, the Ethics Committee for a record and for additional guidance to the Committee will, from time to time, insert examples of the implementation or interpretation of the Code of Conduct. These examples will be based on determinations made by the Ethics Committee in concrete cases or in response to requests for clarification or guidance from Council.~~

~~The ToR of the IUCN World Heritage Panel are public on the IUCN website as a requirement of the World Heritage Committee~~

Comment [LdW2]: Approved by the Bureau, 70th meeting, June 2017 on the recommendation of the Ethics Committee.

~~§35 An interesting case in this regard is paragraph 13 of the Terms of Reference (and related Code of Conduct) of the IUCN World Heritage Panel; "In view of IUCN's Statutes, and in particular the role of IUCN Council in the overall governance of the Union, members of IUCN Council may not represent IUCN in field evaluation missions, nor serve as members of the Panel". This is a result of IUCN being defined in the World Heritage Convention as the independent advisor directly to the Convention's principal decision taking body, the World Heritage Committee, an elected intergovernmental body. Given that the accountability for IUCN's advisory role on World Heritage is vested in the Director General, and delegated by her to the IUCN World Heritage Panel, it would also be inappropriate and present a perceived or real conflict of interest to see members of Council, which has the general oversight of IUCN, in a role on the IUCN World Heritage Panel of being accountable to the Director General.~~

Comment [LdW3]: Removed pending resolution of the issues raised at the 70th Meeting of the Bureau (June 2017) regarding the Ethics Committee recommendation EC/1/2. (Cf. Summary minutes of the 70th Bureau Meeting)

~~§36 It is clear that Council members cannot receive consultancy contracts and be paid honoraria for IUCN project work, even if the Council member concerned signs the contract on behalf of her/his institution. Even if the Council member would not her/himself directly or indirectly receive IUCN funds under contracts concluded by her/him with IUCN on behalf of her/his institution, such a situation may affect or be perceived to affect the independence of the Council member.~~

~~The standard format for the annual disclosure not been determined by the Ethics Committee, this provision has not been implemented.~~

Comment [LdW4]: Removed because the point is covered by the Conflict of Interest Disclosure Form approved by the Ethics Committee and the consequential amendments to the Code of Conduct to be considered by the Bureau (73rd Meeting) and the Council (93rd Meeting).

§37 **Disclosure of interests.** Part IV a. requires each Council member to submit an annual disclosure form to the Chairperson of the Ethics Committee.

§38 **Consensus.** Once a final decision has been taken on a matter before Council, Council members have also a duty to support that decision.

§39 **Public statements.** According to Article 79 (e) of the Statutes, the Director General is the designated authority to issue statements in the name of IUCN. When making public statements verbally or in writing, Council members should therefore make it clear whether they are communicating in their personal capacity or on behalf of IUCN, and in the latter case, they should make it clear in what capacity and that

[Stat 79 \(e\)](#)

authority has been received from the Director General to do so. Council members may not represent any organizations in addition to IUCN at the same time whilst making any public statement, except where IUCN and such other organizations have explicitly authorized such representation beforehand. Before Council members engage in making any public statements, including speaking to the media, Council members need to ensure that they meet a number of criteria defined in the Code of Conduct, including to ascertain whether or not the matter is being dealt with in the Secretariat and obtain relevant information from the Director General who – as mentioned above - is the designated authority to issue statements in the name of IUCN (Article 79 (e) of the Statutes).

§40 **Adhere to the Code and signature.** As required by the Code of Conduct, a copy of the Code is attached to the nomination forms for any person seeking or accepting to stand for election or appointment to a position on Council. By signing a nomination to be elected or appointed as a Council member, such a candidate agrees to submit to the provisions in the Code of Conduct both during and, where relevant, after their term has expired (e.g. in relation to confidentiality, respect etc.).

§41 The Code also requires Council members to sign two original counterparts of the Code during the first full meeting of Council after the World Conservation Congress (with a special procedure for those absent from that meeting). In the event of a Council member failing to sign the Code, the individual concerned will be considered as having acted in a manner seriously inconsistent with that Council member's duties and the provisions in Article 65 of the Statutes shall apply.

The Ethics Committee of the IUCN Council

§42 Consistent with Regulation 48 (c) (iv) which provides that the Vice-Presidents assist the President, on request, in the management of Council, including the facilitation of resolution of conflicts between Councillors and of questions of ethics, should they arise [...]", the **Vice-Presidents** will constitute the Ethics Committee. The Ethics Committee shall be responsible for consideration and administration of all matters relating to the Code of Conduct and for assisting the Council in implementing the provisions of Article 65 of the IUCN Statutes and all other statutory provisions relevant to the ethical conduct of Council members. Part V of the Code of Conduct contains detailed provisions for the implementation of the Code and includes an Annex defining a "Procedure for dealing with issues submitted to the Ethics Committee for consideration and decision".

§43 The Ethics Committee of Council can be contacted via the Secretary to Council who also acts as the Secretary to the Ethics Committee.

4. The President

§44 Although the Statutes say little about the position of the President

[Code of Conduct for IUCN Council members](#), Part V c.
See the [Call for nominations 6 November 2015](#) in particular the [nomination form](#) attached to the Call for nominations of Regional Councillor candidates

[Code of Conduct for IUCN Council members](#), Part V

[Code of Conduct for IUCN Council members](#), Annex 1

Based on [Council](#)

compared with that of the Director General, the role of the President of IUCN is of particular importance to the effectiveness of both IUCN and Council. Presidents are often called upon to represent IUCN to the outside world in controversial issues, to open doors for the organization to high-level representatives of other bodies and governmental authorities, to present the case for conservation and IUCN at global conferences, and to increase IUCN's visibility among non-conservationists by lending their credibility to the Union's cause. In view of the above mentioned Article 79 (e) which designates the Director General as the person authorized to make statements on behalf of IUCN, it is important that the President coordinates with the Director General and the Secretariat prior to making public statements.

§45 The President may be nominated by Council or by IUCN Members for election by the World Conservation Congress. However, Council is expected to set out criteria for the qualities required in a President. The requirement in Article 42 of the Statutes, limiting Council members to two consecutive terms in any office, applies to the President as well. The Regulations provide that in the case of a vacancy in the Presidency, Council will fill the position from among the Vice-Presidents.

§46 The President may convene a meeting of the Council whenever necessary, even during the Congress, and shall do so if requested by one-third of the members of the Council. The President usually chairs the Congress and Council meetings, and presides over the Bureau. The same rules regarding commitment and performance that govern individual Councillors also apply to the President.

§47 The President plays a major role in setting up the Bureau and Council Committees. As part of the Council approved "Enhanced practices and reforms of IUCN's governance", the Council confirmed that, as was practiced at the first ordinary Council meeting of the 2013-16 term, the four Vice-Presidents, the Chairs of the standing committees of the Council and the two Regional Councillors members of the Bureau may be appointed by consensus decision of the Council on the proposal of the President following consultation with Council members. This has been considered the best way to try to build consensus in the Council and thereby strengthen the credibility of and trust in the bodies that Council will establish to assist it to fulfil its mandate. In this regard, making the comparison with a parliament receiving the prime minister's proposal for the cabinet, the IUCN President should have the possibility to consult and build consensus, and only call for a vote or an election if consensus does not appear to be possible. It is also a good way to ensure an appropriate geographical and gender distribution in the Bureau (required by Article 46 (j) of the Statutes) and the appointment of individuals with the necessary qualifications, commitment and availability to properly exercise the duties inherent in these functions.

§48 But perhaps the most critical demand on the President is to develop a positive working relationship with the Director General, who should be able to feel confident enough to bring issues to the President for advice and counsel. Both the President and the Director General should view their mutual relationship as a partnership, and see their

[Handbook \(2003\)](#), p. 27

[Stat 79 \(e\)](#); see above §39

[Stat 27; Reg 30-35](#)

[Reg 31](#)

[Reg 47](#)

[Stat 51; Reg 50](#)

[Stat 26, 52; Reg 57 \(a\)](#)

[Council decision C/88/7](#), pp. 22-23 point A3.1 (April 2016)

This new practice has been codified in the Rules of Procedure of the Bureau, paragraph 4 (Annex 1 hereafter)

For the practice in 2013-16, see the [summary minutes of the 81st Council meeting \(January 2013\)](#)

[Reg 48 \(b\)](#)

mutual effectiveness as linked to the quality of their working relationship.

§49 The President's prime duty is to be an effective Chair of Council and show leadership in the Council's discharge of its Statutory functions. Just as the Director General is responsible for the effective management of IUCN operations and programmes, the President is responsible for the productivity and conduct of Council. The President establishes a model for Council's relationship with the Director General and Secretariat staff, and encourages productive and respectful relationships among Council members. The President helps to focus the Council's attention on the policy and governance needs of the Union by shaping appropriate agendas for Council meetings, ensuring that Council members have the information they need to fulfil their oversight responsibilities, and conducting Council meetings and discussions in a way that leads to constructive decision-making and planning.

§50 Given the international nature of IUCN's work and the logistical challenges of bringing together Council members from distant locations for meetings, the President should review carefully the leadership and effectiveness of Standing Committees, and how information is communicated between meetings of Council. It is particularly difficult to balance the demands of efficient decision-making with the desire to involve the full Council in this function. The President should ensure that appointments to committees and task forces within Council are made as democratically and transparently as possible, taking also into account the expertise required for the specific tasks. The President should take the lead in defining the process for the review of the Director General's performance and making clear the parameters of the evaluation. In 2016, the Council amended the Regulations to specify that the President and Vice-Presidents comprise the evaluation committee of the Director General.

[Reg 48 \(c\) \(v\)](#)
[Council decision C/88/7](#),
Annex 2, C5 (April 2016)

§51 Within the Union, the President participates on committees, works closely with the Secretariat, and consults as appropriate on Union-wide initiatives. Since the President also plays an important role as an ambassador and representative of IUCN in building relationships with Members as well as with governmental and private sector organizations of importance to IUCN, the President's activities can be particularly significant in relation to programme development and resource mobilization.

§52 Official correspondence for the IUCN President should be addressed to president@iucn.org. The mailbox is managed by the Senior Governance Manager (Secretary to Council) and the Governance Assistant who coordinate the Secretariat support to the IUCN President.

See also the IUCN
President's page on the
[IUCN website](#).

§53 Personal correspondence for the President should be addressed to her/his private email address.

5. The Vice-Presidents

§54 The Council elects or appoints from among its members, up to four Vice-Presidents, chosen with due regard to geographical distribution and gender balance.

