



UNIÓN INTERNACIONAL PARA LA CONSERVACIÓN DE LA NATURALEZA

Junta Directiva del Consejo de la UICN

## Decisiones del Consejo de la UICN y su Junta Directiva aprobadas por correo electrónico entre las reuniones del Consejo de la UICN

(Enumeradas en orden cronológico)

### Nota preliminar:

*Los Estatutos y el Reglamento de la UICN permiten que el Consejo de la UICN tome decisiones por correo electrónico entre las reuniones del Consejo de la UICN. En la mayoría de los casos, si es necesario tomar decisiones entre las reuniones del Consejo de la UICN, la Junta Directiva del Consejo de la UICN lo hará en nombre y bajo la autoridad del Consejo de la UICN. La Junta Directiva normalmente tomaría decisiones por correo electrónico o durante reuniones remotas, y de vez en cuando también durante reuniones presenciales. Todas las decisiones de la Junta Directiva son “validadas” por el Consejo de la UICN mediante un procedimiento de no objeción.*

### **C/I – 25 de enero de 2017 – Aprobación del Informe Anual 2016 de la UICN**

Decisión C/I

El Consejo de la UICN,

**Aprueba** el [Informe Anual 2016 de la UICN](#).

### **B/I - 2 de octubre de 2017 - Nombramientos adicionales de miembros de los Comités Directivos de las Comisiones de la UICN**

Decisión B/I

La Junta Directiva del Consejo de la UICN,

*por recomendación de los Presidentes de la Comisión de Educación y Comunicación (CEC) de la UICN y de la Comisión de Política Ambiental, Económica y Social (CPAES) de la UICN,*

**nombra** a las siguientes personas como miembros de los comités directivos de las Comisiones correspondientes de la UICN, en adición a los nombramientos efectuados por el Consejo en su 91ª Reunión (decisión C/91/3) y 92ª Reunión (decisión C/92/18):

1. **CEC:**
  - i. Sra Margaret Otieno (Vicepresidenta Regional para África oriental y meridional)
  - ii. Sra Ana Valerie Mandri Rohen (Vicepresidenta Regional para México, América

- Central y el Caribe)  
iii. Sr Peter Paul van Kempen (Vicepresidente Regional para Europa occidental)

2. CPAES:

- i. Sra Helen Suich (Australia, Presidenta - People in Nature - PiN);
- ii. Sra Ashley Massey (EE. UU., Copresidenta - Tema sobre cultura, espiritualidad y conservación);
- iii. Sra Vatosoa Rakotondrazafy (Madagascar, Copresidenta - Tema sobre cultura, espiritualidad y conservación);
- iv. Sra Rosie Cooney (Australia, Presidenta - Grupo especialista en uso sostenible y medios de subsistencia - SULi);
- v. Sr Nigel Crawhall (Sudáfrica, Presidente - Grupo especialista en religión, espiritualidad, conservación ambiental y justicia climática - ReSpECC);
- vi. Sra Elaine Hsiao (EE. UU., Presidenta - Tema sobre medio ambiente y paz);
- vii. Sr Galeo Saintz (Sudáfrica, Presidente - Tema sobre medio ambiente y paz);
- viii. Sr Neil Dawson (RU, Presidente - Tema sobre bienestar humano y medios de subsistencia sostenibles);
- ix. Sr Francisco J. Rosado-May (México y la cultura maya, Presidente - Tema sobre bienestar humano y medios de subsistencia sostenibles);
- x. Sr Nick Conner (Australia, Presidente - Grupo especialista en economías locales, comunidades y naturaleza); y
- xi. Sra Liza Zogib (Suiza, Copresidenta - Grupo especialista en religión, espiritualidad, conservación ambiental y justicia climática (ReSpECC).

**B/II – 2 de octubre de 2017 - Lugar y fecha de las 94<sup>a</sup> y 95<sup>a</sup> Reuniones del Consejo de la UICN (2018)**

La Junta Directiva del Consejo de la UICN,

*Teniendo en cuenta* la confirmación de que la Provincia Autónoma de Jeju (República de Corea) cubrirá cualquier gasto superior al presupuesto aprobado para la 95<sup>a</sup> Reunión del Consejo;

**Decide** convocar:

- a. la 94<sup>a</sup> Reunión del Consejo de la UICN en Gland, del lunes 30 de abril al miércoles 2 de mayo de 2018, con reuniones preliminares a celebrarse el domingo 29 de abril de 2018. Sujeto a la aprobación del Presupuesto 2018, se destinará un día adicional (domingo 29 de abril de 2018) para reuniones de los comités permanentes, y el sábado 28 de abril de 2018 para cualesquiera otras reuniones preliminares;
- b. la 95<sup>a</sup> Reunión del Consejo de la UICN en Jeju, República de Corea, del sábado 6 al lunes 8 de octubre de 2018, con reuniones preliminares que se celebrarán el viernes 5 de octubre de 2018, con ocasión del Foro de Líderes Mundiales de la Conservación organizado por la Provincia Autónoma de Jeju los días 3 y 4 de octubre de 2018, que también conmemorará el 70 aniversario de la fundación de la UICN, con sujeción a la confirmación de la Junta Directiva a más tardar el 1 de agosto de 2018.

### **C/II - 1 de noviembre de 2017 – Nombramiento del Tesorero interino**

Decisión C/II

El Consejo de la UICN,

*Tras* la dimisión del Sr Patrick de Heney, Tesorero de la UICN, con efecto a partir del 11 de septiembre de 2017,

**Apoya** el nombramiento por el Presidente de la UICN del Sr. Rick Bates como Tesorero interino hasta que el Consejo de la UICN cubra la vacante por el resto del mandato correspondiente.

### **B/III – 21 de diciembre de 2017 - Nombramiento de un miembro adicional del Comité Directivo de la Comisión de Educación y Comunicación (CEC) de la UICN**

Decisión B/III

La Junta Directiva del Consejo de la UICN,

*por recomendación del* Presidente de la Comisión de Educación y Comunicación (CEC) de la UICN,

**nombra** a la Sra Ana Julia Gómez (Argentina, Vicepresidenta Regional para América latina) como miembro del comité directivo de la Comisión de Educación y Comunicación (CEC) de la UICN.

### **B/IV – 8 de febrero de 2018 - Aprobación del Informe anual 2017 de la UICN**

Decisión B/IV

La Junta Directiva del Consejo de la UICN,

**aprueba** el [Informe anual 2017 de la](#)

### **B/V – 23 de febrero de 2018 - Aprobación de admisiones a la UICN y cambio de nombres**

Decisión B/V

La Junta Directiva del Consejo de la UICN,

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

1. **aprueba** la admisión de 14 organizaciones y/o instituciones que solicitaron su incorporación a la UICN con arreglo al artículo 18 del Reglamento (Anexo 1);
2. **toma nota** del cambio de nombre de dos Miembros de la UICN, como se detalla

Member ID	País	Nombre anterior	Nuevo nombre
ST/111	The Netherlands	Ministry of Economic Affairs	Ministry of Agriculture, Nature and Food Quality
ST/1018	Monaco	Direction des Affaires Internationales / Directorate of International Affairs	Ministre des Relations Extérieures et de la Coopération de Monaco / Ministry of Foreign Affairs and Cooperation of Monaco

### **B/VI – 1 de marzo de 2018 - Nombramiento de un miembro del Comité Directivo de la Comisión de Gestión de Ecosistemas (CGE) de la UICN**

Decisión B/VI

La Junta Directiva del Consejo de la UICN,

*por recomendación del* Presidente de la Comisión de Gestión de Ecosistemas (CGE) de la UICN,

**nombra** al Sr Jonathan Hughes (Europa) como miembro del comité directivo de la CGE de la UICN.

### **C/III - 23 de abril de 2018 – Nombramiento del Tesorero de la UICN**

Decisión C/III

El Consejo de la UICN,

*por recomendación del* Comité de Búsqueda del Tesorero de la UICN establecido mediante la decisión B/73/1 de la Junta Directiva (73ª reunión, noviembre de 2017),

**decide** designar al Sr. Nihal Welikala como miembro del Consejo y Tesorero de la UICN, a partir del 23 de abril de 2018, por lo que resta del mandato 2016-20;

**agradece** al Sr. Rick Bates, miembro del Consejo, por su diligente labor como Tesorero interino durante el período provisional.

### **B/VII – 30 de julio de 2018 – Confirmación de la decisión B/II**

La Junta Directiva del Consejo de la UICN,

**Confirma** su decisión B/II (2 de octubre de 2017) de celebrar la 95ª reunión del Consejo en Jeju, República de Corea, del 6 al 8 de octubre de 2018.

### **B/VIII – 20 de septiembre de 2018 – Aprobación de admisiones a la UICN y cambio de nombres**

Decisión B/VIII

La Junta Directiva del Consejo de la UICN,

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

**aprueba** la admisión de 8 organizaciones y/o instituciones que solicitaron su incorporación a la UICN con arreglo al artículo 18 del Reglamento (Anexo 2);

**aprueba** la solicitud del Miembro de la UICN, Aga Khan Rural Support Programme, Pakistán. de cambiar de la categoría de ONG internacional a ONG nacional.

### **B/IX – 20 de septiembre de 2018 – Nombramiento de los miembros del Grupo de Trabajo WCC-2016-Res-003 Inclusión de los gobiernos regionales en la estructura de la Unión**

Decisión B/IX

La Junta Directiva del Consejo de la UICN,

*Sobre la base de la [decisión C / 94/17 del Consejo](#), que aprueba los Términos de referencia para el Grupo de trabajo mencionado en [WCC-2016-Res-003](#), así como el proceso para nombrar a los miembros del Grupo de trabajo;*

**Nombra** a los miembros del Grupo de Trabajo. (Anexo 3)

### **C/IV – 24 de diciembre de 2018 – Cubrir la vacante de Consejero Regional de Europa del Este, Asia del Norte y Central por el resto del mandato**

Decisión C/IV

El Consejo de la UICN,

**Elige** a la Sra. Natalia Danilina para cubrir la vacante de Consejero Regional de Europa del Este, Asia del Norte y Central por el resto del mandato.

### **B/X – 21 de marzo de 2019 - Aprobación del Informe anual 2018 de la UICN**

Decisión B/X

La Junta Directiva del Consejo de la UICN,

**aprueba** el [Informe anual de la UICN](#)

**C/IV – 22 de marzo de 2019 – Nombramiento de nuevo vicepresidente del Comité de Constituyentes y Gobernanza (CCG)**

Decisión C/IV

El Consejo de la UICN,

*por recomendación de los Vicepresidentes actuando como Comité de Candidaturas;*

**Nombra** a la Sra Tamar Pataridze como Vicepresidente del Comité de Constituyentes y Gobernanza (CCG).

**C/VI – 25 de marzo de 2019 – Nombramiento de los miembros del Grupo del Comité de organización del Congreso (COC)**

Decisión C/VI

El Consejo de la UICN,

*por recomendación de los Vicepresidentes actuando como Comité de Candidaturas y de la Junta Directiva, y modificada por el Consejo;*

**Decide** modificar su decisión C/95/21, adoptada el 8 de octubre de 2018, en el sentido de que el COC incluirá "otros seis miembros del Consejo", además de los Vicepresidentes y el Tesorero;

**Decide** que el Comité de organización del Congreso será compuesto por los siguientes miembros (por orden alfabético):

- Andrew Bignell
- Mamadou Diallo
- Hilde Eggermont
- Sixto Inchaustegui
- Ali Kaka
- Malik Amin Aslam Khan
- Kathy MacKinnon
- Jennifer Mohamed-Katerere
- John Robinson
- Ana Tiraa
- Nihal Welikala
- además de un representante del país anfitrión, Francia;

**Pide** al COC que nombre a su presidente.

## **B/XI – 21 de mayo de 2019 – Nombramiento de los miembros del Grupo de Trabajo sobre Mociones**

### Decisión B/XI

La Junta Directiva del Consejo de la UICN,

*De conformidad con la decisión C/96/2 del Consejo y por recomendación de los Vicepresidentes actuando como Comité de Candidaturas como lo exige el artículo 48 (c) (ii) del Reglamento;*

**nombra** a las siguientes Consejeros como miembros del Grupo de trabajo sobre Mociones:

- Said Damhoureyeh
- Mamadou Diallo
- Hilde Eggermont
- Michael Hosek
- Sixto Inchaustegui
- Jon Paul Rodriguez
- Jan Olov Westerberg

**Pide** al Grupo de Trabajo sobre Mociones que nombre a su presidente.

## **B/XII – 3 de junio de 2019 – Estados financieros auditados para 2018 y la Política de la UICN sobre el uso de productos derivados**

### Decisión B/XII

La Junta Directiva del Consejo de la UICN,

*Sobre propuesta de la Directora General y por recomendación del Comité de Finanzas y Auditoría,*

**aprueba** los estados financieros auditados para 2018, señalando que la aprobación final recae en el Congreso Mundial de la Naturaleza 2020 según lo dispuesto en el Artículo 20 (d) de los Estatutos.

La Junta Directiva del Consejo de la UICN,

*por recomendación del Comité de Finanzas y Auditoría,*

**aprueba** los cambios a la Política de la UICN sobre el uso de productos derivados

## **B/XIII – 3 June 2019 – Nombramiento de miembros adicionales del Comisión de Educación y Comunicación (CEC) de la UICN y de la Comisión de Política Ambiental, Económica y Social (CPAES) de la UICN**

### Decisión B/XIII

La Junta Directiva del Consejo de la UICN,

(1) *por recomendación del* Presidente de la Comisión de Educación y Comunicación (CEC) de la UICN,

**nombra**

- Sra Cheryl Charles (Experta Propuesto de la CEC, #NatureForAll y alcance de América del Norte) y
- Sr Sudhanshu Sarronwala (Experto Propuesto de la CEC),

como miembros de los comités directivos de la Comisión de Educación y Comunicación (CEC)

(2) *por recomendación de* la Presidente de la Comisión de Política Ambiental, Económica y Social (CPAES) de la UICN,

**nombra**

- Sra Melanie Zurba (Presidente de “Theme on Governance Equity and Rights”)
- Sra Jessica Campese (Presidente de la “Natural Resource Governance Framework”)
- Sr Mersie Ejigu (Vicepresidente Regional para África)
- Sra Dilys Roe (Sustainable Use and Livelihoods Specialist Group - SULi),

como miembros de la comité directivo de la Comisión de Política Ambiental, Económica y Social (CPAES) de la UICN

**B/XIV – 5 de junio de 2019 – Proceso de Nombramiento de miembros adicionales del Comité de organización del Congreso (COC) actuando como órgano de apelación**

Decisión B/XIII

La Junta Directiva del Consejo de la UICN,

*por recomendación del* Comité de organización del Congreso,

**aprueba** el Proceso de nombramiento de miembros adicionales del COC actuando como órgano de apelación

**B/XV - 28 de junio de 2019 - Establecer un Grupo de Trabajo del Consejo para redactar la respuesta de gestión a la Evaluación Externa de la Gobernanza de la UICN**

Decisión B/XV

La Junta Directiva del Consejo de la UICN,

*Sobre recomendación del* Comité de Constituyentes y Gobernanza (CCG) relativa a la “Evaluación de la Gobernanza de la UICN - Informe, 23 de marzo de 2019”, y después de considerar las sugerencias relativas a los próximos pasos recibidas durante la reunión del Consejo del 30 de marzo de 2019 y la reunión del CCG del 1 de abril de 2019;

*De conformidad con* la decisión C/96/6 del Consejo;



## **Decide**

- (1) establecer un grupo de trabajo del Consejo en el sentido del artículo 59 del Reglamento, integrado por nueve miembros, uno de cada región estatutaria, de la manera siguiente: el Presidente del CCG, otros miembros del CCG y del Consejo que representen a cada región y el Tesorero, para preparar un proyecto de decisión del Consejo en el que se detallan las cuestiones que el Consejo está de acuerdo en abordar y, para cada una, una indicación de los puntos de acción y del calendario de implementación (a corto, medio o largo plazo);
- (2) pedir a los miembros del Consejo de cada región estatutaria que deciden entre sí e informen al Presidente antes de [fecha: por ejemplo, en un plazo de dos semanas a partir de la fecha de la decisión de la Junta Directiva] del miembro del Consejo de cada región que acepte ser miembro del grupo de trabajo;
- (3) que el grupo de trabajo entregue un proyecto de recomendación al Consejo a través del CCG en septiembre de 2019, a tiempo para nuevas deliberaciones y decisión del Consejo, en octubre de 2019;
- (4) que el grupo de trabajo reciba el apoyo de la Secretaría.

### **B/XVI - 1 de julio de 2019 - Aprobar los Perfiles de los cargos electivos, las orientaciones para los candidatos a las elecciones y los criterios adicionales para la presentación de candidaturas**

#### Decisión B/XVI

La Junta Directiva del Consejo de la UICN,

*De conformidad* con la decisión C/96/18 del Consejo y por recomendación del Comité de Constituyentes y Gobernanza,

**Adopta** los siguientes documentos con el fin de adjuntarlos a la Convocatoria de candidaturas:

1. Cualidades requeridas para los cargos electivos (anexos 1 a 4);
2. Orientaciones del Consejo de la UICN para los candidatos a las elecciones de 2020 (anexo 5); y
3. Requisitos adicionales para las candidaturas al Consejo de miembros del Consejo y miembros del personal de la Secretaría (Anexo 6);

**Recomienda** al Consejo, sobre la base de una recomendación del CCG, que continúe examinando las funciones y responsabilidades de los cargos de elección del Consejo, como parte de la respuesta de gestión a la Evaluación Externa de la Gobernanza de la UICN.