[Stat 46 \(j\); Reg 45 \(c\)](#)

§55 Their role as defined in the Statutes and Regulations is as follows:

[Stat 51-52; Reg 48 \(c\), 50](#)

- Chair the Council and the sittings of the Members' Assembly at the request of the IUCN President or in her/his absence;
- Support the President with advice and assistance on matters related to Council (transparency and accountability of Council, the management of Council including facilitation of resolution of conflicts between Councillors and of questions of ethics, any other duties as may be assigned to them);
- Assume membership of the Bureau of the Council (two Vice Presidents for the first two years of the term, followed by the other two Vice Presidents for the remaining two years of the term);
- Be member of the Congress Steering Committee;
- Act as Ethics Committee of Council;
- Act as the Nominating Committee for the election of the Bureau, the committees of Council and the appointment of the additional Councillor;
- Together with the President, constitute the evaluation committee of the Director General.

See also the [Profile of Vice-President](#) attached as Annex 4 to the President's letter to Council of 11 December 2012

6. The Director General

§56 **Role and functions.** The Director General is the chief executive of IUCN and the head of the IUCN Secretariat, as well as the head of the secretariat for the Congress. Her/his functions and duties are defined in the Statutes and the Regulations.

[Stat 78](#)
[Stat 79-84 and 88; Reg 88-90](#)

§57 The position of Director General, priorities and core competencies (Terms of Reference) are described in the "Vacancy Announcement Director General" approved by Council in November 2013, Annex 2, pp. 25-28.

[ToR of the DG](#), p. 24 approved by email ballot of the Council, 4 November 2013

§58 **The Director General and the Council.** The Director General shall be subject to the authority of the Council. The Director General or her/his representative is entitled to attend and speak at meetings of the Council and any subsidiary body established by the Council without the right to vote.

[Stat 78](#)

[Stat 80](#)

§59 As the chief executive of IUCN, the Director General presents proposals on management and is expected to give Council the information essential to deliberations as well as to enlighten its members about the operations of IUCN and provide a link between Council and Secretariat staff. In this role, the Director General may be supported by other senior staff from the Secretariat. The Director General plays a significant role in contributing to the effectiveness of

Council. He or she has access to information of value to Council deliberations and is responsible for providing such information to Council on a timely basis. Between Council meetings, the Director General also facilitates communications between management and Council, and assists Council committees in the performance of their functions. In this respect, a positive relationship with the President can play a significant part in the Director General's effectiveness.

§60 The Director General submits annual **work plans and budgets, and reports**, to Council in accordance with the **Strategic Planning and Reporting Framework** approved by Council. The Director General submits the (corporate) annual report for approval to the Council as well as the audited financial statements. In addition, the Director General presents to each meeting of the Council a verbal report on the accomplishment of her/his functions since the previous Council meeting. Since 2012, the Director General has also issued monthly activity reports for all Secretariat staff and Council.

§61 **Director General's performance evaluation.** In April 2016, the Council modified the procedure for the Director General's evaluation approved in 2011 included in the Council Handbook to specify that Council establishes performance objectives and the President and Vice-Presidents assess the performance on an annual basis instead of biannually, and for the results to be reported to Council annually in a closed meeting.

§62 The procedure henceforth reads as follows:

1. The Council approves annual performance objectives for the Director General. The procedure approved in 2011 specified that the objectives be formulated along 5 core areas of performance in keeping with the One Programme Charter (promoting synergies among all strands of the Union):
 - Strategic Leadership in conservation
 - Fundraising and Financial Management
 - Operational and Change Management
 - Programme Management
 - External Liaison and Public Image
2. The President and Vice-Presidents who together form the evaluation committee of the Director General, assess the performance on an annual basis.
3. The President reports the results annually to Council in a closed meeting. The procedure approved in 2011 specified that the evaluation be based on:
 - the objectives approved by Council
 - the Director General's self-assessment
 - the results from an electronic 360° feedback questionnaire.

§63 **Recruitment of a Director General.** In the absence of detailed provisions in rules and procedures, this section lists the steps which have been taken in the most recent selection processes:

- the Council or its Bureau decide to establish a Search Committee for the selection of the IUCN Director General
- the Council or the Bureau appoint the members of the Search

Annex 2 hereafter. See also p. 4, section b. i.

[Stat 46 \(g\) and 83](#)

[Council decision C/88/7](#), Annex 2, C6. (April 2016)

Council decision C/76/5 (May 2011) had modified the procedure described in the Council Handbook (2003)

See e.g. [C/88/28 \(Annex 21\)](#) (April 2016) for the Director General's Objectives 2016

[Req 48 \(c\) \(v\)](#)

See e.g. Bureau decision [B/60/5 of 17 June 2013](#), Annex 1

Cf. the [Bureau decision of 26 August 2013](#) adopted by email exchange establishing the Search Committee (consisting of the

Committee for the IUCN Director General

- Council approves the Terms of Reference of the Search Committee for the IUCN Director General, the Terms of Reference of the IUCN Director General (or the vacancy announcement), the process and timeline, and the cost estimate or budget of the recruitment process
- the Council appoints the Director General.

President, the 4 Vice-Presidents, 1 Commission Chair and 1 Council member with a legal background)

Cf. decisions approved by email ballot of the Council on 4 November 2013:

1. [ToR of the Search Committee](#), pp. 25-26
2. [ToR of the DG](#), p. 24
3. [Process and timeline for the recruitment of a new Director General](#)
4. [Estimated cost of the recruitment of the DG](#)

Cf. [Council decision of 27 August 2014 \(by email exchange\) appointing the Director General](#), p. 33

7. The Commission Chairs

§64 This section focuses on specific responsibilities of the Commission Chairs as members of the Council and does not repeat the provisions of the Statutes and Regulations regarding the Chairs' authority and responsibilities as chairs of the Commissions.

§65 Since April 2016, the Regulations make it very clear that between sessions of the Congress the Commissions are accountable and report to the Council through the Commission Chairs while the Commission Chairs are accountable and report to the President and not the Council itself because Commission Chairs are full voting members of the Council.

[Reg 78 and 78bis](#)

§66 New Regulation *78bis* enhancing **Council's oversight of the work of the Commissions** through strengthened annual performance reporting, and an annual session of the Council to discuss the performance of the Commissions, has been mentioned above in the section "Strengthening Council's strategic direction and oversight roles".

See section b. v. on p. 4

§67 The President, in the presence of the Director General, shall undertake an **annual appraisal of the performance of each Commission Chair** in relation to the annual work plan and the mandate of that Commission. The process used to be agreed between the President and the Chairs at the beginning of each term. During the term 2009-12 and again in 2013-16, the performance appraisal comprised 360° anonymous feedback carried out at mid-term by the Global Human Resources Group with the help of an electronic tool. In the year preceding and that following the feedback questionnaire, the President, Director General and the Chairs held a group meeting to discuss issues and take measures to improve the functioning of the Commissions.

[Reg 78 \(c\)](#)

§68 **Potential conflict of interest.** Commission Chairs are members

of the Council. To avoid possible conflicts of interest, Regulation 78 (b) was amended in April 2016 in order to require each Commission Chair to recuse her/himself from the Council discussion and decision/vote concerning their respective Commission's Operation Fund. In other words, once each Chair has presented her/his proposals for her/his Commission's draft Commission Operation Fund, they refrain from intervening in the discussion. When the discussion is concluded, the President will invite them to respond to the comments made, following which the President will invite the Council to take a decision. The Chairs of the Commissions will recuse themselves from voting.

[Reg 78 \(b\)](#)

§69 The same protocol applies to the discussion and approval of the draft Commission mandates to be proposed by Council to Congress.

§70 Note that Regulation 78 (b) is written in the singular form when describing the protocol for the approval of the Commission Operation Fund and in the plural form when doing so for the Commission mandates. It means that a Chair may intervene in the discussion about the Operation Fund of another Commission than her/his own, while none of the Chairs may intervene in the discussion of any of the draft mandates of the Commissions.

Cf. the [summary minutes of the 88th Council meeting](#), p. 8

§71 **Deputy Commission Chairs.** Deputy Commission Chairs are appointed by Council on the proposal of the Chair of each Commission and shall act in the place of the Chair whenever the latter is unable to act as the Chair.

[Stat 46 \(m\) and Reg 46](#)

§72 According to Article 44 of the Statutes, the Deputy Chairs of IUCN Commissions shall be entitled to participate in meetings of the IUCN Council and shall be entitled to vote in the place of the Chair of their Commission when that Chair is absent.

"Absent" has been applied in a restricted way, to mean: absent from the venue of the Council meeting, taking into account that a Commission Chair, as every other Council member, has only one vote; the Deputy Chair is not a member of the Council or a Council committee; and the Deputy Chair is only authorized to act in the place of the Chair when the latter is unable to act. If present at a Council meeting together with her/his Commission Chair, the Deputy Chair may observe the meeting of the Council or the Council committees, and her/his travel and accommodation costs will have to be borne by the respective Commission Operation Fund.

8. The Secretary to Council

§73 **Role and function.** In April 2016, the Council formalized in the Regulations the function of 'Secretary to Council', with the purpose of ensuring that:

[Reg 56bis](#)

- independent advice and support to the President and Council was available, in the sense that the Secretary should be able to work in confidence with the Council on matters on which the Council expects confidentiality;
- Council adhered to the provisions in the Statutes, Rules of

Procedure of the Congress and Regulations related to Council and its subsidiary bodies.

§74 **Appointment.** Should the incumbent leave his or her position as Secretary to the Council, the Director General will appoint the Secretary to Council after consulting the Council and the President with regard to the proposed candidate.

§75 During the 88th Meeting of the Council (April 2016), the Director General explained that when the Secretariat delivers a service to Council, there will always be consultation with the Council. Such a service may at times include confidentiality. But the employment contract of the member of the Secretariat staff appointed to act as Secretary to Council including the salary level and the performance review will be made by the Secretariat. It was important to provide continuity and safeguard the position of Secretary from becoming “political”.

[Council decision C/88/7](#), paragraph 8 & Annex 2, B2.4. After clarifying that the Senior Governance Manager had the responsibility to service the Council, the Council approved the Director General's appointment of the incumbent of the position as Secretary to Council. Cf. also the [summary minutes of the 66th Bureau February 2016](#), p. 3 and the [summary minutes of the 88th Council meeting](#), p. 4

9. The IUCN Legal Adviser

§76 **Role and function.** The Legal Adviser provides the legal advice and services described in Regulation 85 to all components of IUCN and in particular to the World Congress, the Council and the Secretariat (Stat 85 and Reg 85). This advice covers governance matters (e.g. any matter related to IUCN's governing bodies and statutory documents) and corporate matters (e.g. any matters related to the conduct of the business of IUCN).

[Stat 46 \(o\), 85 and 86;](#)
[Reg 45 \(d\), 85-87](#)

§77 In addition, the Legal Adviser is in charge of monitoring and ensuring the accuracy of the electronic voting process (Reg 94f), both in the framework of the motions process and in inter-sessional votes of Members.

§78 **Appointment.** The IUCN Legal Adviser is appointed by Council at the recommendation of the Director General and for a term to run concurrently with its own, which means that the appointment of the Legal Adviser is on Council's agenda at the beginning of each term. In April 2016, the Council “delegated” this function to the Bureau. It has been a constant practice not to appoint a new Legal Adviser for each term but to confirm the appointment of the current incumbent in order to ensure continuity.

Cf. [Annex 1 hereafter](#)
(Appendix to the Rules of Procedure of the Bureau)

§79 **Legal Adviser and Council.** The Legal Adviser participates and has the right to speak at meetings of the Council and all its subsidiary bodies without the right to vote (Stat 86). S/he provides independent legal advice and opinions on all matters that may be referred to her/him by Council, its subsidiary bodies or members of the Secretariat for final review and/or advice. This includes the review of specific issues or documents and the interpretation of, and drafting of new provisions or amendments to the Statutes, Rules and Regulations.

10. Meetings of the Council

§80 **Rules of Procedure.** The rules of procedure of the Council are articulated in Articles 51 to 57 of the Statutes and Regulations 49 to 56. The following paragraphs highlight some of the procedures while describing how they have been applied in practice or how the Council has decided to implement them.

§81 **Frequency of face-to-face meetings.** The Statutes prescribe that the Council must meet at least once a year (Article 51). The practice has been to meet twice each year with the Bureau and Council committees and task forces meeting intermittently, as required, by electronic means or telephone, or holding discussions and adopting decisions by electronic mail.

§82 **Venue.** In 2011, the Bureau decided at its 55th meeting “to explore opportunities to hold one Council meeting outside the IUCN Conservation Centre where dedicated funds to cover incremental costs have been secured, and there is a demonstrated opportunity to increase IUCN profile and influence and/or make a major contribution to advancing the conservation agenda”. Following financial commitments received from the hosts concerned, the Council met in New Delhi (India) in November 2011 and in Hainan (China) in October 2015. The Council also decided to convene in Sydney in November 2014 at the occasion of the World Parks Congress following Council approval of additional unbudgeted expenditure. It has also been the practice to hold short (half a day) meetings on the eve of the opening of the Congress and immediately following the closing of the Congress.

§83 **Format.** At the same 55th meeting, the Bureau also decided to “fix the period for face-to-face meetings of Council at 4 days, including Committee and Task Force meetings”. Since then, the practice has been to restrict the Council meetings to 3 days, including two days of plenary meetings and one day of standing committee meetings, preceded by one day for meetings of task forces and working groups (e.g. the Bureau, the Congress Preparatory Committee, the Nominations Committee, subgroups of the standing committees (e.g. the GCC subgroup on governance issues), the Private Sector Task Force).

§84 As part of the “Enhanced practices and reforms of IUCN’s governance”, the Council advised that the mode of Council and subsidiary body meetings/work should go beyond the face-to-face meetings and involve more and improved means for online communication and meetings of smaller groups (with the cost-effectiveness properly analysed). Council should also apply a diverse range of meeting methods leading to strategic decision-making and adequately support the Chair (President, Vice-Presidents)

§85 **Agenda preparation** for each Council meeting starts with strategic guidance and priority setting by Council at the end of the previous meeting and subsequently involves the Chairs of the subsidiary bodies of the Council. The President and Director General finalize the draft agenda for Council approval. The agenda indicates (with a colour code) which items constitute strategic direction, oversight or fiduciary responsibility of Council.

[B/55/4 \(15 February 2011\)](#)

[C/83/19 \(May 2014\)](#)

[B/55/4 \(15 February 2011\)](#)

[Council decision C/88/7, Annex 2, B2.2 and B2.3 \(April 2016\)](#)

[Council decision C/88/7, Annex 2, B2.1 \(April 2016\)](#)

§86 **Quorum.** The quorum is half of the members of the Council, whether present in person or by proxy. In other words, if the Council is composed of 37 members, 19 of them present at a meeting or represented by proxy, may take valid decisions. If the quorum is not obtained, decisions must be validated by the full Council by email ballot.

[Stat 54](#)

§87 To prevent this from happening, Council members who are not able to participate in a Council meeting, or part of it, are encouraged to give a proxy to another Council member, as appropriate, with instructions of how to speak or vote on her/his behalf. To be valid, a proxy must be given to another Council member present at the meeting who will inform the Chair. In practice, proxies are given by email from the proxy giver to the proxy holder, at any time before or during the meeting, with copy to the Council Secretary who will inform the Chair. A Council member may only accept 2 proxies.

[Stat 57; Reg 56](#)

§88 **Decision making.** Although the Statutes provide that decisions shall be taken by a simple majority of the votes cast, in practice, most decisions are adopted by consensus, i.e. in the absence of objections, and a vote is taken only when, in the opinion of the Chair, a consensus is not possible or upon request of Council members. Until 2009, at the beginning of each meeting, the Council used to adopt “Council’s Rules for Motions” which required that any motion or amendments to motions be “moved” and “seconded” before being discussed, and motions be subsequently put to the vote. In 2009, the rules for motions were included in the Council Handbook as Annex II thereby discontinuing the practice of adopting them at every meeting.

[Stat 55 and 56; Reg 55](#)

[Reg 53](#)

Council decision C/72/2
(February 2009)
[Council Handbook \(2003\)](#), Annex II

§89 However, since that time, the consensus decision has in practice replaced the majority vote for most of the decisions taken during physical meetings of the Council. After ensuring that all views have been heard during the discussion, the Chair of Council asks whether there is any objection against approving the draft decision presented in the Council document and/or projected on a screen, or read out loud by the Chair or the proposing Council member. At the latest at that time, amendments that haven’t yet been proposed during the discussion must be tabled. Should there be no consensus or at the request of members of the Council, the Chair will call for a vote. Usually, votes are taken by show of hands unless there is a request for a vote by roll call or a vote by secret ballot.

§90 The decisions of the Council are published on the IUCN website in the version they were approved during the meeting, together with their translation into the two other official IUCN languages as soon as they are ready, but at the latest 6 weeks following the end of the meeting as required by the Transparency Policy.

[IUCN website](#)

§91 The summary minutes of the Council and the decisions of Council/Bureau meetings will record the individual voting results whenever a vote by roll call is required for a decision or when a member of the Council or the Bureau requests their vote to be recorded.

[The Council's Policy on Transparency](#), paragraph 5.

§92 **Closed meetings.** The President or Council may decide to meet behind closed doors. Typical examples are the closed meeting of the Council during the last ordinary meeting of the term in order to select the candidates which the Council wishes to nominate to Congress for election as President, Treasurer and Commission Chairs, and the closed meeting to discuss the performance appraisal of the Director General. Closed meetings have remained exceptional. Note also the practice of Council meeting for dinner with the Director General, with no one else present.

[Stat 58](#)

§93 **Languages.** The official languages of IUCN are English, French and Spanish. In practice, simultaneous interpretation is provided during the plenary sessions of the face-to-face meetings of the Council but not for meetings, be they face-to-face or virtual, of the Council committees, working groups or task forces. The latter are usually conducted in English. Upon request, members of the Secretariat staff will offer language assistance to Council members. Council documents are provided in English only.

[Stat 100: Reg 53](#)

§94 **Documents.** The Secretary to Council coordinates the Secretariat's preparation of Council documents required for the (face-to-face and virtual) meetings of the Council, the Bureau and the Council committees. They are made available to all Council members and Deputy Commission Chairs via the Council section of the Union Portal. Email notifications are sent when important new documents have been posted in the Portal. Concerned to reduce the printing cost and ecological footprint of the Council meetings, and to speed up communication and facilitate access to the most recent version of the documents, no hard copy has been distributed since 2012.

§95 **Summary minutes.** The Secretary to Council prepares the summary minutes and distributes them for comments and approval in accordance with Regulation 52. "Summary minutes" contain summaries of presentations and discussions and do not record verbatim the interventions made during the meeting. Council members may submit revised wording for the parts of the summary minutes reflecting the presentations or discussions or send the verbatim text of their intervention. Revisions to the text of decisions is not permitted at this stage because the summary minutes quote the decisions with the wording as approved during the meeting. To modify the wording of a decision would mean to re-open discussion of the agenda item concerned, which requires Council approval.

[Reg 52](#)

§96 **Observers.** Although Regulation 49 provides that (only) international organizations with which IUCN has formal working relations may attend the meetings of the Council as observers with the right to speak, the Council does not in practice invite observers. As part of the governance reforms approved in April 2016, Council resolved to use the possibility of including external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge and to use the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary. Council also "delegated" this function to the Bureau.

[Council Decision C/88/7](#),
Annex 2, point A1.3.

Cf. Annex 1 hereafter
(Rules of Procedure of
the Bureau, Appendix)

§97 It must be noted that the President and Council have

systematically pushed back requests from IUCN Members to observe the meetings of the Council not only because Regulation 49 restricts observers to international organizations, but more so because on the rare occasions such requests were received the Council wished to protect its independence and avoid pressure or undue influence. Consulted by the President about such a request from a State member candidate host for the next Congress, the Bureau advised in 2009 that “it was neither necessary or appropriate for candidate host country representatives to be in or around the IUCN headquarters before or during the time that we are considering the issue of the venue for the Congress”. The same practice was followed in 2013 when Council selected the venue for the 2016 Congress.

§98 **Virtual meetings of the Council.** Although unusual, the Council has met twice by telephone or Skype for Business during the term 2012-16, in both cases to adopt amendments to the Regulations in 2nd reading. The rules of procedure apply *mutatis mutandis* to virtual meetings of the Council in the same way as the Bureau’s rules of procedure do for the Bureau’s virtual meetings. Virtual meetings of the Council are considered as periodic meetings of the Council [in the sense of Article 101 (c)] and numbered accordingly.

§99 **Decisions adopted via electronic communication.** Article 95 of the Statutes allows the Council to approve decisions by email. This has happened occasionally when e.g. the question is urgent (the decision can be adopted after 7 days; no validation as for Bureau decisions is required) and relatively straightforward in the sense that no discussion is necessary and the draft decision is not likely to be amended. The rules of procedure apply *mutatis mutandis* to the approval of decisions via electronic communication in the same way as the Bureau’s rules of procedure do for the Bureau’s decisions approved via electronic communication.