### **B/XVII – 15 de octubre de 2019 – Nombramiento de miembros adicionales del Grupo de Trabajo sobre Mociones y del Comité de organización del Congreso (COC) actuando como órgano de apelación**

#### Decisión B/XVII

La Junta Directiva del Consejo de la UICN,

*Con arreglo al artículo 29 del Reglamento y al artículo 62<sup>quárter</sup> de la reglas de Procedimiento, y de conformidad con las decisiones de la Junta Directiva del Consejo de la UICN B/76/2 y B/XIV,*

*Teniendo en cuenta el consejo del Grupo de Trabajo sobre Mociones y del Comité de organización del Congreso,*

**Nombra** a las siguientes personas como miembros adicionales del:

a. Grupo de Trabajo sobre Mociones:

- Sr Will Gartshore (Estados Unidos)
- Sra Anaid Paola Velasco (México)
- Sra Teina Mackenzie (Islas Cook)

b. Comité de organización del Congreso (COC) actuando como órgano de apelación:

- Sra Iasmim Amiden (Brasil)
- Sra Gihan Soliman (Reino Unido/Egipto)
- Sr Babacar Salif Gueye (Senegal).

### **C/VII – 9 de diciembre de 2019 - Autorización para extender la fecha límite para nominaciones si es necesario**

Decisión C/VII

El Consejo de la UICN,

*por recomendación del* Oficial de Elecciones,

**Decide** extender la fecha límite para las nominaciones hasta el 23 de diciembre de 2019 a las 13:00 GMT / UTC para permitir nominaciones adicionales de candidatos para Consejero Regional solo para regiones estatutarias donde para el 11 de diciembre de 2019 a las 13:00 UTC habrá menos candidatos que allí son cargos electivos,

**Solicita** al Oficial de Elecciones que comunique la decisión del Consejo a todos los Miembros de la UICN poco después de la fecha límite el 11 de diciembre de 2019, si en ese momento todavía hay regiones estatutarias con menos candidatos que puestos electivos, especificando en la comunicación las regiones estatutarias en cuestión.

### **B/XVIII – 14 de diciembre de 2019 - Admisiones a la UICN**

Decisión B/XVIII

La Junta Directiva del Consejo de la UICN,

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

**Aprueba** la admisión de cinco organizaciones y/o instituciones que solicitaron su incorporación a la UICN (Anexo 1);

**Rechaza** la solicitud de membresía de la UICN de:

- a. *The Chamber of Forest Engineers of Turkey* porque sus objetivos se centran en la innovación para los ingenieros forestales con respecto a la silvicultura y las industrias forestales y de carpintería, y no cumple con los requisitos establecidos en el Artículo 7 y, en particular, el Artículo 7 (b) de la UICN Estatutos relativos a los objetivos de la UICN y un historial de actividades en conservación, y
- b. *Population Institute (EE.UU.)* porque no cumple con los requisitos de los Estatutos de la UICN, el Artículo 7 (b) en particular, relacionado con los objetivos de la UICN y un historial de actividades en conservación;

**Toma nota** de la decisión del CCG de posponer su consideración de las solicitudes de cinco organizaciones para su próxima conferencia telefónica o reunión en persona. (véase el anexo 1)

### **B/XIX – 14 de diciembre de 2019 - Términos de referencia de los comités del Congreso 2020**

Decisión B/XIX

La Junta Directiva del Consejo de la UICN,

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

**Aprueba** los Términos de Referencia del Congreso 2020:

1. Comité de Finanzas y Auditoría (Anexo 1)
2. Comité de Gobernanza (Anexo 2)
3. Comité de Programa (Anexo 3)
4. Comité de Resoluciones (Anexo 4)
5. Asesor de Procedimiento (Anexo 5).

### **B/XX – 14 de diciembre de 2019 – Modificación del Compromiso de desempeño de funciones de los Consejeros de UICN**

Decisión B/XX

La Junta Directiva del Consejo de la UICN,

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

**Aprueba** la modificación del Compromiso de desempeño de funciones de los Consejeros para incluir un compromiso expreso de cumplir con la Política de protección de datos de la UICN según lo solicitado por la decisión C/96/26 del Consejo. (Véase el documento del Consejo C97/GCC22/1.3)

### **B/XXI – 16 de diciembre de 2019 - La respuesta de gestión a la evaluación externa de la gobernanza de la UICN,**

Decisión B/XXI

La Junta Directiva del Consejo de la UICN,

*por recomendación del Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión a la evaluación externa de la gobernanza de la UICN; de conformidad con la decisión C/97/3 del Consejo;*

**Recomienda** al Consejo que apruebe el proyecto de decisión del Consejo y la respuesta de gestión adjunta a él sin modificaciones.

### **B/XXII – 3 de enero de 2020 - Aprobación de las solicitudes de membresía a la UICN**

Decisión B/XXII

La Junta Directiva del Consejo de la UICN,

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

**Aprueba** la admisión de *Fédération Française de Spéléologie, Francia*

**Rechaza** la solicitud de membresía de la UICN de *Intl. WeLoveU Foundation, República de Corea*, porque no tiene un historial suficiente de actividades de conservación y porque no cumple con los requisitos del Artículo 7 (d) de los Estatutos,

**Toma nota** de la decisión del CCG de posponer aún más su consideración de las solicitudes de tres organizaciones para su próxima conferencia telefónica o reunión en persona. (véase el anexo)

### **C/VIII – 8 de enero de 2020 - Aprobación de la respuesta de gestión a la evaluación externa de la gobernanza de la UICN**

Decisión C/VIII

El Consejo de la UICN,

*por recomendación de la Junta Directiva del Consejo de la UICN de conformidad con la decisión C97/3 del Consejo;*

1. **Aprueba** la Respuesta de Gestión a la Evaluación Externa de la Gobernanza de la UICN - 2019; (Apéndice)
2. **Solicita** a las entidades relevantes que implementen las acciones cuya responsabilidad les ha sido asignada dentro del tiempo indicado en la Respuesta de gestión;
3. **Decide** que el Manual del Consejo se modifique para incorporar las acciones presentadas en la Respuesta de Gestión para su implementación antes de la 98ª reunión del Consejo y **solicita** al Secretario del Consejo que emita el Manual del Consejo tal como se revisó a fines de enero de 2020;
4. **Solicita** a las entidades mencionadas en la Respuesta de Gestión como “responsables” de las acciones que se presentarán para consideración del Consejo en su 98ª reunión en febrero de 2020 (resaltada en color azul), que pongan sus

propuestas a disposición del Consejo si es posible con dos semanas de anticipación de la reunión del Consejo (es decir, antes del 24 de enero de 2020);

5. **Solicita** a las entidades mencionadas en la Respuesta de Gestión como "responsables" de las acciones que se presentarán a la consideración de la Junta del Consejo, por correo electrónico o conferencia telefónica, antes del Congreso 2020 (resaltado en color verde), para preparar propuestas antes del 1 de mayo de 2020;
6. **Recomienda** al próximo Consejo 2020-24 que implemente las acciones presentadas para su implementación durante el próximo cuatrienio;
7. **Agradece** al Grupo de Trabajo del Consejo encargado de preparar la respuesta de gestión a la evaluación externa de la gobernanza de la UICN y la Secretaría por su diligente trabajo.

#### **B/XXIV – 27 de febrero de 2020 – Aprobación de las solicitudes de membresía de UICN**

Decisión B/XXIV

La Junta Directiva del Consejo de la UICN,

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

**Aprueba** la admisión de seis organizaciones y / o instituciones que solicitan membresía, (Anexo)

**Toma nota** de la decisión del CCG de posponer aún más la consideración de las solicitudes de Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental, Panamá y de Fondazione UNA, Italia para su próxima conferencia telefónica o reunión en persona. (véase el anexo)

**Solicita** a la Secretaría que pida comentarios del Comité Nacional de Miembros de la UICN en Italia sobre la solicitud de membresía de la Fondazione UNA.

#### **C/IX – 19 de marzo de 2020 – Sobre el aplazamiento del Congreso de la UICN 2020**

Decisión C/IX

El Consejo de la UICN,

*por recomendación de la Junta Directiva del Consejo de la UICN de posponer el Congreso en virtud de la rápida evolución de la crisis causada por Covid-19, y su impacto en la organización del Congreso Mundial de la Naturaleza de la UICN 2020 programado del 11 al 19 de junio de 2020,*

**Solicita** a la Secretaría que:

1. discuta con el Gobierno francés posponer el Congreso de la UICN a una fecha posterior que permita la participación de todos los Miembros y socios de la UICN;
2. informe al Presidente de la UICN y a la Presidenta del COC para así acordar el texto de una comunicación conjunta de la UICN y del Gobierno francés sobre el aplazamiento;

3. informar los resultados al Comité de Organización del Congreso, que hará una recomendación al Consejo sobre una nueva fecha y otros aspectos relativos a la celebración del Congreso en una fecha posterior.

### **C/X – 25 de marzo de 2020 – Nuevas fechas para el Congreso de la UICN 2020**

#### Decisión C/X

El Consejo de la UICN,

*Acogiendo* con beneplácito la propuesta del presidente Macron, jefe de estado del país anfitrión del Congreso Mundial de la Naturaleza de la UICN, de posponer el Congreso hasta enero de 2021 a la luz de la pandemia de Covid-19,

**Decide** que el Congreso Mundial de la Naturaleza de la UICN 2020 se celebre en Marsella del 7 al 15 de enero de 2021 en lugar del 11 al 19 de junio de 2020.

### **C/XI – 8 de abril de 2020 – Modificación de los plazos para las tarifas de inscripción**

#### Decisión C/XI

El Consejo de la UICN,

*Por recomendación* del Comité de organización del Congreso y tras la decisión de posponer el Congreso Mundial de la Naturaleza de la UICN 2020 al 7 al 15 de enero de 2021 como consecuencia de la pandemia de Covid-19;

**Decide** cambiar la fecha límite para la tarifa preferencial al 07 de octubre de 2020 (13:00 GMT), cambiar la fecha límite para la tarifa de inscripción regular al 7 de diciembre de 2020 (13:00 GMT) y reembolsar a todos los participantes que se hayan registrado desde el 11 de marzo de 2020 a la tarifa regular, la diferencia entre esa tarifa regular y la tarifa preferencial aplicable a su respectiva categoría de registro.

### **C/XII – 8 de abril de 2020 – Aplazamiento del voto electrónico sobre las mociones**

#### Decisión C/XII

El Consejo de la UICN,

*Por recomendación* del Grupo de Trabajo sobre Mociones,

**Decide** modificar su decisión C96/21 y posponer la fecha para la votación electrónica de las mociones del 29 de abril al 13 de mayo de 2020 al 7 y el 21 de octubre de 2020,

**Acoge** con beneplácito la iniciativa del Grupo de Trabajo sobre Mociones para abrir un debate en línea sobre las ocho mociones con las enmiendas a los Estatutos propuestas por el Consejo, con el fin de brindar a los Miembros la oportunidad de alcanzar el mismo nivel de comprensión de los aspectos técnicos de las enmiendas propuestas a los Estatutos y

responder a sus preguntas antes de que estas mociones continúen siendo discutidas y votadas durante el Congreso como lo requiere la el Artículo 45*bis* del Reglamento.

### **C/XIII – 8 de mayo de 2020 – Marca del Congreso**

Decisión C/XIII

El Consejo de la UICN,

*Por recomendación* de la Junta Directiva del Consejo de la UICN,

**Decide** mantener el nombre del Congreso como "Congreso Mundial de la Naturaleza de la UICN 2020" y mantener el logotipo actual para comunicar la resiliencia, garantizar la máxima consistencia y minimizar los costos.

### **C/XIV – 27 de junio de 2020 –Nombramiento de un nuevo Director General**

Decisión C/XIV

El Consejo de la UICN,

*Por recomendación del* Comité de Búsqueda del Director General de la UICN,

**Nombra** al Sr. Bruno Oberle como Director General de la UICN.

En su papel de Director General de la UICN y de conformidad con el Artículo 79 (f) de los Estatutos de la UICN, el Sr. Oberle está autorizado para representar a la UICN con firma individual.

### **B/XXIV – 4 de agosto de 2020 - Aprobación de títulos y descriptores revisados de las "discusiones de temas de importancia estratégicas" de la Asamblea de Miembros**

Decisión B/ XXIV

La Junta Directiva del Consejo de la UICN,

*Por recomendación del* Comité de organización del Congreso,

**Aprueba** las versiones revisadas de los títulos y descriptores de los discusiones de temas de importancia estratégica de la Asamblea de Miembros con el fin de incorporarlos como modificaciones del Proyecto de Orden del Día del Congreso, que debe publicarse antes del 7 de octubre de 2020 como exige el Artículo 45.

### **B/XXV – 27 de Agosto de 2020 - Aprobación del Informe Anual de la UICN**

Decisión B/XXV

La Junta Directiva del Consejo de la UICN

**Aprueba** el Informe anual de 2019 de la UICN en su versión revisada ([Anexo](#)).

**B/XXVI – 24 de septiembre de 2020 - Solicitudes de membresía de la UICN**

Decisión B/XXVI

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),  
Teniendo en cuenta la decisión aprobada por la Junta Directiva en su 88ª reunión en respuesta a las preocupaciones planteadas por los miembros del Consejo con respecto a una serie de recomendaciones específicas del CCG;*

**Aprueba** la admisión de 27 organizaciones y/o instituciones que solicitan ser Miembros de la UICN, de conformidad con el artículo 18 del Reglamento, según lo recomendado por el CCG; ([Anexo 1](#))

**Aprueba** la admisión de New Mexico BioPark Society (EE. UU.) como Miembro de la UICN a la luz de la nueva información recibida durante la reunión de la Junta Directiva;

**Coincide** con la recomendación de CCG de rechazar la solicitud de adhesión a la UICN de European Sustainable Use Group, Bélgica, basándose en el hecho de que la organización se presenta falsamente como parte de la UICN. Esto deberá abordarse antes de que la organización vuelva a solicitar la membresía en el futuro;

**Suspende** la consideración de la solicitud de adhesión a la UICN de S.P.E.C.I.E.S. - The Society for the Preservation of Endangered Carnivores and their International Ecological Study (EE. UU.) hasta que su organización matriz haya tenido la posibilidad de presentar su solicitud de adhesión a la UICN;

**Aplaza** a su próxima reunión el examen de la solicitud de adhesión a la UICN de Lovacki savez Srbije (Asociación de Caza de Serbia);

**Toma nota** de la decisión del CCG de aplazar el examen de las solicitudes de:

Center for Environmental Ethics and Law, EE. UU.,  
Center for Biological Diversity, EE. UU.,  
Beijing Sunny Green Environmental Protection Foundation, China y  
Institute of Constructions and Urban Economics, Vietnam,  
a su próxima reunión.

**C/XV – 29 de octubre de 2020 – Nombramiento de nuevo vicepresidente del Comité de Constituyentes y Gobernanza (CCG)**

Decisión C/XV



El Consejo de la UICN,

*por recomendación de los Vicepresidentes actuando como Comité de Candidaturas;*

**Nombra** a la S Sixto Inchausteguí como Vicepresidente del Comité de Constituyentes y Gobernanza (CCG).

## **C/XVI – 14 de diciembre de 2020 – Actualización del Congreso Mundial de la Naturaleza de la UICN 2020**

Decisión C/XVI

El Consejo de la UICN,

*Recordando* las decisiones del Consejo C100/3 (14 de septiembre de 2020) de “posponer el Congreso (cuyas fechas se habían establecido del 7 al 15 de enero de 2021) a una fecha posterior en 2021 que se definirá de mutuo acuerdo con el País Anfitrión” y C102/6 (1 de diciembre de 2020) “solicitando que la Secretaría y el País Anfitrión propongan una fecha límite al mismo tiempo que las nuevas fechas previstas para el Congreso”;

*A propuesta de* la Secretaría, i de acuerdo con el País Anfitrión,

**Decide que** la(s) fecha(s)

1. en el que se celebrará el Congreso Mundial de la Naturaleza de la UICN 2020 en Marsella serán del 3 al 10 de septiembre de 2021;

2. para confirmar la viabilidad del Congreso como evento presencial (fecha límite) será el 30 de abril de 2021.

## **B/XXVII – 29 de diciembre de 2020 - Solicitudes de membresía de la UICN**

Decisión B/XXVII

La Junta Directiva del Consejo de la UICN,

*Por recomendación del* Comité de Constituyentes y Gobernanza (CCG),

**Aprueba** la admisión de 36 organizaciones y/o instituciones que han solicitado ser miembro de la UICN, de conformidad con el artículo 18 del Reglamento; (anexo 24)

**Rechaza** la siguiente solicitud de membresía a la UICN:

- Mountain Sports Federation - Nepal, basándose en el hecho de que la organización no tiene un historial de conservación establecido.

**Toma nota** de la decisión del CCG de aplazar el examen de la solicitud de

- Information and Technology Service Center for Dynamic Monitoring on Modern TCM Resources, China

a su próxima reunión.

**B/XXVIII – 29 de diciembre de 2020 - Solicitudes de membresía de la UICN**

Decisión B/XXVIII

La Junta Directiva del Consejo de la UICN,

*sobre la base de* la información adicional solicitada y/o del formulario de solicitud revisado recibido de los dos solicitantes (anexo 25) acerca de los cuales la decisión fue aplazada durante la 88ª reunión de la Junta Directiva,

**Aprueba** la admisión de Lifescape International Inc - SPECIES,

**Aprueba** la admisión de Hunting Association of Serbia.

**C/XVII – 31 de diciembre de 2020 - Aprobación del Programa y de los Mandatos 2021-2024 de las Comisiones de la UICN revisados con el fin de someterlos a votación electrónica**

Decisión C/XVII

El Consejo de la UICN,

*Por recomendación*, respectivamente, del Comité de Programa y Políticas y de los Presidentes de las Comisiones,

**Aprueba** la versión revisada del [proyecto de Programa de la UICN 2021-2024 y los proyectos de Mandatos 2021-2024 de las Comisiones de la UICN](#) con el fin de someterlos a la votación electrónica que se abrirá el 27 de enero y se cerrará el 10 de febrero de 2021.

**C/XVIII – 8 de enero de 2021 - Presentación de las mociones del Consejo para modificar los Estatutos de la UICN y otras cuestiones de gobernanza al Congreso de 2020**

Decisión C/XVIII

El Consejo de la UICN,

*Por recomendación del* Comité de Constituyentes y Gobernanza, de conformidad con la decisión C100/3 del Consejo,

**Decide** presentar las mociones del Consejo para modificar los Estatutos de la UICN y otras cuestiones de gobernanza al Congreso de 2020, que se celebrará en Marsella en septiembre de 2021, para su decisión.