§100 **Cost of Council meetings.** The annual budget approved by Council covers the direct cost of two face-to-face meetings each year. The average direct cost of one Council meeting held at the headquarters in Gland is CHF 110,000 of which 34% is spent on travel and 22% on accommodation for 37 Council members including Commission Chairs, 14% for all meals and 17% on simultaneous interpretation (reference base is the cost estimate for the 92nd Council meeting, February 2017). With the exception of the Secretary to Council and the Governance Assistant, the annual budget of the Governance Unit does not account for the working hours of numerous members of the Secretariat staff contributing to the preparation of the Council documents and attending the face-to-face and/or virtual meetings of the Council, the Bureau, Council committees, working groups and task forces.

§101 With the purpose of enabling the Council to determine the support it requires and ensure its independence, it was decided in April 2016 that “a Council budget line shall be established in the IUCN budget and Terms of Reference and criteria for use developed, with the budget to be decided annually.”

§102 **Reimbursement of Councillors’ travel expenses.** The “[Policy](#)

Cf. Annex 1 hereafter (Rules of Procedure of the Bureau, paragraphs 10 to 13)

Cf. decisions of the [86th](#) and [89th](#) meetings of the Council

Decisions approved by Council and Bureau 2016-20 via electronic communication are published on the [IUCN website](#) incl. for the period [2012-16](#).

Cf. Annex 1 hereafter (Rules of Procedure of the Bureau, paragraph 15)

[Council Decision C/88/7](#), Annex 2, point D2. (April 2016)

[Policy on the](#)

on the [Reimbursement of Travel Expenses to IUCN Councillors](#)" approved by the 41st Council Meeting (May 1995) and revised by the 57th Council Meeting (December 2002) still applies.

§103 Key elements of the Policy are as follows:

- Council members are encouraged to seek full coverage or a contribution towards their cost from sources other than IUCN;
- reimbursement of expenses related to attendance at meetings of the Council, the Bureau and Congress is restricted to the expenses defined by the Policy and covered by the annual budget;
- **travel expenses and subsistence costs** are governed by the rules applied to the Secretariat staff;
- IUCN pays the cost of air travel in economy class from the Council member's residence to the venue of the meeting;
- when meals are provided, the per diem rate is adjusted accordingly;
- additional days spent at the venue of the meeting before and/or after the meeting for purposes other than IUCN business are at the charge of the Council member;
- **health and accident insurance and insurance of personal belongings** are the personal responsibility of each Councillor.

[Reimbursement of Travel Expenses to IUCN Councillors](#)

For arrangements agreed with Hogg Robinson Group for the purchase of Councillors' flight tickets, see the [INFORMATION NOTE of 20 October 2016](#)

11. The Bureau of Council

Authority of the Bureau

§104 The Council shall establish a Bureau which shall act on behalf, and under the authority of the Council between meetings of the Council.

[Stat 49](#)

§105 This statutory provision means that, while Council may delegate responsibilities to the Bureau, the Council must not renounce its authority to review the decisions taken by the Bureau. The Council does so by validating the Bureau decisions through a no-objection procedure conducted by email exchange. However, in order to extend the range of matters on which to entitle the Bureau to act upon with the purpose of enabling the Council to effectively exercise its strategic direction and oversight role, the Council amended Regulation 57 by establishing, as part of the Rules of Procedure of the Bureau, a list of specific matters on which the Bureau may decide directly. The Council may review and modify the list of "delegated matters" as and when necessary, in function of its experience with the delegation of responsibilities to the Bureau and the necessities of the time, and without having to go through the procedure for amending Regulation 57 in accordance with Articles 101-102 of the Statutes.

The procedure to validate Bureau decisions by a no-objection procedure is described in Reg 58.

Cf. [Management Response to the External Evaluation of Aspects of IUCN's Governance](#) (p.4)

[Council Decision C/88/7](#)
Cf. Annex 1 hereafter (Rules of Procedure of the Bureau)

§106 According to Regulation 57, the Bureau may also act on behalf of Council on any matters that Council may assign to it from time to time, usually by way of a Council decision ("requesting the Bureau to etc."), and any matters that may arise under Article 46 (b) to (q) of the Statutes. In other words, the Bureau may take a decision on any of the functions of the Council listed in Article 46 (b) to (q) of the Statutes at its own initiative, without first asking or receiving a mandate from the

Council. All Bureau decisions must, however, be validated by the Council through a no-objection procedure.

The Rules of Procedure of the Bureau

§107 The Rules of Procedure of the Bureau define in more detail the mandate and composition of the Bureau, and its mode of operation. (Annex 1 hereafter)

§108 The Secretary to Council also acts as the Secretary of the Bureau. Official correspondence to the Bureau should be addressed to president@iucn.org.

12. Committees, working groups and task forces

§109 **Nomenclature of Council subsidiaries.** As part of the “Enhanced practice and reforms of IUCN’s governance”, the Council amended Regulation 59 to clarify the nomenclature of the subsidiary bodies which Council may establish according to Article 50 of the Statutes:

- i) standing committees formed by Council are called **committees**. The Statutes provide that they need to include at least, but not be limited to the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee;
- ii) limited-life bodies formed by Council are **working groups** and submit their report with draft decisions for approval by the Council or the Bureau;
- iii) limited life bodies formed by a Council Committee are **task forces** and submit their report with draft decisions for approval by the Committee.

§110 The membership of the committees, working groups and task forces may be drawn from both within IUCN and outside IUCN in accordance with Regulations 59 and 60. As mentioned above in the section “Ensuring the right qualifications, skills and knowledge in Council”, Council is encouraged to use the possibility to include external individuals in Council committees, working groups and task forces in order to bring in needed skills and knowledge and the possibility to invite these individuals to participate as observers with the right to speak in the Council plenary. When giving effect to this, Council will need to consider the financial implications as the annual Budget would not normally cover such expenditure.

§111 Once established, working groups or task forces may alter their composition provided this has no adverse impact on the approved annual IUCN budget. However, the Council may only delegate authority to any committee or working group to act on its behalf for specific purposes, when the majority of the members of the committee or working group are members of the Council.

[Reg 59](#)

[Council Decision C/88/7](#),
Annex 2, B3.1 to B3.6

[Stat 50](#)

See above §15 on p. 7

These “delegated functions” are listed in Annex 2 (right hand

§112 **“Delegated functions” of the standing committees.** Council advised that the Terms of Reference of the committees be amended to assign and delegate specific functions for which the committees are given responsibility and may propose decisions. The Council also “delegated” functions to the Congress Preparatory Committee.

§113 As with any delegated authority, the Council can always withdraw or modify that delegation.

§114 The **Programme and Policy Committee (PPC)** assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy. The **Finance and Audit Committee (FAC)** assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues. The **Governance and Constituency Committee (GCC)** assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

§115 In order to make the most effective use of Council members’ time, the practice has been that each Councillor would be part of only one committee of Council throughout the term. The committee chairs are designated for the first half of the term and will be re-eligible at mid-term.

§116 **Reporting procedure.** With the purpose of enabling Council to use as much of its meeting time as possible for its strategic direction and oversight functions, the standing committees of Council, and if necessary the working groups of Council, will meet on the first day of Council prior to the plenary sessions of Council.

§117 The recommendations and proposed decisions of the committees and working groups within their responsibilities will be circulated to Council members prior to the Council plenary sessions. This constitutes the written report of the committees to Council. The committees or working groups may specify issues that they wish to see debated by the full Council or the Bureau. They become the object of the verbal report of the committees to Council.

§118 Councillors or Bureau members will have until the close of business on the first plenary day of the Council meeting to express a desire to reopen the debate regarding any proposed decisions from the committees and working groups which the committees or working groups had not recommended to debate in the full Council. In all other cases, the Council will adopt the proposed decisions of the committees and working groups without debate.

§119 Committees and Working Groups may also hold meetings (either physically subject to the Council-approved budget or electronically) between meetings of Council. Recommendations and draft decisions resulting from these meetings shall be sent to Council or the Bureau (as appropriate) electronically for decision.

§120 The **terms of reference of the working groups and task**

column highlighted in green) of [Council Decision C/88/7](#), Annex 2 (April 2016). They are also included in the draft Terms of Reference of the committees.

For the draft Terms of Reference of the three standing committees of the term 2016-20, see [Council documents C/92/4/1 to 3](#)

The written committee reports are either delivered in Word or PPT. The verbal report is usually delivered supported by PPT.

[Reg 59 \(d\)](#)

forces should be carefully reviewed by the Governance and Constituency Committee to ensure that the line between governance and management is not blurred.

§121 Council is to **review each working group and task force** with a view to reducing their number and incorporating as many of them within existing standing committees, also ensuring that those that are not incorporated into such a committee have a clearly limited duration related to the tasks that they need to fulfil. The terms of reference of working groups and task forces shall include a “sunset clause” specifying the duration of their mandate and requiring a specific decision of the Council or the relevant Council Committee to renew or extend their mandate.

§122 **Relationship with the Secretariat staff.** Just as committees (working groups or task forces) do not supplant Council, they do not take on day-to-day staff work. The Director General assigns appropriate staff members to support the work of each committee (working group or task force) or act as its secretary. Committee Chairs (and chairs of working groups or task forces) and Council members should not give directions or assign work to Secretariat staff unless that Staff member has been assigned by the Director General or his/her delegated Director to work with them.

Based on [Council Handbook \(2003\)](#), p. 27

13. The Union Portal’s section for Council

§123 To facilitate their access to information and Council documentation, the Council Secretary maintains a section for Council in the secured web based Union Portal. At the beginning of each term, Council members as well as the Deputy Commission Chairs receive their user ID and individual password enabling them to access the section for Council. Individual Council members’ access will be deactivated three months following the end of the Congress at which they have not been re-elected.

[Council section in Union Portal](#). Note: staff access only via the Secretariat tab on the Portal home page > (document icon) All IUCN Secretariat and Ramsar Staff > Documents tab > Programmes and Units > Headquarters > Union Development Group > IUCN Council

§124 A specific folder is established for the documentation of each Council and Bureau meeting, accessible to all Council members, the Deputy Commission Chairs and all IUCN Secretariat staff worldwide.

See [the meeting folders for the Council 2017-20](#).

§125 Subsidiary bodies of the Council such as ~~the Bureau~~, the standing committees of the Council (PPC, FAC and GCC) as well as working groups and task forces will each have a section in the Council pages only accessible only to ~~all~~ Council members who are members of the body concerned, the Director General, the Council Secretary, the Legal Adviser, the members of the Secretariat assigned to support the body concerned and to such other individuals (staff, external experts etc.) as may be determined by each body.

[Access the sections for the Council’s subsidiary bodies](#)

Comment [LdW5]: Correction of a material mistake.

Annex 1

Rules of Procedure of the Bureau of the IUCN Council

Adopted by Council on .. (date) in accordance with Regulation 57 (e)

[Revision of the "Terms of Reference and Procedure for the Bureau of Council", approved by Council at its 73rd meeting in November 2009, Council (Handbook 2003, Annex IV) taking into account the decisions of the 88th Council meeting, April 2016]

Mandate of the Bureau

1. The Council shall establish a Bureau which shall act on behalf, and under the authority of the Council between meetings of the Council. (Article 49 of the Statutes)
2. As provided in Regulation 57, the Bureau shall act on behalf of Council on:
 - (a) any matters that Council may assign to it from time to time,
 - (b) those specific matters assigned to it by the Council as provided for in the list annexed hereafter which may be reviewed and modified from time to time by Council, and
 - (c) any matters that may arise under Article 46 (b) to (q) of the Statutes.
3. The primary purpose of the Bureau is to be an instrument for Council to ensure governance decisions are taken in the interest of the smooth functioning of the Union without having to wait for the next Council meeting. This may include urgent matters that require proper discussion and examination and can therefore not be adequately decided by mail ballot of Council, or matters of a more administrative or transactional kind in order to create more space on the agenda of the regular Council meetings enabling Council to effectively exercise its strategic direction and oversight roles.

Composition of the Bureau

4. The Bureau shall consist of the President as Chair, two Vice-Presidents, the Treasurer, one Commission Chair, two Regional Councillors, and the Chairs of the Programme and Policy Committee, the Finance and Audit Committee, and the Governance and Constituency Committee [Regulation 57 (a)]. The two Vice-Presidents and two Regional Councillors shall serve only through the first half of the term, and for the second half of the term shall be replaced by Councillors from other Regions and the two other Vice-Presidents. [Regulation (c)]

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

5. The Commission Chairs shall elect their representative to the Bureau at the beginning of the term of Council and again at midterm, it being understood that any

such representative who served for the first half of the term will be re-eligible at midterm. [Regulation 57 (b)]

Convocation and preparation of meetings

6. The Bureau shall be convened by the President. The President shall also convene the Bureau at the request of at least one third of the members of the Bureau.
7. With the President's agreement, the Secretary to Council shall circulate a draft provisional agenda to the members of Council for their comments and eventual additions, at least two weeks in advance of the Bureau meeting unless urgent circumstances justify a shorter delay.
8. The provisional annotated agenda and Bureau documents shall be distributed to all Council members at the same time as their distribution to the Bureau. Any comments or proposals from members of Council who are not members of the Bureau related to the Bureau agenda and documents, will be shared with the members of Bureau provided they reach the President or the Secretary to Council before the beginning of the meeting.
9. As the case may be, standing committees of Council shall communicate their recommendations to the Bureau, if possible one week in advance of the Bureau meeting.

Meetings of the Bureau

10. Meetings of the Bureau will normally be held by telephone or the use of Voice over the Internet Protocol (VoIP) technology (or a combination of both). Within the framework of the approved budget, the Secretariat will provide adequate technology and, where required, will assist individual members of the Bureau with VoIP. To maximize the economical benefits of VoIP, the members of the Bureau are encouraged to make use of the VoIP as much as possible.

The Bureau may meet physically at the occasion of each Council meeting or, subject to the Council approved budget, between meetings of the Council.

11. The President's convocation of the Bureau will indicate the time of the conference call for each Bureau member.
12. Bureau meetings shall be in English. Bureau members shall, if necessary, make provision for interpretation.
13. The Regulations regarding quorum, voting and conduct of Council meetings shall apply to the Bureau by analogy, with the understanding that, during meetings held remotely, in the absence of consensus, the vote shall be taken by roll call. If they have not yet been presented through the Bureau documents, the President shall read the text of draft decisions before they are approved or otherwise present them in such a way that all participants in the meeting of Bureau can take cognizance of them.
14. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast. (Regulation 58)

Decisions taken by electronic communication

15. At the request of the President, the Bureau may take decisions by electronic communication. The draft decision together with documents, if any are provided, will be distributed to the Bureau with copy to the members of the Council, requesting Bureau members to cast their vote, together with an explanation of their vote if they so wish, within one week from the President's communication. Any comments or proposals from members of Council who are not members of the Bureau related to the proposed Bureau decisions shall be shared with the Bureau provided they reach the President or the Secretary to Council before the date and time by which Bureau members are requested to cast their vote.

Following the Bureau meeting or decisions taken by electronic communication

16. The Council shall validate the decisions of the Bureau through a no-objection procedure as described in Regulation 58.17. The decisions of the Bureau so validated shall be published on the IUCN website in the official languages of IUCN together with the documents approved, annexed or referred to in the decisions (in the language(s) in which they are available), in accordance with ["The IUCN Council's Policy on Transparency"](#) and all IUCN Members will be notified thereof.

18. As required by Council's Policy on Transparency, official documents distributed for discussion or consideration (decision) by the Bureau, bearing the Bureau document code, will be publicly available after the end of the Bureau meeting concerned, once they have been finalized. They are normally posted on IUCN's public website, in the language in which they have been submitted, at the time of publication of the Bureau decision(s).

19. As soon as possible after the meeting, the Secretariat shall distribute draft summary minutes to Bureau members for their comments. Two weeks following their distribution the summary minutes including the comments received from Bureau members will be considered as approved, except for any decisions for which Council members have objected as per Regulation 58, or unresolved issues in respect of the wording of summary minutes which will either be referred to the Bureau by mail ballot, or to the next meeting of the Bureau for resolution.

20. The approved summary minutes of the Bureau shall be made available to all Councillors via the Council section in the Union Portal.

Appendix to the Rules of Procedure of the Bureau

Specific matters on which the Bureau shall decide directly as assigned by the Council to the Bureau (decision C/88/7) in accordance with Regulation 57:

Statutes, 23:	Determining dates and venue of the World Conservation Congress
Statutes, 29 (c):	Proposing amendments to Rules of Procedure of the World Conservation Congress
Statutes, 38 (e) & Regulation 45 (b)	Appointing a Councillor from the State where IUCN has its seat
Statutes, 45	Inviting observers to Council meetings
Statutes, 46 (b)	Adopting and publicizing statements on important issues concerning the objectives of IUCN
Statutes, 46 (g), 83	Approving the DG's annual report, including the annual financial statements
Statutes, 46 (m) & Regulations 46, 73, 73bis	Appointing Commission Steering Committees
Statutes, 46 (o) & Regulations 45 (d), 87	Appointing the Legal Advisor
Statutes, 46 (q) & Rule 74, Regulation 28	Appointing the Election Officer
Statutes, 47	Establishing fees for participation in IUCN events
Statutes, 64	Authorizing leave of absence from Council
Statutes, 68	Convening Regional Conservation Fora
Statutes, 88 (e)	Commenting on the quadrennial draft Financial Plan
Statutes, 90	Establishing endowment funds
Rule 45	Consulting on the draft agenda of the World Congress
Rule 49	Setting the deadline for submission of motions
Rule 54 (b) x.	Approving the template for submitting motions
Rule 62quinto (a)	Deciding the dates for e-voting on motions
Regulations 8, 18	Admitting new IUCN Members with no objections ¹
Regulations 22, 23	Establishing groups for setting of dues for Category A Members and proposing Membership dues for Category B and C Members to Congress
Regulation 38	Setting the deadline for nomination of candidates for election as Regional Councillors
Regulation 43	Making Council awards for outstanding service to conservation
Regulation 48 (c) iii.	Receive written synthesis of Councillors self-assessments from the Vice-Presidents

¹ "The admission of new IUCN Members which met with no objections from the IUCN membership has to remain with Council or with the Bureau between meetings of the Council (Regulation 18)." This was the conclusion of the Bureau when making its recommendation to Council on this point (quote from Summary Minutes of the 66th Meeting of the Bureau, February 2016). Council subsequently endorsed this point without modification (Council decision C/88/7, April 2016). In other words, the procedure introduced by Council in 2013 through an amendment to Regulation 18 stands: within a reasonable time following quarterly application deadlines, either the Council takes the decision when in session, or the Bureau between sessions of the Council.

Annex 2

Strategic Planning and Reporting Framework

Approved by the IUCN Council, 88th Meeting, April 2016, decision C/88/7

As requested by the Bureau of Council², the Secretariat has reviewed the proposed Strategic Planning and Reporting Framework and produced an annotated table (hereafter) showing which reports are currently available, which are under development and where further discussion is warranted.

Based on on-going planning, monitoring and reporting work, the Secretariat will refine intersessional and annual planning and reporting (programme and financial) to better emphasize results and impact while demonstrating implementation and progress against the Sustainable Development Goals. Reporting on the One Programme Charter will aim to show Members' contribution to the IUCN Programme and implementation of the Resolutions and Recommendations.

Starting in 2017, the Programme and Project Portal will be the IT solution for project planning, management and reporting. The Portal will deliver a comprehensive portfolio monitoring platform, which will track delivery, compliance, results and expenditures. Results and impacts will be recorded and rolled up from individual projects to show global progress against the indicators of the IUCN Programme 2017-2020 and the Sustainable Development Goals. The Programme and Project Portal will initially be used by the Secretariat and future updates will enable reporting functionality for Members.

The emphasis on results and impacts related to the Sustainable Development Goals represents a fundamental shift in the way that IUCN plans and reports on its work as position's IUCN as a key leader for a significant portion of the SDGs. This will allow IUCN to draw on publicly available datasets to demonstrate its contribution to the SDGs

New planning and reporting work has started in the areas of DG's objectives, the Council work plan, a strategic risk matrix and refinement of reporting under the Risk Register.

Noting that "C9.1 The Council is yet to clarify what the "**Governance Compliance Inventory**" should contain in addition to the reports on legal liabilities which the Legal Adviser has been submitting to the FAC, and who should present it to Council,"³ this has not been included in the annotated table.