**C/XIX – 11 de febrero de 2021 - Aprobación de las decisiones de la 90a Reunión del Buró de la UICN**

Decisión C/XIX

El Consejo de la UICN,

*Por recomendación de* La Junta Directiva del Consejo de la UICN,

**Aprueba** el orden del día de su 90ª Reunión.

#### DECISIÓN B90/2

La Junta Directiva del Consejo de la UICN,

*Tomando nota de* que la Profesora Denise Antolini, Encargada de las Elecciones, escribió al Presidente de la UICN el 6 de diciembre de 2020 para renunciar a su posición de Encargada de las Elecciones,

Felicita y agradece a la Prof<sup>a</sup>. Antolini por su impecable trabajo y sus logros como Encargada de las Elecciones del Congreso 2020, desde su nombramiento por el Consejo de la UICN en marzo de 2019,

Modifica los Términos de Referencia (TDR) del Encargado de las Elecciones (aprobados por la Junta Directiva (B/75/1) y confirmados por el Consejo de la UICN (C/95/2) en octubre de 2018) para añadirles los TDR de un Encargado Adjunto de las Elecciones, así como criterios adicionales y un proceso para el nombramiento de ambos puestos, y recomienda al Consejo que los apruebe (**Anexo 2**).

Invita al Comité Directivo de la Comisión Mundial de Derecho Ambiental (CMDA) de la UICN a designar cuatro candidatos a la Junta Directiva dentro de un plazo de dos semanas a partir de la aprobación por el Consejo de los TDR enmendados, con el propósito de que la Junta Directiva seleccione un candidato para cada puesto y los recomiende al Consejo para su nombramiento.

#### DECISIÓN B90/3

La Junta Directiva del Consejo de la UICN,

*Por recomendación del* Presidente de la Comisión Mundial de Derecho Ambiental (CMDA),

Nombra a las siguientes personas como:

1. Presidente adjunto de la CMDA: Nicholas Bryner
2. Miembros del Comité Directivo de la CMDA:
  - Denise Antolini,
  - Christina Pak, y
  - Christina Voigt.

### C/XX – 12 de febrero de 2021 - Nuevas fechas para el Congreso de la UICN 2020

#### Decisión C/XX

El Consejo de la UICN,

*Por recomendación del* Comité de Organización del Congreso 2020, y teniendo en cuenta el aplazamiento del Congreso al 3-10 de septiembre de 2021,

**Decide** modificar las decisiones del Consejo C96/11 y C/XI y fijar los plazos para las tarifas preferencial y regular de inscripción a tres meses (3 de junio de 2021) y a un mes (3 de agosto de 2021) respectivamente, antes de la apertura del Congreso;

**Decide** modificar la decisión C96/14 del Consejo y fijar la fecha para recibir acreditaciones de organizaciones que tengan relaciones formales de trabajo con la UICN, para que éstas sean acreditadas como observadoras con derecho a voz, al 23 de julio de 2021.

**B/XXIX – 12 de marzo de 2020 - Solicitudes de membresía de la UICN**

Decisión B/XXIX

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

**Aprueba** la admisión de 11 organizaciones y / o instituciones que soliciten la membresía de la UICN de conformidad con el Reglamento 18. (Anexo 26)

**C/XXI – 23 de marzo de 2021 - Nombramiento de la Encargada de las Elecciones y el Encargado Adjunto de las Elecciones**

Decisión C/XXI

El Consejo de la UICN,

*Por recomendación de la Junta Directiva y teniendo en cuenta los Términos de Referencia para ambos cargos, aprobados por el Consejo el 11 de febrero de 2021,*

**Nombre** las siguientes personas como:

1. Encargada de las Elecciones: Dra. Nilufer Oral
2. Encargado Adjunto de las Elecciones: Dr. Rahmat Mohamad

**C/XXII – 23 de abril de 2021 - Aprobación del Plan de Trabajo 2021 de la UICN**

Decisión C/XXII

El Consejo de la UICN,

*Por recomendación del Comité de Programas y Políticas,*

**Aprueba** el Plan de trabajo de la UICN 2021 en su forma enmendada. (Anexo 27)

**C/XXIII – 1 de junio de 2021 – Aprobación de las decisiones de la Junta Directiva del Consejo de la UICN aprobadas en su 93ª reunión el 26 de mayo de 2021**

Decisión C/XXIII

El Consejo de la UICN,

*Por recomendación de la Junta Directiva del Consejo de la UICN,*

**Confirma** las decisiones aprobadas en la 93ª reunión de la Junta Directiva. (Anexo 28)

**B/XXX – 1 de julio de 2020 - Solicitudes de membresía de la UICN y de cambio de categoría de membresía**

Decisión B/XXX

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

1. **Aprueba** la admisión de tres organizaciones y/o instituciones que soliciten la membresía de la UICN de conformidad con el artículo 18 del Reglamento (Anexo):
  - Fundación Marat Karpeka Lemur, EE. UU.
  - Zoológico de Viena - Schoenbrunner Tiergarten GmbH, Austria
  - Stop Ecocide International Ltd, Reino Unido
2. **Toma nota** de la decisión del CCG de aplazar hasta su próxima reunión el examen de la solicitud de:
  - Asociación Nacional de Caza y Pesca “Unión de Cazadores y Pescadores de Bulgaria” (NHFA „UHAB“).
3. **Aprueba** la solicitud del Miembro de la UICN, Universidad George Mason, Centro de Terrorismo, Crimen Transnacional y Corrupción (TraCCC), EE.UU., de cambiar su categoría de miembro de Afiliado a ONG.
4. **Toma nota** del cambio de nombre de ocho organizaciones miembros actuales.

**C/XXIV – 2 de agosto de 2021 – Aprobación de las decisiones de la Junta Directiva del Consejo de la UICN aprobadas en su 96ª reunión**

Decisión C/XXIV

El Consejo de la UICN,

*Por recomendación de la Junta Directiva del Consejo de la UICN,*

**Confirma** las decisiones aprobadas en la 96ª reunión de la Junta Directiva. (Anexo 31)

**C/XXV – 17 de agosto de 2021 – Proyecto revisado de Orden del Día del Congreso Mundial de la Naturaleza de la UICN 2021**

Decisión C/XXV

El Consejo de la UICN,

**Confirma** la siguiente decisión de la Junta Directiva:

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Organización del Congreso (COC),*

**Aprueba** el proyecto de Orden del Día Revisado del Congreso (Anexo 32).

**C/XXVI – 17 de agosto de 2021 – Moción del Consejo para otorgar un período de gracia para el pago de las cuotas de membresía 2020 a la luz de las circunstancias excepcionales generadas por la pandemia Covid-19**

Decisión C/XXVI

El Consejo de la UICN,

*Con referencia a* la decisión B96/4 de la Junta Directiva, confirmada por la decisión C/XXIV del Consejo,

**Aprueba** la “Moción del Consejo para otorgar un período de gracia para el pago de las cuotas de membresía 2020 a la luz de las circunstancias excepcionales generadas por la pandemia Covid-19” con el propósito de presentarla al Congreso para su adopción (Anexo 33),

**Decide** que, en caso de que se cancele el Congreso y entre en vigencia el plan alternativo, y únicamente para ese propósito y con base en el artículo 48 de los Estatutos, otorgará el período de gracia para el pago de las cuotas de membresía 2020 a la luz de las circunstancias excepcionales generadas por la pandemia de Covid-19. En consecuencia, los Miembros que se beneficien del período de gracia serán automáticamente invitados a emitir su voto en línea sobre todos los puntos de decisión, como se describe en el plan alternativo.

**B/XXXI – 19 de agosto de 2021 - Solicitudes de membresía de la UICN**

Decisión B/XXXI

La Junta Directiva del Consejo de la UICN,

*Por recomendación del* Comité de Constituyentes y Gobernanza (CCG),

**Aprueba** la admisión de diez organizaciones y/o instituciones que han solicitado ser miembro de la UICN, de conformidad con el artículo 18 del Reglamento; (anexo 34)

**Membership Applications**  
approved by the Bureau of the IUCN Council in February 2018

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
<b>Africa</b>	1	A ROCHA GHANA	ARG	Ghana	<a href="http://ghana.arochoa.org/">http://ghana.arochoa.org/</a>	NG	NG/24743 Nature Tropicale, Benin NG/25315 Benin Environment and Education Society, Benin	<a href="https://portals.iucn.org/union/sites/union/files/doc/25238_arg.pdf">https://portals.iucn.org/union/sites/union/files/doc/25238_arg.pdf</a>
	2	AGBO-ZEGUE ONG : Association Togolaise pour la Conservation de la Nature (AGBO-ZEGUE NGO : Togolese Society for Nature Conservation)	Agbo-Zegue ONG	Togo	<a href="http://www.agbo-zegue.org">http://www.agbo-zegue.org</a>	NG	NG/24743 Nature Tropicale, Benin NG/25315 Benin Environment and Education Society, Benin	<a href="https://portals.iucn.org/union/sites/union/files/doc/25233_agbo.pdf">https://portals.iucn.org/union/sites/union/files/doc/25233_agbo.pdf</a>
	3	Association Tunisienne de Taxonomie (Tunisian Taxonomy Association)	ATUTAX	Tunisia	<a href="http://atutax.com/">http://atutax.com/</a>	NG	NG/1419 Association Nationale du développement durable et de la Conservation de la Vie sauvage, Tunisia NG/374 Association Tunisienne pour la Protection de la Nature et de l'Environnement, Tunisia	<a href="https://portals.iucn.org/union/sites/union/files/doc/25236_atutax.pdf">https://portals.iucn.org/union/sites/union/files/doc/25236_atutax.pdf</a>
	4	Exploralis		Tunisia	<a href="http://www.exploralis.org">http://www.exploralis.org</a>	NG	NG/25462 Association pour la Protection de l'Environnement et le Développement Durable de Bizerte, Tunisia (Bizerte Association for the Protection of the Environment and Sustainable Development) NG/1163 Association Marocaine pour la Protection de l'Environnement et le Climat, Morocco (Moroccan Association for Environment and Climate Protection)	<a href="https://portals.iucn.org/union/sites/union/files/doc/25215_exploralis.pdf">https://portals.iucn.org/union/sites/union/files/doc/25215_exploralis.pdf</a>
<b>Meso &amp; South America</b>	5	Asociación para el Manejo Integrado de Cuencas de La Paz y Comayagua (Association for the Integrated Management of the La Paz and Comayagua Watersheds)	ASOMAINCUPACO	Honduras	<a href="http://www.asomaincupaco.com">http://www.asomaincupaco.com</a>	NG	NG/25598 Fundacion para el Desarrollo Empresarial Rural, Honduras IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras	<a href="https://portals.iucn.org/union/sites/union/files/doc/25241_asomaincupaco.pdf">https://portals.iucn.org/union/sites/union/files/doc/25241_asomaincupaco.pdf</a>
<b>North America &amp; the Caribbean</b>	6	Fisheries and Oceans Canada		Canada	<a href="http://www.dfo-mpo.gc.ca">www.dfo-mpo.gc.ca</a>	GA	not required	<a href="https://portals.iucn.org/union/sites/union/files/doc/2474_dfo.pdf">https://portals.iucn.org/union/sites/union/files/doc/2474_dfo.pdf</a>
	7	Wild Sheep Foundation	WSF	United States of America	<a href="https://www.wildsheepfoundation.org">https://www.wildsheepfoundation.org</a>	NG	AF/192 National Wildlife Federation, USA IN/401 International Association of Fish and Wildlife Agencies, USA	<a href="https://portals.iucn.org/union/sites/union/files/doc/25229_wsf.pdf">https://portals.iucn.org/union/sites/union/files/doc/25229_wsf.pdf</a>
<b>South and East Asia</b>	8	Global Change Impact Studies Centre	GCISC	Pakistan	<a href="http://www.gcisc.org.pk">http://www.gcisc.org.pk</a>	GA	not required	<a href="https://portals.iucn.org/union/sites/union/files/doc/25232_gcisc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25232_gcisc.pdf</a>
	9	Thailand Environmental Institute Foundation	TEI	Thailand	<a href="http://www.tei.or.th">www.tei.or.th</a>	NG	NG/24716 Seub Nakhasathien Foundation, Thailand NG/24838 Good Governance for Social Development and the Environment Institute Foundation, Thailand	<a href="https://portals.iucn.org/union/sites/union/files/doc/24714_tei.pdf">https://portals.iucn.org/union/sites/union/files/doc/24714_tei.pdf</a>
<b>West Asia</b>	10	GHADI		Lebanon	<a href="http://www.ghadi.org">http://www.ghadi.org</a>	NG	NG/25089 Al Shouf Cedar Society, Lebanon NG/25276 Green Hand Organization, Lebanon	<a href="https://portals.iucn.org/union/sites/union/files/doc/25230_ghadi.pdf">https://portals.iucn.org/union/sites/union/files/doc/25230_ghadi.pdf</a>
<b>Oceania</b>	11	Blue Mountains World Heritage Institute	BMWHI	Australia	<a href="http://www.bmwhi.org.au">www.bmwhi.org.au</a>	NG	National Committee of Members in Australia GA/238 Office of Environment & Heritage, NSW National Parks & Wildlife Service, Australia	<a href="https://portals.iucn.org/union/sites/union/files/doc/25235_bmwhi.pdf">https://portals.iucn.org/union/sites/union/files/doc/25235_bmwhi.pdf</a>
<b>West Europe</b>	12	Conservatoire pour la Protection des Primates (Primate Conservation Trust)	CPP	France	<a href="http://www.conservatoire-primates.com">http://www.conservatoire-primates.com</a>	NG	NG/25422 Awely, des animaux et des hommes, France IN/24785 European Association of Zoos and Aquaria, The Netherlands	<a href="https://portals.iucn.org/union/sites/union/files/doc/25239_cpp.pdf">https://portals.iucn.org/union/sites/union/files/doc/25239_cpp.pdf</a>
	13	Department of Culture, Heritage and the Gaeltacht	DCHG	Ireland	<a href="http://www.npws.ie">www.npws.ie</a>	GA	not required	<a href="https://portals.iucn.org/union/sites/union/files/doc/25242_dchc.pdf">https://portals.iucn.org/union/sites/union/files/doc/25242_dchc.pdf</a>
	14	Irish Environmental Network	IEN	Ireland	<a href="http://www.ienv.ie">http://www.ienv.ie</a>	NG	NG/1026 Scottish Environment Link, United Kingdom NG/25648 SHARKPROJECT Germany e.V., Germany	<a href="https://portals.iucn.org/union/sites/union/files/doc/25240_ienv.pdf">https://portals.iucn.org/union/sites/union/files/doc/25240_ienv.pdf</a>

NG National Non Governmental Organisations

GA Government agencies

**Membership Applications**  
approved by the Bureau of IUCN Council in September 2018

IUCN Statutory region	#	Organisation name	Acronym	Country / Territory (IUCN Statutory State)	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
<b>Africa</b>	1	Wildlife ACT Fund Trust	Wildlife ACT	South Africa	<a href="http://www.wildlifeact.com">http://www.wildlifeact.com</a>	NG	1) NG/25149 WildLands Conservation Trust, South Africa 2) IN/1567 Game Rangers Association, South Africa 3) <i>(Dr Jacques Flamand, IUCN SSC African Rhino Specialist Group and Veterinary Specialist Group on behalf of NG/673 WWF South Africa and GA/142 Ezemvelo KZN Wildlife, South Africa)</i>	<a href="#">Wildlife ACT</a>
	2	Alhaya Organization for the Protection of Wildlife and Marine Organisms		State of Libya	<a href="https://www.facebook.com/jamieatalhaya/">https://www.facebook.com/jamieatalhaya/</a>	NG	1) NG/1489 Arab Office for Youth and Environment, Egypt 2) NG/25720 Association Pinna pour le développement et la promotion de l'écotourisme <i>(The Pinna Association for the Development and Promotion of Ecotourism)</i>	<a href="#">Alhaya</a>
<b>North America &amp; the Caribbean</b>	3	Bank Information Center	BIC	United States of America	<a href="http://www.bankinformationcenter.org">http://www.bankinformationcenter.org</a>	NG	1) IN/851 Conservation International, USA 2) NG/25609 National Whistleblower Center, USA	<a href="#">BIC</a>
<b>South and East Asia</b>	4	Aquameridian Conservation & Education Foundation	ACE	China	<a href="http://www.aqua-m.org">http://www.aqua-m.org</a>	NG	1) NG/25638 Sylvia Earle Alliance (dba Mission Blue), USA 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	<a href="#">ACE</a>
	5	Shenzhen Dapeng Coral Conservation Volunteer Federation	QADP	China	<a href="http://www.dive4love.org">http://www.dive4love.org</a>	NG	NG/25373 Society of Entrepreneurs & Ecology, China NG/25182 Shan Shui Conservation Center, China	<a href="#">QADP</a>
<b>West Europe</b>	6	Union professionnelle du génie écologique <i>(Professional Union of Ecological Engineering)</i>	UPGE	France	<a href="http://www.genie-ecologique.fr">www.genie-ecologique.fr</a>	NG	1) NG/24585 Humanité et biodiversité, France <i>(Humanity &amp; biodiversity)</i> 2) NG/24938 Noe Conservation, France	<a href="#">UPGE</a>
	7	Vice Consejería de Medio Ambiente, Planificación Territorial y Vivienda, Gobierno Vasco <i>(Vice Ministry of Environment, Spatial Planning and Housing, Basque Government)</i>	EJ/GV	Spain	<a href="http://www.euskadi.eus/gobierno-vasco/departamento-medio-ambiente-politica-territorial/inicio/">http://www.euskadi.eus/gobierno-vasco/departamento-medio-ambiente-politica-territorial/inicio/</a>	GA	<i>not required</i>	<a href="#">EJ-GV</a>
	8	Association pour le Développement des Aires Protégées <i>(Association for the Development of Protected Areas)</i>	ADAP	Switzerland	<a href="http://www.adap.ch">http://www.adap.ch</a>	NG	1) NG/155 Pro Natura, Switzerland 2) NG/25709 Fonds Fiduciaire pour le Banc d'Arguin et la Biodiversité Côtière et Marine, Mauritania <i>(Banc d'Arguin and Coastal and Marine Biodiversity Trust Fund)</i>	<a href="#">ADAP</a>