² [Decision B/66/2 of the Bureau](#) of the IUCN Council, 66th meeting, 19 February 2016

³ See section C9.1 of Annex 2 of [Council decision C/88/7](#)

Annotated Strategic Planning and Reporting Framework

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
Intersessional (quadrennial) Programme	Intersessional Programme	Planning document	Council	DG	Every four years	Normally produced every four years	Increased emphasis on results & impact, alignment with SDGs, use of Project Portal
	Outputs, (results) and Impact report	Monitoring & reporting document	Council	DG	Every four years	Normally produced in DG report to WCC	Increased emphasis on results & impact, alignment with SDGs, use of Project Portal
Commission planning and reporting	Commissions' work plans	Planning document	PPC, then Council	Commission Chairs	Annually and every four years	Normally produced annually and every four years (often jointly with Secretariat)	Refinement of planning tools to meet Commission needs
	Output, (result) and Impact	Monitoring & reporting document	PPC, then Council	Commission Chairs	Annually and every four years	Normally produced annually	Align Commission Reports in Council to annual reports
Congress Resolutions and Recommendations	Congress Resolutions and Recommendations	Planning document (WCC output)	Council	DG	Every four years	Normally produced – Proceedings of the World Conservation Congress	Could be more aligned to Programme workplan
	Implementation status report	Monitoring & reporting document	PPC, then Council	DG	Annually and every four years	Normally produced annually	Could be more aligned to Programme reporting
Annual workplan and Budget (combines two requirements)	Annual work plan and budget	Planning document	PPC, FAC, then Council	DG, Chief Financial Officer	Annually	Normally produced annually	Ensure alignment of plans to SDGs
	Programme and Projects Status Report	Monitoring & Reporting document	PPC, then Council	DG	Annually	Normally produced, covering progress against global results and priorities	Align reporting to global results, targets and indicators; align to SDGs
	Management accounts	Monitoring & reporting document	FAC, then Council	DG, CFO	Quarterly (proposed)	Normally produced twice per year	Decide whether to move to a quarterly report

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
One Programme Charter	Annual workplan	Planning document	Council	DG	Annual	Normally, planning for One Programme engagement included in Annual work plan	Enable planning through the Project Portal
	Strength of the Union indicators	Monitoring & reporting document	Council	DG	Annual	Normally, included in Annual Report to Council by the Secretariat	Refine One Programme Indicators; enable reporting by Members through Portal
Evaluations	Report on Evaluations	Monitoring & reporting doc.	Council and DG	Head, PM&E	Annual	Normally produced annually or on demand	Clarify reporting expectations

Other organizational planning and reporting

Council requirement	Report	Type	Delegated authority	Focal point	Frequency	Status	Additional work required
DG's Performance	DG's annual objectives	Planning document	Council	DG	Annual	Starting in 2016	
	Report on DG's annual objectives	Monitoring & reporting document	Council	DG	Annual	Starting in 2017	
Council planning and reporting	Council quadrennial work plan	Planning document	Council	Council	Annual	Starting in 2017 at first Council meeting	Produce a work plan
	Key tasks reporting	Monitoring & reporting document	Council	Council	Annual	Starting in 2018	Assign responsibility for tracking and coordinating preparation of a report
Strategic risk	Strategic risk matrix (in DG's report to Council)	Planning document + Monitoring & reporting document	Council	DG	Annual	Starting in 2016	TBD
Risk Register	Risk register & updates	Planning document + Monitoring & reporting doc.	FAC, Council	Head, Oversight	Twice per year	Normally produced	Identify top 10-15 risks

A Code of Conduct for IUCN Councillors

(Adopted by the 68th Meeting of Council on 20 November 2007 and modified by the 73rd Meeting of Council on 25 November 2009, ~~and~~ the 75th Meeting of Council on 20 November 2010 and the 70th meeting of the Bureau on 6 June 2017)

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PART I

Definitions

In this Code, unless the context reasonably indicates otherwise:

“Business transaction” means transactions including, but not limited to, contracts of sale, leases, licenses, loans, and arrangements for the performance of services.

Comment [LdW6]: Subject to approval by Council (93rd Meeting) of this amendment proposed by the Ethics Committee.

“Conflict of Interest” means a situation in which a Council member holds or assumes a role or engages in a relationship with a third party, in a context other than that member’s role in and responsibilities to IUCN, which impairs or reduces, or appears to impair or reduce, that member’s capacity to act in the best interest of IUCN.

“Council Handbook” means the IUCN *Council Handbook and Performance Tools* produced by the IUCN Governance Task Force, accepted by the IUCN Council at its 58th Meeting on 4 June 2003 and adopted under Regulation 48bis.

“Council member” means each elected or appointed member of the IUCN Council as provided in Article 38 of the Statutes.

“Close relatives” means family members including spouse, domestic partner, ancestors, siblings (whether of whole or half-blood), children, grandchildren, and great grandchildren; and the spouses of siblings, children, grandchildren, and great grandchildren.

Comment [LdW7]: Subject to approval by Council (93rd Meeting) of this amendment proposed by the Ethics Committee.

“Disclosure Form” refers to an obligatory standard form that each Council member must compile and submit to the Chairperson of the Ethics Committee of the IUCN Council annually by a specified date proposed by the Ethics Committee and agreed by Council.

“The Ethics Committee” is comprised of the Vice Presidents, and its mandate is to oversee and administer the interpretation and application of this Code.

“Expulsion” from Council means the removal of a Council member from his/her position on the IUCN Council following suspension, pursuant to Article. 65 of the Statutes.

“Gifts” means objects, services and/or other benefits that are offered to a Council member and whose value, as assessed by an independent valuator, exceeds two hundred (200) Swiss Francs,

“Honorarium” means a payment offered to a Council member for a task undertaken in that member’s capacity as an IUCN Council member.

“Leave of Absence” means permission for a Council member to be excused from his/her Council obligations for a specified period of time or Council meeting(s) without being subject to vacation of office, pursuant to a request that must be submitted by the Council member and affirmatively approved by Council (see Article. 64 of the Statutes).

“Other related parties” means:

- Any partnership, limited liability company or professional corporation in which a Council member or her/his close relative(s) is a partner, member or shareholder, respectively, with direct or indirect ownership interest in excess of 5%;
- Any entity in which a Council member serves as an officer, director, trustee, or key employee;
- Any entity in which a Council member and/or her/his close relative(s) own more than 35% of the combined voting power, profits interest, other ownership or beneficial interest, whether directly or indirectly, individually or collectively.

“Regulations” means the IUCN Regulations as adopted by the World Congress and amended by Council from time to time.

“Statutes” means the IUCN Statutes as adopted, revised and/or amended by the World Congress from time to time.

“Suspension” means the temporary relieving of a Council member of his/her duties pending a final determination of expulsion under Article. 65 of the Statutes.

“Threatened,” in reference to animals and plants that constitute all or part of a gift offered to a Council member, means animals and plants that are included in the categories critically endangered, endangered and vulnerable of the IUCN Red List in effect at the time at which the gift is offered to a Council member.

“Vacation of Office” means the automatic vacation of the office of a Council member under Article 64 of the Statutes.

Comment [LdW8]: Subject to approval by Council (93rd Meeting) of this amendment proposed by the Ethics Committee.

PART II

Preamble

Since 1948, the International Union for Conservation of Nature and Natural Resources (IUCN) (hereafter referred to as “IUCN” or “Union”) has led the development of conservation knowledge, and brought together governments, non-governmental organizations, scientists, companies and community organizations to help the world make better conservation and development decisions.

IUCN Council members are entrusted by the Union that has elected or appointed them, with significant responsibilities for ensuring that IUCN carries out its mandate as prescribed in its Statutes and Regulations.

By accepting to serve on the Council, Council members commit to conduct themselves in accordance with the highest ethical standards in carrying out their responsibilities, as required by Articles 59 and 60 of the Statutes and other applicable provisions in the Statutes and Regulations.

Council has therefore adopted this Code of Conduct, which provides ethical standards and criteria to which all its members are required to adhere in the performance of their responsibilities to IUCN.

The Council has responsibility for the oversight and general control of all the affairs of IUCN, subject to the authority of the World Conservation Congress. The composition, functions, rules and procedures of Council are prescribed in the Statutes, Regulations and Resolutions of IUCN. Council is further guided by the Council Handbook.

PART III

Duties of Members of the Council

a. Reasonable Care

The duty of reasonable care describes the level of attention and competence expected of a Council member. To fulfil this duty, Council members must exercise the same care than an ordinary prudent person would exercise for his or her own personal business in a like position and under similar circumstances. Ways in which to exercise reasonable care include preparing for meetings, attending meetings and participating in discussions by asking questions and offering advice, and taking on and performing additional duties and responsibilities as reasonably requested or necessary.

b. Loyalty

The duty of loyalty embodies a standard of faithfulness to the organization. This fundamental responsibility is to give undivided commitment to IUCN when serving as a Council member.

c. Respect

The duty of respect requires the Council members to be faithful to the Mission of IUCN. While Council members may and should exercise their own reasonable judgement concerning how IUCN should best meet its Mission, they have a duty to act in a way that respects the Objectives of the Union. In addition, Council members should understand and act strictly in accordance with the Statutes and policies that control IUCN governance and operations. Council members should equally be respectful of the personal and professional integrity of Secretariat staff and of their fellow Council members.

d. Transparency

The duty of transparency requires Council members to carry out their responsibilities in a general spirit of openness and transparency, but Council may decide to meet in a closed session to discuss confidential matters pursuant to Article.58 of the Statutes.

e. Confidentiality

Council members have a duty of confidentiality and must exercise sound judgment in refraining from disclosing to outside parties the internal deliberations of the Council, including written and electronic

correspondence, where such disclosure could jeopardise Council's decision-making process, bring Council and/or individual Councillors and/or staff into disrepute, or otherwise be detrimental to IUCN's interests. This is an absolute requirement in the case of information or documentation (i) identified as being confidential or (ii) discussed when Council is sitting in a closed session. Council members should be able to freely express themselves at Council meetings on IUCN business matters without fear of being quoted to unauthorized outside parties.

PART IV

Conduct

Council members shall observe the highest standards of ethical conduct. In the performance of their duties, they shall carry out the mandate of Council to the best of their ability and judgment.

a. Disclosure of Interests

Each Council member shall compile and submit an annual disclosure form to the Chairperson of the Ethics Committee. The information to be provided in such a disclosure form shall be requested in a standard format determined by the Ethics Committee. The Conflict of interest disclosure form approved by the Ethics Committee of Council is hereafter attached as Annex 2 and constitutes an integral part of the present Code of Conduct. Disclosure forms and relevant data contained therein will be compiled by the Ethics Committee or any other person to whom the Committee delegates this responsibility. Failure by any Council member to disclose potentially relevant interests in the disclosure form will be considered by the Ethics Committee, which if necessary, shall report back to Council with its recommendations.

Comment [LdW9]: Subject to approval by Council (93rd Meeting) of this amendment proposed by the Ethics Committee.

b. Conflicts of Interest

A conflict of interest situation may arise if a Council member has competing professional or personal interests, since such competing interests can make it difficult to fulfil his/her duties impartially. Even if there is no evidence of improper actions, a conflict of interest can create an appearance of impropriety that can undermine confidence in the ability of that person to use his/her position with proper ethics. A conflict of interest can exist even if no unethical or improper act results from it.

It is a fundamental principle that any financial or other benefit accepted by a Council member, whether direct or indirect, must in no way affect or be perceived as affecting the independence of that Council member, and that Council member must put and be seen to be putting IUCN's interests above any others.

Council members should arrange their private and other professional affairs in a manner that will prevent actual, perceived or potential conflict of interest. Whenever a Council member is in a conflict of interest situation as defined herein, that Council member is under an affirmative duty of disclosure to the Ethics Committee.