NG National Non Governmental Organisations

GA Government agencies



Membership of the Working Group referred to in WCC-2016-Res-003

Approved by the IUCN Council validating decision B/IX of its Bureau dated 20 September 2018

<b>Members of the IUCN Council</b>
Amran Hamzah (Malaysia) - <b>Chair of the Working Group</b>
Shaikha Salem Al Dhaheri (UAE)
Carlos Durigan (Brazil)
<b>IUCN Commissions</b>
Prof Michel Prieur, World Commission on Environmental Law (France)
Madhav Karki, Commission on Ecosystem Management (Nepal)
<b>IUCN Secretariat</b>
Luc Bas, Regional Director Europe (EURO)
George Akwah-Neba, Program Coordinator, West and Central Africa (PACO)
<b>State Members</b>
Dr. Thuraya Said AL-Sareeria, Assistant Director General for Nature Conservation, Ministry of Environment & Climate Affairs, Oman
Eng. Read Bani Hani, Director of Nature Protection Directorate, Ministry of Environment, Jordan
Carlos Alomía, Ministerio de Relaciones Exteriores y Movilidad Humana, Ecuador
Marcelo d'Almeida, Ministry of Foreign Affairs, Guinea Bissau
<b>Local and regional Government Agency Members of IUCN</b>
KIM Yang Bo, Director General of Environmental Conservation Bureau, Jeju Special Self-governing Province, Republic of Korea
Juan Francisco Muños Muños, Oficina de Coordinacion de Asuntos Europeos y Cooperacion Internacional, Consejeria de Medio Ambiente y Ordenacion el Territorio, Junta de Andalucia (Regional Ministry of Environment and Land Planning, Government of Andalusia), Spain
<b>Other interested parties</b>
Kobie Brand, Global Director of ICLEI's Cities Biodiversity Center, Regional Director ICLEI Africa
Deborah Hahn, International Relations Director, Association of Fish and Wildlife Agencies, United States
Fernando Ardura, Director Ejecutivo, Fundacion Habitat y Desarrollo, South America, Argentina

IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

**68<sup>th</sup> Meeting of the Finance and Audit Committee**

**7 May 2019 by teleconference**

**14:00 CET**

**FAC members:**

Marco Cerizo (Acting Chair)  
Nihal Welikala (Treasurer)  
Rick Bates (Deputy Chair)  
Norbert Baerlocher  
Andrew Bignell  
Mangal Man Shakya

**Apologies:**

Malik Amin Aslam Khan (proxy given to Nihal Welikala)  
Antonio Herman Benjamin  
Said Ahmad Damhoureyeh (proxy given to Nihal Welikala)  
Kathy MacKinnon (proxy given to Andrew Bignell)  
Jesca Eriyo Osuna  
Jon Paul Rodriguez

**Secretariat staff**

Michael Davis, Chief Financial Officer (CFO)  
Jean Deong, Head of Financial Services

**Invitees for item 2:**

Yves Cerutti, Partner, PricewaterhouseCoopers  
Marcello Stimato, Senior Manager, PricewaterhouseCoopers

**1. Approval of the agenda**

Documents:

- FAC 68.1 Agenda 7 May 2019

The agenda was approved as presented.

**2. Approval of the 2018 financial statements and review of the report of the external auditors**

Documents:

- FAC 68.2a Approval of the 2018 financial statements
- FAC 68.2b Report of the External auditors

The CFO summarised amendments made to the financial statements since they were presented as an unaudited draft to the FAC at its meeting on 28 March 2019 (doc FAC 67.7). Key changes that impacted the result were an increase in provisions for project in deficits and a provision for benefits following the accidental death of an IUCN member of staff. He also noted that an amendment had been made to note *XVI Provisions* to provide additional information on the provisions made in relation to the Regional Office for West Asia (ROWA).

The amendments resulted in an increase in the deficit for the year from CHF 898k to CHF 1,031k. After taking into consideration allocations to designated reserves for Regional Conservation Fora, the 2020 Congress and the carry forward of unspent Commission Operating Fund balances the overall result for the year was a deficit of CHF 1.6m compared to a breakeven budget.

The partner in charge of the audit from PricewaterhouseCoopers (PwC) presented the report of the auditors. He confirmed that PwC would be issuing a clean audit report and that:

- IUCN complies with the Financial Market Infrastructure Act (FMIA)
- A satisfactory system of internal controls exists
- There were no material misstatements to report
- They had not identified any fraudulent activity
- The financial statements comply with Swiss Law

He highlighted key areas of audit focus, namely:

1. The accounting fraud in ROWA had resulted in the need to make provisions and write offs of approximately CHF 600k. The incorrect charging of expenses related to the period 2015-18. He emphasised that donor reporting had not been impacted and that the previous years' financial statements had not been adjusted (Swiss law does not allow this). He noted that the fraud was a situation of management overriding controls.
2. In light of the fraud, the auditors had undertaken additional procedures to review transfers between the core and non-core budget.
3. Additional work on the review of projects in deficit and the level of provisions made was also undertaken.

PwC had visited the IUCN Karachi office, Pakistan as part of their audit. The overall assessment was positive and they had not identified significant weaknesses.

In terms of internal controls he noted that time sheet management needs to be reinforced across the organisation and that the implementation of the Time Management System (scheduled for October 2019) would increase the level of control. He noted that improvements to the Internal Control Framework continue to be made across offices but that controls may not be uniformly applied across all offices. The establishment of a risk management function in 2018 was a positive development and that this should help in the improvement of the control framework.

He brought to the attention of the FAC that IUCN is not registered as an international organisation in China and Thailand, and that this posed a risk for IUCN, and that registration should be regularised as soon as possible.

In respect of the IT audit he noted that improvement continues to be made and highlighted 3 areas for further improvement: user management, change management and the development of a business continuity plan.

The following points were raised by the FAC:

The Chair noted that donor reporting had not been impacted by the ROWA fraud and that consequently IUCN's reputation had not been impacted in this respect.

The treasurer noted that getting uniformity of controls across offices was a challenge. He asked whether there was a plan in place to achieve uniformity. PwC replied that he was not aware of any plan as such, that this was a long-term project, but that there had been some delays. The CFO added that obtaining uniformity of controls across the organisation was difficult as IUCN has 9 regional offices of different sizes and with different skill sets. In order to increase harmonisation it was also necessary to look at the institutional structure.

**FAC decision:**

Following the discussion the FAC **recommended** that the Financial Statements be approved by Bureau and proposed the following draft decision:

**Draft Bureau decision:**

Bureau, on the proposal of the Director General and the recommendation of the Finance and Audit Committee, approves the Audited Financial Statements for 2018, noting that final approval rests with the 2020 World Conservation Congress as provided under Article 20 (d) of the Statutes.

**3. Approval of the change to the IUCN policy on the use of derivatives**

Documents:

- FAC 68.3 Policy on the use of derivatives

The CFO noted that a policy on the use of derivatives was required by Swiss law. IUCN already had such a policy but IUCN bankers had asked that the policy be made clearer to state that IUCN would only enter into derivative transactions where the down side risk was clearly defined.

**FAC decision:**

The FAC approved the amendment to the IUCN policy on the use of derivatives and recommended that the policy be approved by Bureau or Council.

**4. Update on 2019**

The CFO updated the FAC on the financial position as at end March 2019. IUCN ended quarter 1 with a surplus of CHF 1.3 million but that this was essentially a cash flow surplus due to membership dues income being well ahead of budget on a straight line basis. If this was adjusted for, there was a deficit of CHF 0.7 m. He noted that project implementation was tracking 2018 levels and that this could lead to a deficit result in 2019 if expenditure levels did not pick up.

He informed the FAC that a re-forecasting exercise was in progress and that he would share the results with the FAC together with actions to be taken once it had been completed (before the end of May).

The treasurer noted that there were four drivers for the 2018 deficit: 1. Budget optimism; 2. Foreign exchange losses – realized and unrealized – which were hard to control; 3. Investment losses – also difficult to control; 4. Losses on projects - more controllable and that controls should be tightened in this areas.

He noted that short-term action was necessary but also strategic action to ensure that IUCN was sustainable, particularly in view of the fact that framework income post 2020 was not secure. He also noted the need to relook at the reserves level which has been set at CHF 25m but which may need to be revised, and noted that it would be necessary to budget surpluses in future years in order to increase the level of reserves.

The Chair of the FAC noted that IUCN had a big office footprint but that reducing office presence was difficult due to expectations from Members.

Members of the FAC noted that short-term action was necessary to ensure that the deficit result in 2018 was not repeated and that longer-term action was necessary to ensure longer-term sustainability. They also noted that a strategic re-think was necessary as reducing expenses was unlikely to be sufficient. This would include defining IUCN's core work and the funding for it.

The Chair noted the work undertaken by the Task Force on Financial Planning at its meeting on 1-2 April should be used as a basis for developing a broader finance strategy.

**5. Any other business**

The Chair provided an update on the fact finding mission. He said that a report had been drafted and was in the process of finalisation. It had been shared with IUCN's legal advisor and her comments were being addressed. A final report would be made available no later than 20 May 2019.

The report would be distributed to the President, Director General and the FAC, after which a meeting of the FAC would be convened to discuss the report and make recommendations to Council.

There being no other business the meeting closed at 15.30 CET

**IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE**  
**68<sup>th</sup> Meeting of the Finance and Audit Committee**  
**7 May 2019 by teleconference**

**Approval of the 2018 financial statements**

Origin: Chief Financial Officer

**Action requested:**

The Finance and Audit Committee is asked to review the 2018 audited financial statements and make a recommendation to Bureau on their approval.

**Draft Bureau decision:**

Bureau, on the proposal of the Director General and the recommendation of the Finance and Audit Committee, approves the Audited Financial Statements for 2018, noting that final approval rests with the 2020 World Conservation Congress as provided under Article 20 (d) of the Statutes.

**Background**

1. In accordance with the statutes (46.g), Council (or Bureau acting on behalf of Council) is required to approve the audited financial statements, though final approval rests with Congress (20.d)
2. The external audit covers the consolidated accounts of the IUCN Secretariat. This includes Headquarters and all regional and country offices.
3. This paper comprises:
  - This overview
  - The draft audit opinion
  - Consolidated Financial Statements for the year ended 31 December 2018
  - PwC report: IUCN Detailed report to the Council and Finance and Audit Committee for the year ended 31 December 2018

**Issues and Considerations**

4. The unaudited financial statements were reviewed at the meeting of the FAC on 28 March 2019 (see FAC 7.7 Review of the unaudited financial statements).
5. The audit is now complete. As a result of the audit some minor adjustments were made to the accounts:
  - a. Provisions were increased from CHF 1,059k to CHF 1,186 in respect of additional provision for projects in deficit and provision for benefits following the death of an IUCN employee.

- b. Staff costs and other operating income were increased by CHF 979k to recognize the in-kind value of staff provided under Swiss unemployment schemes. This has no impact on the result for the year.
  - c. As a result of a. and one other minor adjustment the net deficit increased from 898k to CHF 1,031k.
6. The auditors intend to issue an unqualified audit report, which means that the financial statements contain no material misstatements and that they are in compliance with Swiss law and IUCN's accounting policies.
7. The overall result for the year is a deficit of CHF 1,031k.
8. The following reserve movements are included in the financial statements:

a. Allocation to Regional Conservation Fora	250k
b. Allocation to Congress 2020	93k
c. Allocation to the External Review	45k
d. Allocation to Commission Operating Funds	220k
e. Allocation to Renovation Fund	11k
<b>Total</b>	<b>623k</b>

The reserve transfers are shown on the Consolidated Funds and Reserve Statement (page 4 of the Financial Statements).

As part of the approval process of the financial statements, the FAC and Council are requested to approve the allocations to designated reserves.

9. The deficit for the year, inclusive of reserve movements, is CHF 1,654. This compares to a breakeven budget.

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

***Gland***

***Report of the  
statutory auditor to the  
Council on the consolidated  
financial statements 2018***







# ***Report of the statutory auditor to the Council of IUCN, International Union for Conservation of Nature and Natural Resources Gland***

## ***Report on the audit of the consolidated financial statements***

### ***Opinion***

We have audited the consolidated financial statements of IUCN, International Union for Conservation of Nature and Natural Resources, which comprise the consolidated balance sheet as at 31 December 2018, consolidated income and expenditure statement, consolidated funds and reserve statement, consolidated cash flow statement and notes for the year then ended, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements as at 31 December 2018 comply with Swiss law, IUCN Statutes, as well as with the consolidation and valuation principles described in the notes.

### ***Basis for opinion***

We conducted our audit in accordance with Swiss law, International Standards on Auditing (ISAs) and Swiss Auditing Standards. Our responsibilities under those provisions and standards are further described in the “Auditor’s responsibilities for the audit of the consolidated financial statements” section of our report.

We are independent of the Group in accordance with the provisions of Swiss law and the requirements of the Swiss audit profession and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### ***Other information in the annual report***

The Management is responsible for the other information in the annual report. The other information comprises all information included in the annual report, but does not include the consolidated financial statements, the stand-alone financial statements of IUCN, International Union for Conservation of Nature and Natural Resources and our auditor’s reports thereon.

Our opinion on the consolidated financial statements does not cover the other information in the annual report and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information in the annual report and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

***Responsibilities of the Management for the consolidated financial statements***

The Management is responsible for the preparation of the consolidated financial statements in accordance with the provisions of Swiss law, and for such internal control as the Management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management either intends to liquidate the Group or to cease operations, or has no realistic alternative but to do so.

***Auditor's responsibilities for the audit of the consolidated financial statements***

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Swiss law, ISAs and Swiss Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Swiss law, ISAs and Swiss Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Management or its relevant committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.



## ***Report on other legal and regulatory requirements***

In accordance with article 818 paragraph 1 CO in connection with article 728a paragraph 1 item 3 CO and Swiss Auditing Standard 890, we confirm that an internal control system exists which has been designed for the preparation of consolidated financial statements according to the instructions of the Management.

We recommend that the consolidated financial statements submitted to you be approved.

PricewaterhouseCoopers SA

Yves Cerutti  
Audit expert  
Auditor in charge

Marcello Stimato  
Audit expert

Geneva, XX May 2019

Enclosure:

- Consolidated financial statements (consolidated balance sheet, consolidated income and expenditure statement, consolidated funds and reserve statement, consolidated cash flow statement and notes)
- Annex A –Core Funds under Framework Agreements

## CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2018

**Table of Contents**

<b>Consolidated Balance Sheet as of 31 December 2018</b> .....	<b>2</b>
<b>Consolidated Income and Expenditure Statement for the Year ended 31 December 2018</b> .....	<b>3</b>
<b>Consolidated Cash Flow Statement for the Year Ended 31 December 2018</b> .....	<b>5</b>
<i>I. ORGANISATION AND ACTIVITY</i> .....	<i>6</i>
<i>II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS</i> .....	<i>6</i>
<i>III. CASH AND SHORT TERM BANK DEPOSITS</i> .....	<i>12</i>
<i>IV. FINANCIAL ASSETS</i> .....	<i>13</i>
<i>V. MEMBERSHIP DUES RECEIVABLE AND PROVISION</i> .....	<i>13</i>
<i>VI. STAFF RECEIVABLES</i> .....	<i>14</i>
<i>VII. RECEIVABLES FROM PARTNER ORGANISATIONS</i> .....	<i>14</i>
<i>VIII. ADVANCES TO IMPLEMENTING PARTNERS</i> .....	<i>14</i>
<i>IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES</i> .....	<i>15</i>
<i>X. FRAMEWORK AGREEMENTS RECEIVABLES</i> .....	<i>15</i>
<i>XI. FIXED ASSETS</i> .....	<i>15</i>
<i>XII. INTANGIBLE ASSETS</i> .....	<i>16</i>
<i>XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES</i> .....	<i>16</i>
<i>XIV. PENSION FUND OBLIGATIONS</i> .....	<i>17</i>
<i>XV. HOSTED ORGANISATIONS ADVANCES</i> .....	<i>17</i>
<i>XVI. PROVISIONS</i> .....	<i>17</i>
<i>XVII. DEFERRED INCOME</i> .....	<i>18</i>
<i>XVIII. NEW BUILDING LOAN</i> .....	<i>19</i>
<i>XIX. FUNDS AND UNRESTRICTED RESERVES</i> .....	<i>19</i>
<i>XX. RETENTION OF STAFF INCOME TAX</i> .....	<i>20</i>
<i>XXI. FRAMEWORK INCOME</i> .....	<i>20</i>
<i>XXII. OTHER OPERATING INCOME</i> .....	<i>20</i>
<i>XXIII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES</i> .....	<i>20</i>
<i>XXIV. AUDIT FEE</i> .....	<i>20</i>
<i>XXV. RELATED PARTIES</i> .....	<i>21</i>
<i>XXVI. STAFF HEADCOUNT</i> .....	<i>22</i>
<i>XXVII. OPERATING LEASES</i> .....	<i>22</i>
<i>XXVIII. BANK GUARANTEES</i> .....	<i>22</i>
<b>ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS</b> .....	<b>23</b>

# IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED BALANCE SHEET AS OF 31 DECEMBER 2018

Report Currency: CHF ('000)

	Notes	31.12.2018	31.12.2017
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and short term bank deposits	III	47,656	48,935
Financial assets	IV	16,148	16,482
Membership dues receivables (net)	V	1,972	1,646
Staff receivables	VI	393	453
Receivables from partner organisations	VII	338	475
Advances to implementing partners and grantees	VIII	14,465	12,512
Prepayments		1,160	1,020
Donor funds receivable		4,307	3,318
Project agreement receivables	IX	14,686	14,073
Framework agreements receivables	X	712	510
Other account receivables		1,607	1,222
<b>Total Current assets</b>		<b>103,444</b>	<b>100,646</b>
<b>Non-current assets</b>			
Fixed assets (net)	XI	28,817	30,358
Intangible assets (net)	XII	127	369
<b>Total Non-current assets</b>		<b>28,944</b>	<b>30,727</b>
<b>TOTAL ASSETS</b>		<b>132,388</b>	<b>131,373</b>
<b>LIABILITIES AND FUND BALANCES</b>			
<b>Current liabilities</b>			
Membership dues paid in advance		1,534	1,409
Accounts payable and accrued liabilities	XIII	13,841	13,907
Social charges payable		69	354
Project agreement advances	IX	62,369	57,885
Deferred unrestricted income	XVII	709	1,196
Deferred income buildings	XVII	467	463
New building loan	XVIII	177	174
Advances from hosted organisations	XV	496	511
Miscellaneous current liabilities		598	635
<b>Total Current liabilities</b>		<b>80,260</b>	<b>76,534</b>
<b>Provisions</b>			
Projects in deficit	XVI	1,928	2,171
Staff leave and repatriation		1,975	2,135
Staff termination	XVI	1,726	1,576
<b>Total Provisions</b>		<b>5,629</b>	<b>5,882</b>
<b>Non-current liabilities</b>			
Long term deferred income	XVII	15,685	16,360
New building loan	XVIII	10,947	11,124
<b>Total Non-current liabilities</b>		<b>26,632</b>	<b>27,484</b>
<b>Funds and Unrestricted Reserves</b>			
Designated reserves	XIX	2,648	2,025
Unrestricted reserves	XIX	17,219	19,448
<b>Total Funds and Unrestricted Reserves</b>		<b>19,867</b>	<b>21,473</b>
<b>TOTAL LIABILITIES AND FUND BALANCES</b>		<b>132,388</b>	<b>131,373</b>

## IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED INCOME AND EXPENDITURE STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2018

Report Currency: CHF ('000)

	2018			2017			
	Notes	Secretariat Unrestricted	Project Agreements	Total	Secretariat Unrestricted	Project Agreements	Total
<b>EXTERNAL OPERATING INCOME</b>							
Membership dues		12,768	-	12,768	11,735	-	11,735
Retention of staff income tax	XX	1,487	-	1,487	1,292	-	1,292
Agreements income		33	93,129	93,162	5	95,123	95,128
Framework income	XXI	11,229	-	11,229	12,578	-	12,578
Other operating income	XXII	6,041	324	6,365	4,450	278	4,728
<b>TOTAL EXTERNAL OPERATING INCOME</b>		<b>31,558</b>	<b>93,453</b>	<b>125,011</b>	<b>30,060</b>	<b>95,401</b>	<b>125,461</b>
<b>INTERNAL ALLOCATIONS</b>							
Cross charges from projects		36,078	(36,078)	-	36,402	(36,402)	-
Other internal allocations		78	(78)	-	961	(961)	-
<b>TOTAL INTERNAL ALLOCATIONS</b>		<b>36,156</b>	<b>(36,156)</b>	<b>-</b>	<b>37,363</b>	<b>(37,363)</b>	<b>-</b>
<b>OPERATING EXPENDITURE</b>							
Staff costs		53,187	6,736	59,923	52,077	6,576	58,653
Consultants		1,687	16,586	18,273	1,579	18,992	20,571
Grants to partners		484	3,271	3,755	481	4,920	5,401
Travel		2,860	12,201	15,061	2,365	12,085	14,450
Workshops and conferences		269	2,099	2,368	290	1,897	2,187
Publications and printing costs		249	2,791	3,040	299	2,303	2,602
Office and general administrative costs		3,923	3,850	7,773	3,894	4,835	8,729
Vehicles & equipment - costs & maintenance		909	9,170	10,079	955	6,911	7,866
Professional fees or costs		593	955	1,548	590	637	1,227
Depreciation and amortization		2,459	6	2,465	2,959	8	2,967
<b>TOTAL OPERATING EXPENDITURE</b>		<b>66,620</b>	<b>57,665</b>	<b>124,285</b>	<b>65,489</b>	<b>59,164</b>	<b>124,653</b>
<b>NET OPERATING SURPLUS/(DEFICIT)</b>		<b>1,094</b>	<b>(368)</b>	<b>726</b>	<b>1,934</b>	<b>(1,126)</b>	<b>808</b>
<b>OTHER INCOME - EXPENDITURE</b>							
Interest income	XVIII	515	8	523	501	6	507
Financial charges	XVIII	(542)	(157)	(699)	(538)	(186)	(724)
Capital gains (losses)	IV	(408)	-	(408)	274	-	274
Net gains/(losses) on foreign exchange		(504)	(552)	(1,056)	292	718	1,010
Exchange differences on revaluation of project balances	XXIII	-	(106)	(106)	-	573	573
Net movements in provision and write-offs		(1,186)	1,175	(11)	(1,331)	15	(1,316)
<b>TOTAL OTHER INCOME - EXPENDITURE</b>		<b>(2,125)</b>	<b>368</b>	<b>(1,757)</b>	<b>(802)</b>	<b>1,126</b>	<b>324</b>
<b>NET SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>(1,031)</b>	<b>-</b>	<b>(1,031)</b>	<b>1,132</b>	<b>-</b>	<b>1,132</b>

Consolidated Funds and Reserve Statement for the Year ended 31 December 2018

Report Currency: CHF ('000)

	Designated Reserves				Unrestricted Reserves			Total	
	Reserve for Statutory Meetings	Other Designated Reserves	Renovation Fund	Total Designated Reserves	Currency Translation Reserve	IUCN Fund	Retained Surpluses		Total Unrestricted Reserves
<b>Balance as at 1 January 2017</b>	-	-	849	849	1,329	8,621	9,512	19,462	20,311
Net surplus/(deficit) for the year	-	-	-	-	-	-	1,132	1,132	1,132
Foreign exchange adjustment	-	-	-	-	30	-	-	30	30
Allocation to renovation fund	-	-	16	16	-	-	(16)	(16)	-
Allocation to other designated reserves	-	671	-	671	-	-	(671)	(671)	-
Allocation to reserve for statutory meetings	489	-	-	489	-	-	(489)	(489)	-
<b>Balance as at 31 December 2017</b>	<b>489</b>	<b>671</b>	<b>865</b>	<b>2,025</b>	<b>1,359</b>	<b>8,621</b>	<b>9,468</b>	<b>19,448</b>	<b>21,473</b>
<b>Balance as at 1 January 2018</b>	<b>489</b>	<b>671</b>	<b>865</b>	<b>2,025</b>	<b>1,359</b>	<b>8,621</b>	<b>9,468</b>	<b>19,448</b>	<b>21,473</b>
Net surplus/(deficit) for the year	-	-	-	-	-	-	(1,031)	(1,031)	(1,031)
Foreign exchange adjustment	-	-	-	-	(575)	-	-	(575)	(575)
Allocation to renovation fund	-	-	11	11	-	-	(11)	(11)	-
Allocation to other designated reserves	-	269	-	269	-	-	(269)	(269)	-
Allocation to reserve for statutory meetings	343	-	-	343	-	-	(343)	(343)	-
<b>Balance as at 31 December 2018</b>	<b>832</b>	<b>940</b>	<b>876</b>	<b>2,648</b>	<b>784</b>	<b>8,621</b>	<b>7,814</b>	<b>17,219</b>	<b>19,867</b>

## IUCN – International Union for Conservation of Nature and Natural Resources

## CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 31 DECEMBER 2018

Report Currency: CHF ('000)

	Notes	2018	2017
<b>Cash flow from operations</b>			
<b>Surplus/(deficit) from operations</b>		(1,031)	1,132
Effect of exchange rate	XIX	(575)	30
<b>Net balance from operations</b>		<b>(1,606)</b>	<b>1,162</b>
Depreciation of fixed assets	XI	2,139	2,329
Amortisation and write-down of intangible assets	XII	354	636
Increase / (decrease) in provisions for projects in deficit	XVI	(243)	676
Increase / (decrease) in staff leave and repatriation liabilities		(160)	93
Increase / (decrease) in the provision for staff termination	XVI	150	126
Increase / (decrease) in other provisions		-	(39)
(Increase) / decrease in membership dues receivables (net)	V	(326)	(54)
(Increase) / decrease in staff receivables	VI	59	196
(Increase) / decrease in receivables from partner organisations	VII	137	(198)
(Increase) / decrease in advances to implementing partners	VIII	(1,953)	(4,790)
(Increase) / decrease in prepayments		(140)	(264)
(Increase) / decrease in donor funds receivable		(989)	(525)
(Increase) / decrease in project agreement receivables	IX	(613)	2,227
(Increase) / decrease in framework agreements receivable	X	(202)	(510)
(Increase) / decrease in other accounts receivable		(383)	(256)
Increase / (decrease) in membership dues paid in advance		125	(568)
Increase / (decrease) in accounts payable and accrued liabilities	XIII	(66)	6,314
Increase / (decrease) in social charges payable		(285)	(254)
Increase / (decrease) in project agreement advances	IX	4,484	7,706
Increase / (decrease) in miscellaneous current liabilities		(34)	409
Increase / (decrease) in hosted organisations advances	XV	(15)	(80)
(Gain)/loss on disposal of fixed assets	XI	33	25
<b>Total cash flow from operations</b>		<b>466</b>	<b>14,361</b>
<b>Cash flow from investing activities</b>			
Purchase of fixed assets	XI	(634)	(845)
Net movement in financial assets	IV	334	(2,477)
Purchase of intangible assets	XII	(112)	(30)
<b>Total cash flow from investing activities</b>		<b>(412)</b>	<b>(3,352)</b>
<b>Cash flow from financing activities</b>			
Increase / (decrease) in loan	XVIII	(174)	(171)
Increase / (decrease) in current deferred income	XVII	(483)	1,045
Increase / (decrease) in long-term deferred income	XVII	(676)	(725)
<b>Total cash flow from financing activities</b>		<b>(1,333)</b>	<b>149</b>
<b>Net cash inflow for the year</b>		<b>(1,279)</b>	<b>11,158</b>
<b>Cash and short term deposits at the beginning of the year</b>	III	<b>48,935</b>	<b>37,777</b>
<b>Cash and short term deposits at the end of the year</b>	III	<b>47,656</b>	<b>48,935</b>



## IUCN – International Union for Conservation of Nature and Natural Resources

Notes to the Consolidated Financial Statements for the Year ended 31 December 2018

All amounts in CHF ('000) unless otherwise stated

### I. ORGANISATION AND ACTIVITY

IUCN, International Union for Conservation of Nature and Natural Resources is a membership organisation constituted by statutes adopted in 1948 at a conference convened by the Republic of France. The membership is comprised of states, governmental agencies, international and national non-governmental organizations, and indigenous peoples organisations. IUCN is registered in Gland, Switzerland as an association under article 60 of the Swiss Civil Code and is solely responsible, to the exclusion of its members, for all its transactions and commitments.

The highest governing body of IUCN is the World Conservation Congress which is composed of the membership of IUCN. The World Conservation Congress elects the Council which has authority to govern IUCN between meetings.

In 1986, IUCN concluded a fiscal agreement with the Swiss government which granted IUCN exemption from all Swiss taxes. IUCN has been granted observer status at the United Nations.

The mission of IUCN is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

### II. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES AND DEFINITIONS

All amounts are expressed in thousands of Swiss francs (CHF) unless otherwise indicated.

#### 1. Accounting convention

The financial statements are prepared under the historical cost convention except for certain financial assets and loans that are measured at revalued amount or at fair value. The financial statements are prepared in accordance with the provisions of the Swiss Code of Obligations.

#### 2. Basis of consolidation

The consolidated financial statements include all offices of IUCN and those entities over which IUCN has the power to govern the financial and operating policies so as to obtain benefits from their activities.

Branches:

- Asia Region
  - Asia Regional Office (Thailand)
  - Bangladesh Country Office
  - Cambodia Country Office
  - China Country Office
  - India Country Office
  - Indonesia Project Office
  - Lao PDR Country Office
  - Maldives Project Office
  - Myanmar Project Office
  - Nepal Country Office
  - Pakistan Country Office
  - Sri Lanka Country Office
  - Thailand Country Office
  - Vietnam Country Office

**IUCN – International Union for Conservation of Nature and Natural Resources**

Notes to the Consolidated Financial Statements for the Year ended 31 December 2018

All amounts in CHF ('000) unless otherwise stated

- Eastern and Southern Africa Region
  - Eastern and Southern Africa Regional Office (Kenya)
  - Mozambique Country Office
  - Rwanda Project Office
  - South Africa Country Office
  - Tanzania Country Office
  - Uganda Country Office
  - Zimbabwe Country Office
- Eastern Europe and Central Asia Regional Office (Serbia)
- Environmental Law Centre (Germany)
- Mediterranean Office (Spain)
- Oceania Regional Office (Fiji)
- Mexico, Central America and the Caribbean Region
  - Mexico, Central America and the Caribbean Regional Office (Costa Rica)
  - El Salvador Project Office
  - Guatemala Project Office
  - Honduras Project Office
  - Mexico Project Office
- South America Region
  - South America Regional Office (Ecuador)
  - Brazil Country Office
- UK Species Programme (United Kingdom)
- Western and Central Africa Region
  - Western and Central Africa Regional Office (Burkina Faso)
  - Burkina Faso Country Office
  - Cameroon Country Office
  - Democratic Republic of Congo Country Office
  - Ghana Project Office
  - Guinea Bissau Country Office
  - Mali Country Office
  - Mauritania Country Office
  - Niger Project Office
  - Senegal Country Office
- West Asia Regional Office (Jordan)
- Washington, DC Office

## Other entities:

- The International Union for the Conservation of Nature and Natural Resources, Registered Trustees (WASAA Trust Fund, Nairobi)
- IUCN, Bureau de Représentation auprès de l'Union Européenne aisbl
- Associação UICN
- IUCN UK (A Company Limited by Guarantee)
- IUCN Maldives
- IUCN PNG Mangrove Rehabilitation and Management Project Association

### 3. Currency of accounts

#### a) Reporting currency

In accordance with IUCN's Regulations, the reporting currency for the consolidated financial statements is Swiss francs (CHF).

#### b) Functional currency

A separate set of accounts is maintained for each country where IUCN has a presence. The functional currency for each country is the national currency of the country with the exception of Fiji (USD), Costa Rica (USD) and Serbia (EUR) where the currency chosen better reflects the economic environment in which the office operates.

### 4. Foreign exchange

The following accounting policies are applied when converting transactions and balances to the reporting currency:

- Transactions denominated in currencies other than the office ledger currency are converted to the ledger currency and recorded on the basis of the exchange rate prevailing at the date of the transaction. At the end of the year all balances maintained in transaction currencies are translated to the currency of the office ledger at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger.
- Except for fixed assets which are stated at historical values, non-Swiss franc balances in the consolidated balance sheet are translated to CHF at the year-end exchange rate and the resulting net unrealised gain or loss included in the balance sheet as a currency translation adjustment reserve.
- Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. The gains and losses incurred are recognised in the income statement of each office ledger. Project balances are further revalued from the ledger currency to CHF at the year-end exchange rate. The resulting net unrealised gain or loss is recognized in the currency translation adjustment reserve.
- If, as a result of the application of the above translation policies, a net deficit would occur on the currency translation adjustment reserve the deficit would be recognized in the income and expenditure statement.

### 5. Income

Income comprises membership dues from members, contributions from donors, investment income, Swiss government tax rebates, rental of office space, and sundry income from the sale of other goods and services.

#### a) Membership dues

Membership dues are fixed by the World Conservation Congress, the supreme governing body of IUCN, and are recognised as unrestricted income in the year they fall due.

#### b) Voluntary donations

Voluntary donations comprise framework agreements with donors for the core activities of IUCN and project agreements for project activities.

Framework agreements income

Framework agreements are normally for periods of more than one year and may be subject to general restrictions in their use in terms of geography or thematic area.

Framework agreements income is recognized in the income statement as unrestricted income once the agreement has been signed and in accordance with the amounts specified in the agreement for each calendar year. Framework agreements income received in advance of the period to which it relates is recorded as deferred unrestricted income.

Staff in-kind contributions

In-kind contributions of staff are recognised at fair value over the period of the employment contract as both income and expenditure in the Consolidated Income and Expenditure Statement. The fair value of in-kind staff is taken as the average cost that would be incurred by IUCN, if it were to directly employ a person in a similar position.

Project agreements income

Project agreements income is restricted for specific project activities detailed in project agreements and subject to specific conditions imposed by the donor. Income is recognised as expenditure is incurred. At year end, the balance of projects are recorded as "Project agreement receivables" (current assets) where expenditure incurred on projects exceeded amounts advanced by donors, and under "Project agreement advances" (current liabilities) where advances from donors exceeded expenditure incurred.

**c) Retention of staff income tax**

Non-Swiss staff resident in Switzerland are exempt from paying taxes on their IUCN earnings on the basis of a fiscal agreement between IUCN and the Swiss Government, which entered into effect on 1st January 1987. In order to ensure equitable treatment of both Swiss and non-Swiss staff at Headquarters, an internal tax is levied on non-Swiss staff resident in Switzerland. This is shown as Retention of staff income tax in the Consolidated Income and Expenditure Statement and is classified as unrestricted income.

**6. Expenditure**

All unrestricted expenditure and project expenditure is accounted for on an accruals basis.

**7. Cross charges from projects**

Cross charges from projects represent transfers between Project agreements and Secretariat unrestricted funds and comprise staff time charged to projects and indirect costs funded from projects.

Staff time charges

IUCN staff costs are recorded as unrestricted costs. Staff working on projects charge their time spent on projects through a time recording system. Project agreements are charged the cost of staff time and the Secretariat unrestricted fund receives the income.

Indirect cost recoveries

Indirect costs are recorded as unrestricted costs. Indirect costs funded from project agreements are cross charged to projects and the Secretariat unrestricted fund receives the income.

**8. Financial assets**

Financial assets are recorded at fair value except for bonds, which are recorded at their acquisition cost, less impairment, plus accrued interest as the intention is to hold them to maturity.

Gains or losses arising from changes in fair values of financial assets, with the exception of bonds, are recognized in the income statement in the year that they occur as are foreign exchange gains or losses resulting from the revaluation of financial assets denominated in currencies other than the CHF. Gains related to Bonds are recognised in the income statements when they are disposed of and are accounted under financial income.