It will be the task of the Ethics Committee to review all relevant facts and circumstances and, on that basis, to determine to what extent that Council member will be directed to recuse him/herself from that role or to put an end to that relationship in order for him/her to be permitted to continue to serve as a member of Council.

Council members have a duty to avoid any conflict of interest situation involving them, individually or directly, as well as their close relatives or other related parties. If any such conflict arises, Council members must promptly inform the Council Ethics Committee (and if appropriate the Chair of the meeting where the conflict arises) and withdraw from participation in decision-making connected with the matter. If the conflict is apparent or potential rather than actual, Council members should seek the advice of the Ethics Committee of Council about whether they should recuse themselves from the situation that is creating the appearance of or potential for conflict.

Comment [LdW10]: Subject to approval by Council (93rd Meeting) of this amendment proposed by the Ethics Committee.

c. Consensus

Council members have a duty to participate actively in the deliberations and decision-making process of Council. Once a final decision has been taken on a matter before Council, Council members have also a duty to support that decision.

d. Reliability

Council members have a duty to attend all meetings of Council.

In the event that a member is absent without leave of absence from two (2) consecutive Council meetings, the Governance Unit will contact the member to send a warning and remind him or her of the provisions of Article 64.

Council members are also strongly encouraged, where feasible, to attend meetings of National and Regional Committees within their Regions.

e. Utilization of Resources

Council members have a duty to use prudently any resources, financial or other, provided by IUCN to them to carry out their duties. IUCN resources should only be utilized to execute the duties and commitments of Council members.

f. Conduct within the Union

Council members have a duty to treat their colleagues and IUCN staff with courtesy and respect, without harassment and without physical or verbal abuse.

Council members have a duty to exercise control and supervision over matters for which they are individually responsible.

g. Public Statements

When making public statements verbally or in writing in their capacity as members of Council, members should make it clear whether they are communicating in their personal capacity (*i.e.*, giving their personal view, not an IUCN view) or on behalf of IUCN (*i.e.*, giving the official/institutional position of IUCN). If Council members speak on behalf of IUCN, they should make clear in what capacity and by which authority, with due consideration of the revised Policy System adopted by Council in its decision C/56/17. Council members may not represent any organizations in addition to IUCN at the same time whilst making any public statement, except where IUCN and such other organizations have explicitly authorized such representation beforehand.

Before Council members engage in making any public statements, including speaking to the media, it is strongly recommended that they:

- (i) ascertain whether or not the matter is being dealt with in the Secretariat and obtain relevant information from the Director General;
- (ii) have a clear understanding of the issues;
- (iii) be thoroughly familiar with IUCN policy as set forth in IUCN Resolutions and Recommendations and with Council's plans for implementation of that policy;
- (iv) be thoroughly aware of any sensitivities on that particular or other related subjects within IUCN membership; and
- (v) have reasonable grounds to consider themselves expert on the matter at hand.

If Council members have any doubt that they do not meet any one of the criteria above, then they have a duty to refrain from making the public statement and they may refer the matter to other Council members who would meet all the criteria, or alternatively to the Director General.

h. Gifts

Council members are encouraged to refuse gifts or other benefits (including but not limited to subsidized holidays) from any sources external to IUCN offered to that member in connection with the member's office in the IUCN Council. However, gifts may be accepted, if:

- (i) in the Council member's reasonable judgment, refusal to accept would offend or embarrass the donor or IUCN;
- (ii) the gift does not comprise or include, to his/her or his/her family's knowledge, parts or products of globally threatened species; and
- (iii) the value of the gift or benefit does not exceed two hundred (200) Swiss Francs.

In general, Council members may accept reasonable hospitality, such as meals or local transportation, in the course of their normal IUCN duties.

If Council members are offered a gift or benefit for which the value exceeds the two hundred (200) Swiss Franc threshold, they have a duty to decline, explaining the IUCN Council policy on gifts. Nonetheless, in cases where Council members reasonably must accept the gift due to special circumstances, for example, when the donor will most likely be offended based on his or her cultural norm, Council

members must inform the Chairperson of the Ethics Committee for proper disposition of the gift.

Details of gifts of above two hundred (200) Swiss Francs, which Council members accept in their capacity as Council members, must be submitted to the Chairperson of the Ethics Committee on the appropriate form within sixty (60) days of receipt. Failure to declare any gifts as prescribed herein will be referred to the Ethics Committee for review, report back and recommendation to Council.

The Ethics Committee will make a determination on whether to dispose of the gift with the proceeds benefiting IUCN, whether to retain it in IUCN's ownership, or whether to give dispensation to the Council member to retain the gift. In the event of a decision to dispose of it, the original recipient will have, upon request, first option to purchase it at a price established through an independent appraisal.

If a member has any doubt, he/she is required to seek advice from the Chairperson of the Ethics Committee or, if this is not practical, from any other member of the Ethics Committee.

i. Compensation

Members of Council serve in a voluntary capacity (*i.e.*, without receiving remuneration from IUCN for their service).

Council members may seek reimbursement of the cost of their travel and subsistence (in this section referred to as "expense(s)") for meetings of the Council in accordance with the Council approved Policy on the Reimbursement of Travel Expenses to Council members for attending meetings of Council, or when undertaking special missions for the Union as agreed or authorized in advance within the context of the Union's Programme of action.

When a Council member accepts an engagement on behalf of IUCN, for which IUCN pays travel and subsistence in accordance with its policies, any expense reimbursement or honorarium, if offered, may be accepted and shall be remitted to IUCN. If a Council member accepts an engagement on behalf of IUCN for which IUCN does not pay any travel or subsistence, then the Council member may retain from any honoraria and expense reimbursement offered, a total amount as allowed in accordance with Council approved Policy, with any remaining balance to be remitted to IUCN.

j. Communication practice

Members of Council should:

1. largely focus on their global role as Councillors of a global Union,
 - providing policy-level guidance to the Director General and the Commissions, particularly on issues of substance or governance;
 - encouraging coherence among the different parts of the Union, needed to facilitate the design and implementation of the "One Programme";

- exercising fiduciary and supervisory responsibility over the affairs of the Union, including overall approvals for the Union's budget and plan;
 - monitoring and evaluating the performance of the Director General and holding her/him accountable for the performance of the Secretariat and implementation of the Programme;
2. comment only on those issues that are of direct interest to them or relevant to their respective roles on Council and avoid overloading colleagues and communication channels with inputs that do not add value to the discussion;
 3. copy messages to other recipients only on a 'need or desire to know' basis and not overload the mailboxes of fellow Councillors who are not or do not wish to be in that information loop;
 4. copy to relevant members of the Secretariat those exchanges among Councillors that they need to see to ensure that they can provide informed, appropriate and consistent support to the Council;
 5. use more effective channels than broadcast email for sensitive issues, e.g. to IUCN's National and Regional Committees, to address national or regional matters with the Director General;
 6. refrain from public discussion (i.e., outside the Council meeting) on personnel or other decisions that are the prerogative of the Director General. Where necessary, these should be taken up directly, one-on-one with the Director General. If email copies on these subjects cannot be avoided, they should be sent ONLY to the parties directly concerned with the particular issue;
 7. use good practices as the governing body of IUCN to set the right tone in our communication with each other and with the Director General and Secretariat, and to set an appropriate level for Council involvement; and
 8. inform and obtain input and feedback from IUCN Members, National and Regional Committees, and Regional Fora on the provisional agendas for upcoming Council meetings and in reporting the results of Council meetings to IUCN Members. The Councillors' role is to provide explanations on the agenda, encouraging Members to provide input to global decision making and to promote Council decisions, through submission of comments to the Director General prior to meetings of Council.

k. Conduct in the process of selecting the venue of the next World Conservation Congress

- a. No IUCN Council member may obtain property, financial advantage or any other benefit including but not limited to soliciting or accepting any gift, hospitality or value in kind from any Candidate (directly or indirectly) that could be seen as affecting the person's impartiality with regard to the selection process in line with the Code of Conduct for IUCN Councillors.
- b. No IUCN Council member or IUCN staff member may provide support to a Candidate in preparing their proposal.

Comment [LdW11]: Approved by the Bureau at its 70th Meeting, 6 June 2017.

PART V

Implementation of the Code of Conduct

a. *The Ethics Committee of the Council*

The Vice Presidents will constitute the Ethics Committee, consistent with Regulation 48 (cb) (i) and (iv). The Committee shall be responsible for consideration and administration of all matters relating to this Code and for assisting the Council in implementing the provisions of Article 65 of the IUCN Statutes and all other statutory provisions relevant to the ethical conduct of Council members.

Comment [LdW12]: Correction of a material mistake.

The Vice Presidents shall elect a Chairperson from amongst themselves for the purpose of implementing the Code of Conduct. If the ethical conduct of a member of the Committee comes under consideration by the Committee, that member shall *ipso facto* be excluded from the Committee's deliberations on that matter, and may be excluded from the Committee's deliberations on any other related matters upon the unanimous decision by the other Committee members.

The Ethics Committee shall maintain a secure permanent written and/or electronic record of their work in such a way as they may determine.

Attendance at the meetings of the Ethics Committee shall be restricted to Council members whose participation the Committee deems to be necessary or beneficial to its deliberations.

The Ethics Committee shall consider any alleged misconduct by a Council member, any conflict of interest issues and any other matters brought to its attention that are related to or fall within the scope of the provisions of this Code of Conduct. The Council member concerned shall, in all cases, be given the opportunity to respond to the allegations before the Committee.

If a majority of members of the Ethics Committee who are entitled to vote on the matter concerned, determines that misconduct has been committed, and taking into account the nature and seriousness of the misconduct, the particular circumstances and the member's prior record of conduct, the Committee shall make recommendations to the Council on the appropriate action to be taken. Such recommendations may include the following:

- (i) taking no further action and closing the matter;
- (ii) issuance of a warning to the Council member;
- (iii) issuance of a warning to the Council member together with a statement to be minuted; or
- (iv) suspension or expulsion of the Council member.

If a majority of members of the Ethics Committee who are entitled to vote on the matter, determines that there was no misconduct, the Council member concerned shall be so informed and no recommendation or other communication to Council shall be made, unless it is agreed by both the Committee and the member concerned that an agreed communication would be desirable.

Upon receiving the recommendations of the Ethics Committee excluding possible suspension and/or expulsion, the Council shall give them due consideration. If Council cannot agree by consensus on what action to take, a secret vote shall be taken and the decision will be carried by a simple majority.

In the case that a recommendation by the Ethics Committee to Council entails or includes possible suspension and/or expulsion, the provisions in Article 65 of the Statutes shall apply.

b Application

The provisions of this Code shall apply to all elected and appointed members of Council.

c Adhere to Code and Signature

A copy of the Code of Conduct then in effect shall be attached to the nomination forms for any person seeking or accepting to stand for election or appointment to a position on Council.