**9. Fixed assets****a) Purchased assets**

Purchased fixed assets are capitalised when the purchase price is one thousand CHF or above, or the equivalent in other currencies, and when ownership resides with IUCN.

**b) In-kind assets**

In-kind contributions of fixed assets are capitalised at fair value and the donations recorded as deferred income which is then recognised in the income statement over the estimated useful life of the assets in line with the depreciation charges.

**c) Depreciation**

Fixed assets are depreciated over their estimated useful lives on the following basis:

Computer hardware	3 - 5 years
Vehicles	4 - 7 years
Office furniture and equipment	4 - 7 years
Building renovations	10 - 20 years
Building installations	20 years
Building infrastructures	50 years

**d) Donations for the purchase of fixed assets**

Cash donations received for the purchase of fixed assets are recorded as deferred income and recognised in the income statement over the estimated useful life of the corresponding asset in line with the depreciation charge.

**10. Intangible assets**

Purchased computer software is capitalized on the basis of the costs incurred to acquire the software and bring it to its point of use.

Software is depreciated over its estimated useful life on a straight line basis over 5 to 7 years.

The cost of developing in-house software is expensed in the year that the costs are incurred.

**11. Provisions****a) Provision for membership dues receivable**

A general provision for outstanding membership dues is made to recognise the probability that not all dues will be received. The increase or decrease in the total provision is recognised in the income and expenditure statement. Provision for membership dues in arrears is calculated on the following basis, based on the outstanding balance at the close of the year.

**IUCN – International Union for Conservation of Nature and Natural Resources**

Notes to the Consolidated Financial Statements for the Year ended 31 December 2018

All amounts in CHF ('000) unless otherwise stated

Membership dues outstanding for:

Three years or more	100%
Two years	67%
One year	33%

The provision against the arrears of some state members and state agencies is calculated on an individual basis after a review of their own special situations.

Full provision is made against the dues owed by Members whose rights have been rescinded by the IUCN World Conservation Congress or vote of the membership.

**b) Provision for projects in deficit**

A provision for projects in deficit is made in respect of those projects where expenditure has exceeded income and where the receipt of future additional funds to cover the excess expenditure is uncertain.

**c) Staff terminations**

Provision is made for the estimated cost of known redundancies. A redundancy is considered to be known when a management decision has been taken and communicated to the staff concerned.

Additional provision is made when there is a local legal obligation.

**d) Staff leave and repatriation**

Provision is made for holiday entitlement which has not been used by staff at the year-end. The balance at the year-end also includes the estimated cost of repatriation of international staff.

**12. Loans at below market rate of interest**

Loans are initially measured at fair value. The benefit of the below-market rate of interest is measured as the difference between the initial carrying value of the loan and the proceeds received. The benefit is recorded as deferred income and recognised over the period of the loan. The market rate of interest is reviewed annually and the carrying value adjusted for significant movements in the market rate.

An amount equivalent to the interest that would have been incurred had the loan been acquired at a market rate is recognised as both an income and an expense in the income and expenditure statement on an annual basis.

**13. Hosted organisations**

IUCN hosts certain organisations. A hosted organisation has no legal status in the country of operation and therefore operates under the legal umbrella of IUCN. A hosted organisation is operationally autonomous and is accountable to its own management and governance structures and not to IUCN.

Income received and expenditure incurred on behalf of a hosted organisation is accounted for in separate project accounts and excluded from consolidation. Funds held by IUCN on behalf of hosted organisations are recorded on the balance sheet as hosted organisation advances.

## 14. Reserves

IUCN maintains the following reserves:

### a) Unrestricted reserves

#### IUCN Fund

The IUCN Fund is maintained in order to preserve IUCN's capital base. The use of the fund is governed by the IUCN Council and is maintained as a reserve of last resort.

#### Currency translation reserves

The Currency translation reserve represents changes in the value of the net assets of IUCN at the consolidation level as a result of movements of functional currencies against the Swiss franc.

#### Retained surpluses

The Retained surpluses represent other unrestricted reserves.

### b) Designated reserves

Designated reserves represent funds set aside from unrestricted reserves to cover the cost of future events or activities. The designation may be reversed at any time by the IUCN Council.

#### Reserve for statutory meetings

The Reserve for statutory meetings represents amounts allocated from unrestricted funds to cover costs of future meetings of the World Conservation Congress and related preparatory meetings.

#### Renovation fund

The Renovation fund represents funds allocated from unrestricted funds for future renovations of the Headquarters building.

#### Other Designated reserves

Other Designated reserves represent amounts allocated from unrestricted funds to cover the cost of other future costs or activities.

## III. CASH AND SHORT TERM BANK DEPOSITS

Cash and short-term bank deposits include all bank accounts and short-term deposit accounts operated by IUCN worldwide. The analysis by region or office is shown below.

REGION OR OFFICE	2018	2017
Asia	2,022	2,294
Eastern and Southern Africa	1,677	2,633
Eastern Europe and Central Asia	226	341
Europe	1,804	1,495
Environmental Law Centre, Bonn	470	378
Headquarters	34,864	32,722
Mediterranean	760	388
Mexico, Central America and the Caribbean	1,396	2,210
Oceania	(17)	327
South America	147	272
United Kingdom	440	440
United States	1,203	1,896
Western and Central Africa	1,911	3,241
West Asia	753	298
<b>Balance at 31 December</b>	<b>47,656</b>	<b>48,935</b>

**IV. FINANCIAL ASSETS**

	<b>2018</b>	<b>2017</b>
Bonds	11,192	10,834
Microfinance	1,599	2,987
Equities	1,824	1,183
Convertibles	790	886
Other Investments	743	592
<b>Balance at 31 December</b>	<b>16,148</b>	<b>16,482</b>

At 31 December 2018, an unrealized foreign exchange loss of CHF 29 (2017 – CHF 3 gain) was recognised on the investment portfolio.

During the year, the investment portfolio recorded a capital loss of CHF 408 (2017 - CHF 274 gain).

The Government of Zimbabwe appropriated USD bank accounts of IUCN in 2008. In 2015, treasury bills were issued to IUCN as compensation for the appropriation. The treasury bills have maturity dates to 2019. The treasury bills are recorded at estimated fair value of CHF nil and are included under Bonds.

**V. MEMBERSHIP DUES RECEIVABLE AND PROVISION**

	<b>2018</b>	<b>2017</b>
Gross membership dues receivable	3,861	3,885
Provision for dues in arrears	(1,889)	(2,239)
<b>Net membership dues receivable at 31 December</b>	<b>1,972</b>	<b>1,646</b>

The provision for membership dues in arrears has been calculated in accordance with the policy described in Note II.11 (a).

**2017**

	<b>2015 and prior</b>	<b>2016</b>	<b>2017</b>	<b>Total</b>
<b>Total membership dues receivable</b>	<b>758</b>	<b>964</b>	<b>2,163</b>	<b>3,885</b>
Provision for membership dues	(758)	(744)	(737)	(2,239)
<b>Net membership dues receivable</b>	<b>0</b>	<b>220</b>	<b>1,426</b>	<b>1,646</b>

**2018**

	<b>2016 and prior</b>	<b>2017</b>	<b>2018</b>	<b>Total</b>
State member	406	695	1,811	2,912
Government agencies	140	205	321	666
Indigenous peoples	0	1	1	2
International NGOs	1	4	18	23
National NGOs	41	57	104	202
Affiliates	10	27	19	56
<b>Total membership dues receivable</b>	<b>598</b>	<b>989</b>	<b>2,274</b>	<b>3,861</b>
Provision for membership dues	(419)	(573)	(897)	(1,889)
<b>Net membership dues receivable</b>	<b>179</b>	<b>416</b>	<b>1,377</b>	<b>1,972</b>



**Movement in provision for membership dues**

	<b>2018</b>	<b>2017</b>
<b>Balance at 1 January</b>	2,239	2,693
Addition to /(release from) provision	129	(26)
Write off of deficits against provision	(479)	(428)
<b>Balance at 31 December</b>	<b>1,889</b>	<b>2,239</b>

**VI. STAFF RECEIVABLES**

Staff receivables comprise travel advances, payroll advances and loans to staff outstanding as at 31 December.

	<b>2018</b>	<b>2017</b>
Travel advances	375	434
Payroll advances and staff loans	18	19
<b>Balance at 31 December</b>	<b>393</b>	<b>453</b>

**VII. RECEIVABLES FROM PARTNER ORGANISATIONS**

Receivables from partner organisations represent balances due from organisations associated with IUCN that are outstanding as at 31 December.

	<b>2018</b>	<b>2017</b>
<b>RAMSAR Convention Secretariat</b>	<b>338</b>	<b>475</b>

**VIII. ADVANCES TO IMPLEMENTING PARTNERS**

Advances to implementing partners represent amounts advanced to IUCN partners for the implementation of project agreements that were not spent as at 31 December.

	<b>2018</b>	<b>2017</b>
Asia	156	517
Eastern and Southern Africa	493	408
Europe	96	-
Headquarters	10,124	9,477
Mediterranean	31	15
Mexico, Central America and the Caribbean	244	274
Oceania	155	-
South America	683	252
United Kingdom	172	220
United States	165	22
West Asia	109	172
Western and Central Africa	2,037	1,155
<b>Balance at 31 December</b>	<b>14,465</b>	<b>12,512</b>

## IX. PROJECT AGREEMENTS RECEIVABLES AND ADVANCES

Receivables and advances on project agreements represent respectively the total of projects with a negative cash balance and the total of projects with a positive cash balance at year end.

	2018	2017
Project agreement receivables	(14,686)	(14,073)
Project agreement advances	62,369	57,885
<b>Balance at 31 December</b>	<b>47,683</b>	<b>43,812</b>

## X. FRAMEWORK AGREEMENTS RECEIVABLES

Framework agreements receivables represent framework agreements income due but not received as at the end of the year. As at 31 December 2018 there was CHF 712 receivable compared to CHF 510 receivable at 31 December 2017.

## XI. FIXED ASSETS

### 1. Movement in fixed assets

	Building Infrastructures	Building Installations	Other Land and Buildings	Vehicles, Equipment, Furniture & Fixtures	Total
<b>Purchase value:</b>					
<b>Balance as at 31 December, 2016</b>	<b>27,178</b>	<b>13,775</b>	<b>5,053</b>	<b>9,856</b>	<b>55,862</b>
Additions	-	-	228	617	845
Disposals	-	-	-	(1,707)	(1,707)
<b>Balance as at 31 December, 2017</b>	<b>27,178</b>	<b>13,775</b>	<b>5,281</b>	<b>8,766</b>	<b>55,000</b>
Additions	-	-	53	581	634
Disposals	-	-	-	(701)	(701)
<b>Balance as at 31 December, 2018</b>	<b>27,178</b>	<b>13,775</b>	<b>5,334</b>	<b>8,646</b>	<b>54,933</b>
<b>Depreciation:</b>					
<b>Balance as at 31 December, 2016</b>	<b>(9,010)</b>	<b>(6,160)</b>	<b>(1,127)</b>	<b>(7,701)</b>	<b>(23,998)</b>
Charge for the year 2017	(544)	(575)	(278)	(932)	(2,329)
Disposals	-	-	-	1,685	1,685
<b>Balance as at 31 December, 2017</b>	<b>(9,554)</b>	<b>(6,735)</b>	<b>(1,405)</b>	<b>(6,948)</b>	<b>(24,642)</b>
Charge for the year 2018	(544)	(575)	(302)	(718)	(2,139)
Disposals	-	-	-	665	665
<b>Balance as at 31 December, 2018</b>	<b>(10,098)</b>	<b>(7,310)</b>	<b>(1,707)</b>	<b>(7,001)</b>	<b>(26,116)</b>
<b>Net book value:</b>					
<b>Balance as at 31 December 2017</b>	<b>17,624</b>	<b>7,040</b>	<b>3,876</b>	<b>1,818</b>	<b>30,358</b>
<b>Balance as at 31 December 2018</b>	<b>17,080</b>	<b>6,465</b>	<b>3,627</b>	<b>1,645</b>	<b>28,817</b>

Fixed assets purchased using unrestricted funds are depreciated over their estimated useful lives as per Note II.9.

### 2. Land

In 1990, the commune of Gland gave IUCN the right to use a plot of land for the purpose of building the IUCN Secretariat Headquarters. The right was granted at no cost for a period of 50 years, i.e. until August 2040. In 2008, the commune of Gland gave IUCN the right of use of an adjacent piece of land to the original plot for a period of 50 years, with the permission to construct an extension to the existing IUCN Headquarters building.

### 3. IUCN Headquarters building

Included in Building Infrastructures and Building Installations is the Headquarters building of IUCN. This consists of an original building and an extension.

#### a) Original building

The original building was financed by donations received from the Swiss Confederation, the Canton of Vaud and the Commune of Gland. Although IUCN formally owns the Headquarters building, it enjoys a restricted use and cannot dispose of it or use it as collateral without the approval of the Swiss Government. If disposed of, the Swiss Government has the right to recuperate its initial outlay plus a percentage of the value added, if applicable. The cost of the building is included in fixed assets and the net book value is matched by a corresponding value of deferred income to recognise the restricted nature of the building. The deferred income is released over the estimated useful life of the building in line with the depreciation of the building.

In 2014, the Canton of Vaud provided a grant of CHF 600 towards the renovation of the original building. The grant will be released over the estimated useful life of the building renovation (20 years).

#### b) Building extension

The building extension was financed by an interest free loan from the Swiss Government of CHF 20,000 payable in 50 equal yearly instalments of CHF 400, the first of which was paid in December 2010. In addition to the loan from the Swiss Government, IUCN received cash donations of CHF 4,692 and in-kind donations of CHF 1,815.

## XII. INTANGIBLE ASSETS

The intangible assets consist of an ERP system and portal applications.

### Movement in Intangible assets

	2018	2017
<b>Purchase value:</b>		
Balance at 1 January	4,438	4,408
Additions	112	30
<b>Balance at 31 December</b>	<b>4,550</b>	<b>4,438</b>
<b>Amortisation:</b>		
Balance as of 1 January	(4,069)	(3,433)
Charge for the year	(354)	(636)
<b>Balance at 31 December</b>	<b>(4,423)</b>	<b>(4,069)</b>
<b>Net Book Value at 31 December</b>	<b>127</b>	<b>369</b>

## XIII. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Accounts payable and accrued liabilities represent amounts owed to creditors and suppliers as at the end of the year. Of the total outstanding balance of CHF 13,841 as at 31 December 2018 (2017 – CHF 13,907), CHF 9,472 (2017 - CHF 10,025) is related to Headquarters and the balance to regional and country offices.

	2018	2017
Accounts payable and supplier accruals	5,301	6,082
Accruals for implementing partners	8,540	7,825
<b>Balance at 31 December</b>	<b>13,841</b>	<b>13,907</b>

**XIV. PENSION FUND OBLIGATIONS**

IUCN operates different pension plans in different countries, each conforming to the legal regulations in the respective country. On 31 December 2018, the liability to the pension schemes amounted to CHF nil (2017 CHF nil).

**XV. HOSTED ORGANISATIONS ADVANCES**

Hosted organisation advances represent funds held by IUCN on behalf of hosted organisations.

	<b>2018</b>	<b>2017</b>
Balance at 1 January	511	589
Income	4,168	3,736
Expenditure	(4,223)	(3,848)
	456	477
Movement on funds held	40	34
<b>Balance at 31 December</b>	<b>496</b>	<b>511</b>

**XVI. PROVISIONS****1. Projects in deficit**

The provision for projects in deficit is funded by unrestricted income and covers projects where negotiations are still ongoing but where IUCN considers that it may not be able to obtain additional funds from donors to cover expenditures already incurred.

**Movement in project deficit provision**

	<b>2018</b>	<b>2017</b>
<b>Balance at 1 January</b>	<b>2,171</b>	<b>1,495</b>
Additions to provision	1,337	1,351
Utilization of provision	(1,580)	(675)
<b>Balance at 31 December</b>	<b>1,928</b>	<b>2,171</b>
<b>Region</b>	<b>2018</b>	<b>2017</b>
Asia	323	497
Eastern and Southern Africa Region	289	302
Eastern Europe and Central Asia	16	17
Headquarters	490	457
Mediterranean	49	79
Oceania	243	426
Western and Central Africa	152	106
West Asia	366	287
<b>Balance at 31 December</b>	<b>1,928</b>	<b>2,171</b>

Provisions totalling CHF 641k were made by the West Asia Regional Office following a review of closed projects, of which CHF 562 was utilised to write off project balances.

**2. Staff termination**

The provision for staff termination is calculated separately for each office to comply with local labour laws. Irrespective of local labour law, provision is made for the estimated cost of staff termination when a decision has been made to terminate a member of staff and the decision has been communicated to the individual concerned.

**Movement in provision for staff termination**

	<b>2018</b>	<b>2017</b>
<b>Balance at 1 January</b>	<b>1,576</b>	<b>1,450</b>
Additions to provision	962	913
Utilization of provision	(812)	(787)
<b>Balance at 31 December</b>	<b>1,726</b>	<b>1,576</b>

**XVII. DEFERRED INCOME**

Deferred unrestricted income represents income received in advance of the period to which it relates.

	<b>2018</b>	<b>2017</b>
Deferred unrestricted income	709	1,196
Donations for construction of HQ building extension		
Donations in cash	2,753	2,855
Donations in kind	243	273
Donation in cash for renovation of original building	465	496
	<b>3,461</b>	<b>3,624</b>
Headquarters original building	7,431	7,708
Interest free government loan	5,260	5,491
<b>Total</b>	<b>16,861</b>	<b>18,019</b>
<b>Current</b>		
Deferred unrestricted income	709	1,196
Buildings:		
Original building	339	339
Building extension	128	124
<b>Total buildings</b>	<b>467</b>	<b>463</b>
<b>Total current deferred income</b>	<b>1,176</b>	<b>1,659</b>
<b>Non-current</b>		
Original building	7,092	7,400
Building extension	8,593	8,960
<b>Total long term deferred income</b>	<b>15,685</b>	<b>16,360</b>
<b>Total deferred income</b>	<b>16,861</b>	<b>18,019</b>

Donations received for the headquarters buildings (original and extension) are recorded as deferred income and recognised over the useful life of the corresponding purchased or donated assets (see Note XI 3).

The deferred income on the government loan represents the difference between the fair value of the loan CHF 11,124 (2017 - CHF 11,298) and the outstanding cash value of the loan CHF 16,384 (2017 - CHF 16,789) (see Note XVIII). This difference represents the fair value of the interest saved on the interest free loan granted by the Swiss Government and is recognised over the period of the loan.

**XVIII. NEW BUILDING LOAN****Headquarters building extension loan**

	<b>2018</b>	<b>2017</b>
Current	177	174
Non-current	10,947	11,124
<b>Balance at 31 December</b>	<b>11,124</b>	<b>11,298</b>

The Swiss Government provided an interest free loan of CHF 20,000 to finance the headquarters building extension.

The loan is repayable in 50 annual instalments of CHF 400. The first instalment was paid in December 2010.

The fair value of the loan is estimated at CHF 11,124 (2017 - CHF 11,298). The outstanding cash value of the loan has been discounted at a rate of 2% (2017 - 2%) which represents the market interest rate for a 10-year loan based on current market conditions. The difference of CHF 5,260 (2017 - CHF 5,491) between the outstanding cash value and the fair value of the loan is the benefit derived from the interest-free loan and is recorded as deferred income (see Note XVII).

The value of the interest that would have been paid on an equivalent commercial loan of 2% is estimated at CHF 328 (2017 - 2%, CHF 336). This has been recorded in the income and expenditure statement under Interest income to recognize the benefit of the interest free loan and under financial charges to recognize the interest that would have been paid.

**XIX. FUNDS AND UNRESTRICTED RESERVES****1. Unrestricted reserves****Currency translation adjustments & foreign exchange gains and losses**

Exchange gains and losses at the individual ledger levels are dealt with in the income statement. The net unrestricted loss on exchange for the year amounted to CHF 504 loss (2017 - gain of CHF 292).

Exchange gains and losses on consolidation and translation of ledgers maintained in other currencies to CHF are taken to the currency translation adjustment reserve. The net movement during 2018 was a gain of CHF 575 loss (2017 - gain of CHF 30).

**2. Designated reserves****a) Reserve for statutory meetings**

In 2018 CHF 343 (2017 – CHF 489) was allocated to the Reserve for statutory meetings from Retained surpluses to cover future costs for the 2020 Congress (CHF 93) and the Regional Conservation Fora (CHF 250).

**b) Other designated reserves**

In 2018, CHF 269 (2017 – CHF 671) was allocated to Other designated reserves in respect of: the IUCN Commissions - CHF 224 (2017 - CHF 214), External review - CHF 45 (2017 - CHF 75) and systems investments - CHF nil (2017 – CHF 382).

**c) Renovation fund**

A net allocation of CHF 11 (2017 - CHF 16) was made from Retained surpluses to the Renovation fund to cover future renovation costs of the IUCN Headquarters building.

**XX. RETENTION OF STAFF INCOME TAX**

Swiss Government tax rebates amounted to CHF 1,487 (2017 – CHF 1,292) and represents the value of taxes that would have been paid by non-Swiss staff in the absence of the Fiscal Agreement between IUCN and the Swiss Government which exempts non-Swiss staff from payroll taxes and which entered into effect on 1 January 1987.

**XXI. FRAMEWORK INCOME**

Annex A lists Framework Agreements income by donor and details income allocations to the IUCN programme and operational units.

Framework income includes in-kind contributions of CHF 430 (2017 - CHF 481).

**XXII. OTHER OPERATING INCOME**

Other operating income of CHF 6,041 (2017 - CHF 4,450) shown under Secretariat unrestricted funds includes overhead and management fees from Ramsar Convention Secretariat of CHF 574 (2017 - CHF 515), rental income of CHF 1,174 (2017 - CHF 960), recognition of deferred income of donations for the headquarters original building and building extension CHF 468 (2017 - CHF 511) and in-kind contributions of staff other than Framework staff in-kind of CHF 979 (2017 – nil). The balance of other operating income is made up of miscellaneous external income received by IUCN both at Headquarters and other offices around the world.

**XXIII. EXCHANGE DIFFERENCES ON REVALUATION OF PROJECT BALANCES**

Project balances are expressed in the currency of the underlying donor contract. At the end of the year, project balances are translated to the currency of the office ledger in which they reside at the year-end rate. Project balances expressed in non-CHF ledgers are further revalued to CHF using the year-end exchange rates. The resulting unrealised gain or loss is recorded as an adjustment to project balances on the balance sheet and the Currency translation adjustment reserve. The net adjustment is passed through the income and expenditure statement for project agreements to reflect the net movement on the project portfolio.

**XXIV. AUDIT FEE**

The following fees were paid to the auditors of IUCN's financial statements.

	<b>2018</b>	<b>2017</b>
Consolidated financial statement audit	171	165
Other audits	37	48

**XXV. RELATED PARTIES****1. Identity of related parties****a) The Commissions**

The Commissions of IUCN are networks of expert volunteers entrusted to develop and advance the institutional knowledge and experience and objectives of IUCN. The Commissions are established by Congress which determines their mandate.

**b) The National and Regional Committees**

National and Regional Committees are groupings of Members of IUCN from specific states or regions. Their role is to facilitate cooperation among Members and to coordinate the participation of Members in the programme and governance of IUCN.

**c) The Convention on Wetlands of International Importance (Ramsar)**

Ramsar is hosted by the IUCN Secretariat and operates under its legal personality. It is headed by a Secretary General with sole responsibility for the administration of the convention funds and for all administrative matters, with the exception of those requiring the exercise of legal personality. IUCN provides services to the Ramsar Secretariat in terms of financial and budgetary management, office facilities, human resources management and information technology.

**d) TRAFFIC International**

TRAFFIC International is a charity registered in the United Kingdom. IUCN is a founder member and sits on the Board. The IUCN Secretariat hosts TRAFFIC operations in its offices in Cameroon, Thailand and South Africa where they operate under the legal personality of IUCN.

**e) International Union for Conservation of Nature and Natural Resources – US**

The International Union for Conservation of Nature and Natural Resources – US is a US registered charity whose main purpose is to raise funds for conservation to be spent in partnership with IUCN and its members.

**2. Transactions with related parties**

During the course of the year IUCN made contributions of CHF 1,300 to the Commissions (2017 – CHF 1,300). The amount is distributed across the expenditure headings that reflect the nature of the expenses incurred by the Commissions.

During the year and as part of the services IUCN provides to Ramsar, IUCN received funds of CHF 6,730 (2017 – CHF 5,488) and incurred payments of CHF 6,498 (2017 – CHF 5,237) on behalf of Ramsar. At year-end the balance held in trust for Ramsar amounted to CHF 5,196 (2017 – CHF 4,466). These transactions are recorded in Ramsar accounts and financial statements and are therefore not presented in the financial statements of IUCN. During the year, IUCN received fees of CHF 574 (2017 – CHF 515) for the services provided to Ramsar and which are included in Other operating income.

During the year IUCN made contributions of CHF 449 to TRAFFIC International (2017 – CHF 446).

During the year IUCN received funds from the International Union for the Conservation of Nature and Natural Resources – US of USD 437 (CHF 430) and in 2017, USD 791 (CHF 743) was received.

Summary of legally controlled entities:



Company	Year-end closing	Currency	Capital	Share of capital	
				2018	2017
The International Union for the Conservation of Nature and Natural Resources, Registered Trustees, (WASAA Trust Fund, Nairobi)	31.12	KES	235,156	100%	100%
UICN, Bureau de Représentation auprès de l'Union Européenne aisbl	31.12	EUR	103	100%	100%
Associação UICN	31.12	BLR	-	20%	20%
IUCN UK (A Company Limited by Guarantee)	31.12	GBP	209	NA	NA
IUCN Maldives	31.12	USD	-	100%	100%
IUCN PNG "Mangrove Rehabilitation and Management Project Association	dormant				

**XXVI. STAFF HEADCOUNT**

IUCN's headcount including staff in-kind is as follows:

	2018	2017
Average employees during the year	891	910

**XXVII. OPERATING LEASES**

At 31 December 2018, IUCN has future minimum office rental commitments amounting to CHF 4,648 (2017 – CHF 6,007) relating to expected rental fees until the end of the lease contract of which CHF 3,900 (2017 – CHF 4,737) expires in 1 to 5 years and CHF 748 (2017 – CHF 1,269) expires in 6 to 8 years.

IUCN has leasing contracts for office equipment and vehicles amounting to CHF 160 (2017 – CHF 205) expiring in 1 to 5 years.

**XXVIII. BANK GUARANTEES**

At 31 December 2018, IUCN had bank guarantees in Mozambique Metical 2,862 (2017- MZN 2,862) and Kuwaiti Dinar 19 (2017 – KWD nil), for a total value CHF 108 (2017 – CHF 47) in favour of IUCN donors. Cash for an equivalent amount is pledged at corresponding banks.

**ANNEX A – CORE FUNDS UNDER FRAMEWORK AGREEMENTS**

All amounts in CHF ('000)

	2018	2018	2017	2017
	Secretariat expenditure	Framework core allocation	Secretariat expenditure	Framework core allocation
Central and West Africa Region	3,314	775	3,738	789
Eastern and Southern Africa Region	4,575	736	4,095	739
Asia Region	7,417	1,029	7,420	998
Meso America and Caribbean	4,577	506	4,274	480
South America and Brazil	1,458	378	1,469	383
European Regional Office, Brussels	986	-	844	-
Eastern Europe and Central Asia Regional Office	378	-	396	-
West Asia Region	1,147	384	1,030	386
Mediterranean Cooperation Centre	1,430	-	1,353	-
Oceania	1,494	347	1,623	389
Washington DC Office	998	-	1,085	-
<b>Sub Total Regional Components</b>	<b>27,774</b>	<b>4,155</b>	<b>27,327</b>	<b>4,164</b>
Director's Office, Biodiversity Conservation Group	388	400	377	493
Species Programme	3,342	450	3,056	676
Protected Areas Programme	1,336	350	1,570	529
World Heritage Programme	1,159	350	1,003	385
Traffic International	449	249	446	446
<b>Sub Total Biodiversity Conservation Group</b>	<b>6,674</b>	<b>1,799</b>	<b>6,452</b>	<b>2,529</b>
Director's Office, Nature-based Solutions Group	466	350	508	440
Ecosystem Management Programme	1,542	348	1,321	324
Forest & Climate Change Programme	1,966	197	2,597	321
Marine & Polar Programme	1,876	247	1,783	424
Water & Food Security Programme	1,019	200	1,049	298
Business & Biodiversity Programme	1,260	331	1,185	338
Governance and Rights Programme	1,327	619	1,134	532
<b>Sub Total Nature-based Solutions Group</b>	<b>9,456</b>	<b>2,292</b>	<b>9,577</b>	<b>2,677</b>
Director's Office, Programme & Policy Group	401	400	414	455
Economic Knowledge	730	620	504	291
Science and Knowledge Unit	753	618	894	762
Global Policy Unit	716	567	641	600
Environmental Law Programme	1,230	348	1,100	413
GEF Coordination Unit	580	-	681	607
<b>Sub Total PPG - Programme &amp; Policy Group</b>	<b>4,410</b>	<b>2,553</b>	<b>4,234</b>	<b>3,128</b>
Commission on Education and Communication	204	-	124	209
Commission on Ecosystem Management	145	-	179	209
World Commission on Environmental Law	118	-	138	220
World Commission on Protected Areas	182	-	184	218
Species Survival Commission	221	-	246	235
Commission on Environment, Economics and Social Policy	185	-	175	209
<b>Sub Total Commissions</b>	<b>1,055</b>	<b>-</b>	<b>1,046</b>	<b>1,300</b>
Director's office, Union Development Group	1,406	-	851	-
Governance	631	-	636	-
<b>Sub Total Union Development</b>	<b>2,037</b>	<b>-</b>	<b>1,487</b>	<b>-</b>
Directorate	1,284	217	1,471	145
Office of the Legal Adviser	626	-	461	-
Oversight Unit	214	-	209	-
Planning, Monitoring & Evaluation Unit	525	284	531	595
Global Communications Unit	958	-	1,130	-
Finance Group	1,659	-	1,862	-
Global Programme Operations Unit	1,866	235	844	-
Human Resources Management Group	1,094	-	1,202	-
Strategic Partnerships Unit	622	134	569	-
General Services Unit	2,947	-	2,997	-
Information Systems Group	3,736	-	4,067	-
<b>Sub Total Corporate Support Units</b>	<b>15,531</b>	<b>870</b>	<b>15,343</b>	<b>740</b>
<b>OVERALL TOTAL</b>	<b>66,937</b>	<b>11,669</b>	<b>65,466</b>	<b>14,538</b>
Non-operating expenditure	(317)	-	23	-
<b>Operating expenses as per the Income &amp; Expenditure Statement</b>	<b>66,620</b>	<b>11,669</b>	<b>65,490</b>	<b>14,538</b>
<b>Reconciliation of Framework Income to the Financial Statements</b>		<b>2018</b>		<b>2017</b>
<b>Overall Total allocations as above</b>		<b>11,669</b>		<b>14,538</b>
Surplus/(Deficit) at year-end transferred to unrestricted reserve		(440)		(1,960)
<b>Total Funding Framework Agreements</b>		<b>11,229</b>		<b>12,578</b>

All amounts in CHF ('000)

	2018	2017
Framework Agreement Partners	TOTAL	TOTAL
Agence Française de Développement (AFD), Ministry for Europe and Foreign Affairs (MEAE), Ministry of Ecological and Inclusive Transition (MTES), Ministry of Agriculture and Food (MAA); Ministry of Overseas Territories (MOM) – France	1,178	481
MAVA Fondation pour la Nature – Switzerland	-	1,000
Ministry of Environment, Republic of Korea (MOE) – Korea	634	500
Ministry of Foreign Affairs – Finland	419	410
Norwegian Agency for Development Cooperation (NORAD) – Norway	2,432	2,524
Swedish International Development Agency (Sida) – Sweden	4,319	4,627
Swiss Agency for Development and Cooperation (SDC) – Switzerland	1,500	2,200
U.S. Department of State	747	836
<b>Total Funding Framework Agreements</b>	<b>11,229</b>	<b>12,578</b>

Framework income allocations are made on the basis of budgeted income at the start of the year. The difference between allocations made and actual income received is taken to unrestricted reserves. This is compensated by balances on other funding sources to arrive at the overall result for the year.

(Regulation 29) in order for IUCN Members to understand the difference between the two bodies and to nominate individuals with adequate qualifications for the body concerned.

Council decision C/96/2 requested the call for nominations for additional members of the Motions Working Group to be distributed to IUCN Members by 15 May 2019, for nominations by 30 June 2019, enabling the Bureau to appoint three individuals by 1 August 2019.

The draft text for the call for nominations is attached hereafter – for information - as Annex 2.

The three members appointed to the CPC in 2016 were:

1. Ms. Andrea Athanas
2. Mr. Malcolm John Collingwood Forster
3. Ms. Florence Pignolet-Tardan.

### **Proposed process for appointing additional individuals to the CPC acting as appeals body**

The following process for the appointment of additional members to the Congress Preparatory Committee acting as appeals body is proposed:

- a. The Bureau makes the appointment before 1 August 2019 taking into account the following criteria:
  - i. Good knowledge of IUCN and previous Congress(es);
  - ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government, I/NGO and IPO Members and/or Commissions;
  - iii. At least one State/Government Member and one I/NGO/IPO Member from different regions.
  - iv. No personal involvement in the motions process.
  - v. Overall gender balance in the CPC

The members of the CPC will be consulted before the Bureau takes a decision.

- b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before 15 May 2019, inviting nominations/expressions of interest by 30 June 2019 at the latest. The call will mention that, in order to take into account gender balance when making appointments, the IUCN Council is looking forward to receiving nominations of / expressions of interest from women in particular.

Meetings of the CPC acting as appeals body will be held remotely and might be convened at short notice.



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

## THE PRESIDENT OF IUCN ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented here to guide IUCN members in the nomination process and Council's Nominations Committee.

### 1. Election

The President of IUCN is elected by the World Conservation Congress. IUCN Regulation 32 provides the following guidance:

"Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress."

#### *Guidance for nomination of President*

- (a) Nominations should take into account the background of the Director General and reflect the diversity of IUCN. (Regulation 33)
- (b) Nominations should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment and also contribute to promoting a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people.

### 2. Term of Office

The term of office of the President extends from the close of the World Conservation Congress at which the President is elected to the close of the next ordinary session of the Congress.<sup>1</sup> (Statutes, Article 41)

The President, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

### 3. Responsibilities of the President

#### *General*

- (a) As a member of the IUCN Council, the President serves first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN's governance, financial management and programme as well as guidance on the overall development and implementation of the Union's world-wide policies and programmes in the period between sessions of the World Conservation Congress.

#### *Specific*

- (b) To preside over and lead the work of the Council pursuant to the Statutes including but not restricted to Article 37, decisions of the World Conservation Congress, and strategic objectives of Council, promoting the [One Programme Charter](#) which calls upon the constituent parts of the Union to work together to implement the IUCN Programme collaboratively.

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<sup>1</sup> Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.

- (c) To preside at sittings of the World Conservation Congress.
- (d) To work with all members of Council and the Director General to make the World Conservation Congress and Council as effective as possible.
- (e) To guide the Director General, in consultation with the Chairs of Council Committees, on the issues to be brought before Council in the draft agenda, and where appropriate, to approve the papers to be laid before Council before these are circulated to the members.
- (f) To advise the Director General, on behalf of the Council, on how the policies, strategies and decisions endorsed, defined or adopted by the Council should be implemented between sessions of the World Conservation Congress.
- (g) To contribute prestige and influence to enhance the high regard in which the Union is held in the international arena and to facilitate its access to governments and international organizations at the highest level.
- (h) To represent the Union at meetings of persons of similar status, and to undertake such other representational tasks as are appropriate; representational duties being divided between the President and Director General in a fashion most convenient to them both.
- (i) To carry out other duties and responsibilities as provided for in the Statutes.