By signing a nomination to be elected or appointed as a Council member, such a candidate agrees to submit to the provisions in the Code of Conduct both during and, where relevant (e.g in relation to confidentiality, respect etc), after their term has expired.

In order to ensure that all Council members fully understand the importance, responsibility and implications of their compliance with the Code, they will be required to sign two original counterparts of the Code during the first full meeting of Council at Headquarters after the World Conservation Congress. For those members who might be absent at that meeting, two originals shall be sent to them by courier for signature: the Council member will keep one signed original and shall return the other to the Ethics Committee within sixty (60) days after the date of the referenced Council meeting.

In the event of a member failing to sign the Code as indicated above, the member concerned will be considered as having acted in a manner seriously inconsistent with that member's duties and the provisions in Article 65 of the Statutes shall apply.

d Revision of the Code

Any Council member may seek a revision of the Code or an amendment of a specific section of the Code by submitting a formal request to the Chair of the Ethics Committee, who shall place the matter on the agenda of the Committee for consideration at the first opportunity after such a written submission has been received. If agreed by the Committee, the proposed revision or amendment will be submitted to Council for approval.

e Enforcement

Unless otherwise decided by Council or expressly provided for in the Code, all matters concerning breaches and enforcement of the Code will be reviewed by the Ethics Committee. Any Council member may submit details of any such breach to the Chair of the Ethics Committee, who shall place the matter on the agenda for consideration at the first meeting of the Ethics Committee after such a complaint has

been received. The Ethics Committee shall endeavour to deal with the matter as expeditiously and objectively as possible.

Unless otherwise instructed by Council, the Ethics Committee will investigate any allegations submitted to it and where necessary report back to Council with appropriate recommendation(s).

f. Information and its sources

Any information relevant to matters that fall within the scope of this Code is to be reported to the Ethics Committee, together with all supporting evidence.

The Ethics Committee will undertake such investigations as it believes necessary. The Ethics Committee will, as far as possible, undertake all its work, in keeping with the principles of natural justice. At the same time the Committee has a duty to protect information received, and its source, where disclosure might, in the Committee's view be detrimental to its work, or detrimental to the interest of the person/s who has(ve) supplied information to them."

Annex 1

Procedure for dealing with issues submitted to the Ethics Committee for consideration and decision

(approved by the IUCN Council at its 75th Meeting in November 2010)

In reviewing any issue submitted to it, the Ethics Committee (“EC”) shall apply this procedure **always consistent with and subject to relevant provisions of the Code of Conduct for Members of the Council** (“Code of Conduct”):

- maintaining strict confidentiality; the EC will disclose the issue only the President, the DG, and any other person who, in the reasonable opinion of the EC, may have information relevant to the issue;
- detailed records will be kept during the process and filed by the Governance Officer who will provide general secretariat support to the EC;
- the Council member who is charged with the alleged misconduct will be contacted only after discussion and agreement between the members of the EC and following procedure;
- the agreed decision and further course of action, including both the rationale for the decision and, as required under Part V of the Code of Conduct, (a) any specific recommendation to be made to Council or (b) the communication to the Council member involved that no misconduct was found, will be documented and filed.
- The Council member charged with the alleged misconduct shall be afforded, *inter alia*, the following rights: (a) to know the origin and nature of the allegation, (b) to be given reasonable time, information and opportunity to respond to the allegation, and (c) to be allowed fair and objective consideration of his/her response.

Steps in addressing and deciding an ethical issue:

1. The issue is documented by the Director General or the President, via the Governance Officer, with all relevant information, including: outline and materials related to the issue (including hard copy and electronic documents); identity of parties involved; bases/sources of authority for consideration by the EC (*e.g.*, IUCN Statutes and Regulations, Council Handbook, Code of Conduct) (all this constituting and referred to as the “File”).
2. The EC is provided with the File and any other appropriate information and background documentation. In each case, the Vice-Presidents shall, upon receiving the File, elect a Chairperson amongst themselves for the purpose of facilitating the work of the EC.
3. If, upon initial review of the File, the EC determines that the allegations and the supporting evidence before it could not reasonably constitute misconduct, the EC shall inform the President and/or the Director General that there are no grounds to further investigate the case, and the file shall be closed. In such case, the EC shall not communicate on the matter with the Council member concerned unless unusual circumstances reasonably require otherwise (*e.g.*, the Council member concerned found out about the allegations seeks information on the status of the matter).
4. If, upon initial review of the matter, the EC determines that the allegations and the supporting evidence before it reasonably could constitute misconduct, then it shall investigate the case. And to that end, it shall decide the process, timetable and logistics (including contacting and requesting a meeting with the Council member concerned), and who will be assisting it in addressing the issue (*e.g.*, the IUCN Legal Adviser and members of the Secretariat, as may be necessary and appropriate). All

requests for documentation or cooperation from the Secretariat will be addressed to the Director General, who may delegate specific tasks to members of staff in each case.

5. After the EC has investigated the case, it shall determine whether or not there was misconduct on the part of the Council member concerned, and consistent with that determination it shall take either one of the following steps:
 - 5.1 If the EC determines that there was misconduct, then it shall make “recommendations to Council” as prescribed in the Code of Conduct.
 - 5.2 If, on the other hand, the EC determines that there was no misconduct, then it shall so inform the IUCN President and either he/she or the EC Chairperson shall communicate the EC’s determination to the Council member concerned. In this case, the Code of Conduct prescribes that “no recommendation or other communication to Council shall be made, unless it is agreed by both the Committee and the member concerned that an agreed communication would be desirable.”
6. In reviewing the File and discussing the issue, the EC shall establish a detailed record of:
 - its initial assessment of the issues in light of the allegations made;
 - provisions in the Statutes or other sources of authority that are/may be applicable and relevant to the issues at hand;
 - clear and complete definition of the exact nature of the issues that are to be reviewed and decided; and
 - decision on the issues and on next steps to be taken pursuant to the Code of Conduct, *i.e.*, either communicating the finding of “no misconduct” to the concerned Council member, or making “recommendations to Council on the appropriate action to be taken” (Code of Conduct, Part V).
7. The EC shall discuss the issue(s) with the Council member concerned only in a properly convened meeting, avoiding one-to-one communications between any of its members and the Council member unless the EC specifically delegates one of its members to so proceed.

Annex 2

Conflict of interest disclosure form

Comment [LdW13]: Approved by the Ethics Committee of the IUCN Council, October 2017

Introduction

The Code of Conduct for IUCN Councillors (hereafter “Code of Conduct”) requires each Council member to “compile and submit an annual disclosure form to the Chairperson of the Ethics Committee. The information to be provided in such a disclosure form shall be requested in a standard format determined by the Ethics Committee.”

The Code of Conduct further specifies that “Failure by any Council member to disclose potentially relevant interests in the disclosure form will be considered by the Ethics Committee, which if necessary, shall report back to Council with its recommendations.”

All Council members are kindly requested to return the present form electronically or by hard copy addressed to the Chair of the Ethics Committee of the IUCN Council c/o Secretary to Council (**email address**) by (**deadline**) or before the end of the Council meeting during which the form has been distributed. Hard copies should be sent under a sealed envelope marked “Interest Declaration Form” by postal mail to (**address**).

The disclosure forms will not be distributed outside the Ethics Committee whose members will use the information only for the purpose of carrying out their mandate under the Code of Conduct.

If you have any questions, please contact the Chair of the Ethics Committee (**name, email address and telephone number**).

Conflict of interest according to the Code of Conduct for Councillors

In the Code of Conduct, “Conflict of Interest” means “a situation in which a Council member holds or assumes a role or engages in a relationship with a third party, in a context other than that member’s role in and responsibilities to IUCN, which impairs or reduces, or appears to impair or reduce, that member’s capacity to act in the best interest of IUCN.”

The Code of Conduct further specifies that: “Council members should arrange their private and other professional affairs in a manner that will prevent actual, perceived or potential conflict of interest. Whenever a Council member is in a conflict of interest situation as defined herein, that Council member is under an affirmative duty of disclosure to the Ethics Committee. [...] If any such conflict arises, Council members must promptly inform the Council Ethics Committee (and if appropriate the Chair of the meeting where the conflict arises) and withdraw from participation in decision-making connected with the matter. If the conflict is apparent or potential rather than actual, Council members should seek the advice of the Ethics Committee of Council about whether they should recuse themselves from the situation that is creating the appearance of or potential for conflict.”

Definitions

The Code of Conduct defines:

“Close relatives” as family members including spouse, domestic partner, ancestors, siblings (whether of whole or half-blood), children, grandchildren, and great grandchildren; and the spouses of siblings, children, grandchildren, and great grandchildren.

“Other related parties” as:

- Any partnership, limited liability company or professional corporation in which a Council member or her/his close relative(s) is a partner, member or shareholder, respectively, with direct or indirect ownership interest in excess of 5%;
- Any entity (governmental, non-governmental, or corporate) in which a Council member serves as an officer, director / board member, trustee, or key employee;
- Any entity in which a Council member and/or her/his close relative(s) own more than 35% of the combined voting power, profits interest, other ownership or beneficial interest, whether directly or indirectly, individually or collectively.

“Business transaction”: Business transactions include, but are not limited to, contracts of sale, leases, licenses, loans, and arrangements for the performance of services.

Disclosures

Please provide the information requested below for the calendar year ending (date).

If there is nothing to disclose, please write “N/A”. Attach additional pages if necessary to provide a complete response.

Return the present form electronically or by hard copy addressed to the Chair of the Ethics Committee of the IUCN Council [c/o Secretary to Council?] (email address) by (deadline). Hard copies should be sent under a sealed envelope marked “Interest Declaration Form” by postal mail to (address).

A. Identify any business transaction in which you or a close relative or other related party of yours engaged with IUCN or any of IUCN’s components⁴:

⁴ “Components” in the sense of Article 15 of the IUCN Statutes comprise: the World Conservation Congress, the Council, the National and Regional Committees and Regional Fora of Members, the Commissions and the Secretariat (including its regional, country and out-posted offices).

B. Identify any other role you hold or assume, or any other relationship with a third party, in a context other than your role in and responsibilities to IUCN, which impairs or reduces, or appears to impair or reduce, your capacity to act in the best interest of IUCN:

I hereby affirm that, to the best of my knowledge, this annual disclosure statement is correct and complete. I also hereby acknowledge my obligation to notify the Ethics Committee of the IUCN Council promptly if at any time any of the facts stated above change.

Name:

Date:

Signature:

Annex 4

Examples of the implementation or interpretation of the Code of Conduct

Comment [LdW14]: See (new) §35.