#### 4. Qualifications and Requirements

##### *General*

- (a) Previous governance/Board experience, preferably in an international organization or large regional organization
- (b) Commitment to conservation, equity, justice and sustainable development
- (c) Have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities
- (d) Financial literacy
- (e) Capable of working in English and if possible, at least one of the other official languages of IUCN
- (f) Gender equity and regional diversity must be taken into consideration in presenting candidates.

##### *Specific*

- (g) The President should be:
  - (i) an individual with a significant record of interests and activities strongly supportive of the Vision, Mission and objectives of IUCN
  - (ii) of international profile, with a network that enables access to high level officials
  - (iii) an excellent ambassador for the Union
  - (iv) an accomplished speaker
  - (v) a competent chair for meetings
  - (vi) an individual with leadership qualities

*Requirements*

- (h) Avoid conflict of interest situations
- (i) Serve in a personal capacity and not as a representative of State, Member organization or interest groups
- (j) Able to devote substantial time to the Union

*Desirable*

- (k) Support at institutional/employment base
- (l) Experience from regional and/or international networking
- (m) Prior IUCN involvement

5. Expenses

The Presidency of IUCN is a voluntary position. IUCN covers the cost of travel and subsistence for meetings of the Council and will cover the expenses incurred by the President when undertaking special missions for the Union agreed as a part of the Union's programme of action. IUCN may also contribute to office support for the President, according to a budget agreed with the Director General and Council.

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provides guidance on the role and responsibilities of the President (Section 4, §44-53). Prospective candidates are invited to consult the [IUCN Council Handbook](#) as well as the [IUCN Statutes and Regulations](#).



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

## THE TREASURER OF IUCN ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented here to guide IUCN members in the nomination process and Council's Nominations Committee.

### 1. Election

The Treasurer of IUCN is elected by the World Conservation Congress. Regulation 32 provides the following guidance:

"Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C."

#### *Guidance for nomination of the Treasurer*

The nomination process for the Treasurer should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment. It should also contribute to promote a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people representation.

### 2. Term of Office

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.<sup>1</sup> (Statutes, Article 41)

The Treasurer, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

### 3. Responsibilities of the Treasurer

#### *General*

(a) To, as member of Council, serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN's governance, financial management and programme as well as guidance on the overall development and implementation of the Union's world-wide policies and programmes in the period between sessions of the World Conservation Congress.

#### *Specific*

(b) The Treasurer's role is non-executive, advisory and consultative; overall responsibility for financial management lies with the Director General under the oversight of the Council assisted by its Finance and Audit Committee

(c) To contribute to the efficient governance of the Union by advising the Director General, the Council and its standing committee on Finance and Audit, as appropriate, on finance related matters including those related to the implementation of the IUCN Programme, and on fundraising in general.

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<sup>1</sup> Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.



- (d) To, with the Director General, submit to each ordinary session of the World Conservation Congress, a report, on the consolidated accounts of IUCN for the intersessional period, together with the auditors' reports for the relevant years. (Article 88 of the Statutes)
- (e) 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. (Article 88 of the Statutes)
- (f) 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
- (g) To review and provide comments to the Council on annual budgets and to agree with or object on financial grounds to any amendments to the budget that may be submitted to Council (Articles 88 and 89 of the Statutes)
- (h) To be consulted on financial policies and procedures, acceptance of grants, donations and other payments (Regulation 88)
- (i) To advise on the designation of the banks in which the funds of IUCN will be kept and on the investment of funds (Regulations 88 and 89)
- (j) To be consulted on the risk and reserve management, and compliance with the legal requirements in all States where IUCN is operating (Regulations 88)
- (k) To confer with the external auditors each year on the annual audit of the financial statements of IUCN (Regulation 90)
- (l) To carry out other duties and responsibilities as provided for in the Statutes.

#### 4. Qualifications

The IUCN Treasurer should:

##### *General*

- (a) have previous governance/Board experience, preferably in an international organization or large regional organization
- (b) be committed to conservation, equity, justice and sustainable development
- (c) have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities
- (d) commit to serve Council in one of its standing committees
- (e) have the capacity to work in English and if possible, at least one of the other official languages of IUCN
- (f) gender equity and regional diversity must be taken into consideration in presenting candidates

##### *Specific*

- (g) have outstanding financial management credentials
- (h) be knowledgeable about finance, accounting, investment and fundraising of international organizations or large regional organizations
- (i) be familiar with Swiss financial practices, aided by the Secretariat on the technical aspects of Swiss law and accounting standards
- (j) have investment experience

- (k) be able to advise on fundraising strategies

*Requirements*

- i. Avoid conflict of interest situations;
- ii. Serve in a personal capacity and not as a representative of State, Member organization or interest groups
- iii. Have substantial time available to devote to the Union

*Desirable*

- i. Support at institutional/employment base
- ii. Experience from regional and/or international networking
- iii. Prior IUCN involvement

5. Expenses

The position of Treasurer of IUCN is a voluntary position. However, IUCN covers the cost of travel and subsistence for meetings of the Council and any expenses incurred in the execution of the Treasurer's duties for the Union, in accordance with the standards approved for Councillors.

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of Council, the composition and structure of Council. Prospective candidates are invited to consult the [IUCN Council Handbook](#), the [Code of Conduct for IUCN Councillors](#) as well as the [IUCN Statutes and Regulations](#).



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

## IUCN COMMISSION CHAIRS ELECTION, ROLE AND FUNCTION

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented below to guide the nomination process and Council's Nominations Committee.

### 1. Election

The Chairs of the IUCN Commissions are elected by the World Conservation Congress. Regulation 34 to the IUCN Statutes provides the following guidance:

“Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A, B and C, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.”

#### *Guidance for nomination of Commission Chairs*

The nomination process for Commission Chairs should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment. It should also contribute to promote a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people representation.

### 2. Terms of Office

The terms of office of the Chairs of Commissions extend from the close of the ordinary session of the World Conservation Congress at which they are elected, until the close of the next ordinary session of the World Conservation Congress.<sup>1</sup> (Statutes, 41)

The Chairs of Commissions, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, 42)<sup>2</sup>

### 3. Responsibilities of Commission Chairs

#### *General*

(a) To serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN's governance, financial management and programme as well as guidance on the overall development and implementation of the Union's world-wide policies and programmes in the period between sessions of the World Conservation Congress;

#### *Specific*

(b) To provide strategic, creative, dynamic and visionary leadership for the activities of the Commission to enable it to fulfill their functions as defined in article 75 of the Statutes and their mission as defined in the mandate adopted by the World Conservation Congress and contribute its part of the IUCN Programme and in the One Programme Approach.

<sup>1</sup> Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.

<sup>2</sup> Article 42 of the IUCN Statutes: “Members of the Council shall not hold the same office consecutively for more than two full terms. For the purpose of this Article, the time served to fill the balance of the term of a Council member following a vacancy occurring in Council, shall not be counted.”

- (c) To serve as the lead representative for the Union in the substantive field of expertise of the Commission.
- (d) To maintain and motivate a network of Commission members and be responsive to their inquiries and concerns.
- (e) To ensure the work of the Commission is well organized and effectively managed.
- (f) Within the preceding, to ensure that the Commission works closely with the other IUCN Commissions, IUCN's membership, its National and Regional Committees and the Secretariat to further the objectives of IUCN and its integrated programme.
- (g) To raise financial resources, supplementary to the budget of the Union's Secretariat for the activities of the Commission, in close coordination with the Strategic Partnerships Unit, the Regional Programmes and other thematic programmes of the Secretariat.
- (h) To represent the Commission at national and international fora directly related to the implementation of the Commission's programme of activities.
- (i) To propose to Council, a candidate for appointment as Deputy Chair of the Commission and candidates for membership of the Commission Steering Committee taking into account gender, regional balance, and the inclusion of the youth and indigenous people.
- (j) Be responsible for the appointment or re-appointment of the members of the Commission and the assessment of their performance.
- (k) To ensure effective and accountable management of all Commission funds and appropriate reporting to Council and Commission members.
- (l) To present a written report at each ordinary or extraordinary session of the World Congress and to report regularly to Council through written and oral reports, as requested, but not less than once a year.
- (m) To carry out other duties and responsibilities as provided for in the Statutes.

#### 4. Qualifications and requirements<sup>3</sup>

Commission Chairs should have the following attributes:

##### *General*

- (a) have previous governance/Board experience, preferably in an international organization or large regional organization
- (b) be committed to conservation, equity, justice and sustainable development
- (c) have a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities
- (d) financial literacy
- (e) commit to serve Council in one of its standing committees
- (f) have the capacity to work in English and if possible, at least one of the other official languages of IUCN

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<sup>3</sup> These qualifications and requirements are completed by additional commission-specific qualification criteria (attached herewith as Appendix A), which the Steering Committee of three Commissions (WCEL, WCPA and CEM) have adopted in accordance with Regulation 30bis and the Procedure for the in-Commission selection process of candidates for Commission Chair approved by Council in March (C/96/16 - Annex 9).

- (g) gender equity and regional diversity must be taken into consideration in presenting candidates

*Specific*

- (h) outstanding, widely respected expert within the work of the Commission
- (i) good knowledge of IUCN
- (j) network of contacts around the world and proven networking skills
- (k) practical experience within the work of the Commission
- (l) ability to work across cultures, disciplines, north-south
- (m) leadership qualities - able to give vision, sense of direction and inspiration
- (n) effective chair of meetings
- (o) proven strategic planning and organizational management skills
- (p) good communicator
- (q) experience with the concerned Commission

*Requirements*

- (i) Avoid conflict of interest situations;
- (ii) Serve in a personal capacity and not as a representative of State, Member organization or interest groups;
- (iii) time available for the full discharge of the Commission Chair's duties as defined in Section 3 above;

*Desirable*

- (i) Support at institutional/employment base
- (ii) Experience from regional and/or international networking
- (iii) Prior IUCN involvement

5. Secretariat support for the work of the Commission

Commission Chairs may expect to receive from the Secretariat, reasonable support for the work of their Commission in accordance with IUCN Regulation 81.

6. Expenses

The position of Commission Chair is a voluntary position. Commission Chairs may claim reimbursement of their travel expenses within the framework of the financial support provided by the Secretariat to the Commission and in accordance with the Council's Policy on the Reimbursement of Travel Expenses to IUCN Councillors ([Council Handbook](#)).

7. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of the Commission Chairs (Section 7, §64-72). Prospective candidates are invited to consult the [IUCN Council Handbook](#) as well as the [IUCN Statutes and Regulations](#).

## Additional criteria approved by the Steering Committees of the IUCN Commissions in accordance with Regulation 30bis

### **World Commission on Environmental Law (WCEL)**

- The candidate must demonstrate substantial contribution to advancing environmental law through WCEL for at least five years [*Examples such as attending the Congress, engaging in Specialist Group, and contributing to the work of the Commission in other ways*], and
- In professional and legal work, the candidate has made a recognized contribution to environmental law. [*The 1<sup>st</sup> and 2<sup>nd</sup> criteria are cumulative - have to show both (not alternative)*]
- Willingness and ability to invest substantial time (at least 16 hours a week, on average) to be Chair of the Commission, including preparing for, attending, and managing WCEL participation in two Council meetings a year, four Steering Committee meetings a year, the WCEL Congress, and the IUCN World Conservation Congress.
- Knowledge and experience of fundraising and proven capacity to raise funds or in-kind contributions.
- Demonstrated record of organizing events, colloquia, technical meetings, projects, and activities.
- Established record that demonstrates strong and recognized commitment to nature conservation values, ecological ethics, and professional integrity.

### **Commission on Ecosystem Management (CEM)**

Criteria for selection of candidates for Chair of the Commission:

- Candidates for the position of Chair should confirm that they would have sufficient time and financial resources to perform the responsibilities of the Chair of the Commission (See application procedures below).
- In addition, candidates should:
  - A. Be an active member of the Commission, an outstanding, widely respected expert within the work of the Commission, and practical experience within the work of the Commission;
  - B. Have knowledge and/or experience that qualifies them to lead the Commission, with particular attention to:
    1. High-level scientific work and expertise in the range of activities supported by the Commission,
    2. IUCN's structure and process as well as international organizations' procedures and remits,
    3. Inclusive leadership (strategic planning and organizational management skills) and transparency in actions/communication (able to give vision, sense of direction and inspiration);
  - C. Be aware of the political requirements of the position;
  - D. Be effective chair of meetings
  - E. Have experience in leading and motivating a volunteer network to harness and optimize the contributions of a largely volunteer organization;
  - F. Understand the Commission's work and how it contributes to IUCN's "One Programme" Charter;
  - G. Have a network of contacts around the world and networking skills
  - H. Be good communicator and experienced at communicating with broad-based scientific networks and ability to tell the Commission's story to a wide variety of audiences;
  - I. Have the ability to work across cultures, disciplines, north-south

- J. Have the time available for the full discharge of the Commission Chair's duties and institutional support for the discharge of the Commission Chair's duties (see Appendix)
- K. Have the capacity to work in English and if possible at least one of the other official languages

**World Commission on Protected Areas (WCPA)**

- Experience and standing in a specific area relevant to protected areas such as planning, management, science or policy
- Strong knowledge and experience of protected area policy at international level
- Preferably some experience in both developed and developing nations

**Commission on Environmental, Economic and Social Policy (CEESP)**

The Commission does not have additional criteria.

**Species Survival Commission (SSC)**

The Commission does not have additional criteria.

**Commission on Education and Communication (CEC)**

The Commission does not have additional criteria.



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

## THE REGIONAL COUNCILLORS OF IUCN ELECTION, ROLE, FUNCTION AND QUALIFICATIONS REQUIRED

(Approved by the Bureau of the IUCN Council, 1 July 2019, decision B/XVI)

The Council has agreed on the guidance, qualifications and requirements presented below to guide the nominations for Regional councillors.

### 1. Election

The IUCN Regional Councillors are elected by the World Conservation Congress following the provisions of the IUCN Statutes, Article 39 and the IUCN Regulations 36 to 40. There shall be twenty-eight Regional Councillors. The number of elected Councillors for each Region shall be as follows: four (4) for Africa; four (4) for Meso and South America; three (3) for North America and the Caribbean; five (5) for South and East Asia; three (3) for West Asia; three (3) for Oceania; three (3) from West Europe, and three (3) from East Europe, North and Central Asia.

#### *Guidance for nominations of Regional Councillors*

Nominations should aim to attract the best, high calibre candidates available and to ensure that nominees know the nature of their commitment and also contribute to promoting a balance on Council in respect of (i) governmental/non-governmental, (ii) developing country/developed country, (iii) gender, (iv) youth and (v) indigenous people.

### 2. Terms of Office

The terms of office of the Regional Councillors shall extend from the close of the ordinary session of the World Conservation Congress at which they are elected, until the close of the next ordinary session of the World Conservation Congress.<sup>1</sup> (Statutes, Article 41)

The Regional Councillors, as well as any other member of the Council, shall not hold the same office consecutively for more than two full terms. (Statutes, Article 42)

### 3. Responsibilities and roles of Regional Councillors

#### *General*

(a) As members of Council, Regional Councillors serve first and foremost the best interests of IUCN, fulfilling the functions of the IUCN Council as outlined in the IUCN Statutes, Articles 37 and 46 and providing oversight of IUCN's governance, financial management and programme as well as guidance on the overall development and implementation of the Union's world-wide policies and programmes in the period between sessions of the World Conservation Congress;

#### *Specific*

(b) Within the above parameters, Regional Councillors provide input to the Council on the interests, priorities and needs of the IUCN Members, including the Members from their region;

(c) Regional Councillors act as IUCN's ambassadors, working with the President and Director General to advance the Vision, Mission and interests of the Union and to promote its services within the Region;

(d) Regional Councillors serve as key contact points in the Region to facilitate the work of the Council, the Director General and Secretariat, members of Commissions and IUCN Members, promoting the [One Programme Charter](#) which calls upon the

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<sup>1</sup> Article 24 of the Statutes provides that the World Congress shall meet in ordinary session every fourth year and therefore the duration of the term of office is approximately four years.



constituent parts of the Union to work together to implement the IUCN Programme collaboratively;

- (e) Working actively with IUCN Regional and National Committees, IUCN Regional Offices and Members, Regional Councillors assist in promoting the work of the Union.
- (f) To carry out other duties and responsibilities as provided for in the Statutes;
- (g) Assisting Council and the Director General and the Secretariat in evaluating advice from, and working with, the membership in the Region;
- (h) Reporting to Members on Council deliberations;
- (i) Consulting the membership on issues to be discussed in the Council and conveying their opinions to Council;
- (j) Developing and maintaining regular contact with the IUCN Members in the Region, individually and through the Regional and National Committees, to keep them informed on the work of IUCN globally and in the Regions;
- (k) Participating in meetings of IUCN National and/or Regional Committees, other regional fora and gatherings of Members from the Region;
- (l) Promoting the Mission of the Union, fostering public awareness, and encouraging development of the membership in the Regions;
- (m) Facilitating communications between members of IUCN Commissions in the Region and IUCN Members and IUCN Offices;
- (n) Maintaining regular contact with their IUCN Regional and Country Offices and their designated Secretariat Focal Point within the Region;
- (o) Identifying persons and organizations within the Regions who could contribute to the work of the Union;
- (p) Responding to correspondence and requests for advice from IUCN Members, regional Commission representatives and members of the IUCN Secretariat;
- (q) Representing IUCN at national and international meetings in coordination with the Director General and IUCN Regional and Country Offices;
- (r) Assisting in fundraising for IUCN, both globally and within the regions.

#### 4. Qualifications for the Post

Councillors should have the following attributes:

##### *General*

- (a) previous governance/Board experience, preferably in an international organization or large regional organization
- (b) commitment to conservation, equity, justice and sustainable development
- (c) a global view of the Union, and the ability to contribute to the strategic directions of IUCN and determination of its priorities
- (d) financial literacy
- (e) commitment to serve Council in one of its standing committees
- (f) the capacity to work in English and if possible, at least one of the other official languages of IUCN

- (g) gender equity and regional diversity must be taken into consideration in presenting candidates

*Specific*

- (h) outstanding, widely respected individuals;
- (i) experience working at regional or international level;
- (j) capacity for guiding development of the Union's policies between sessions of the World Conservation Congress;
- (k) competency in one of the key areas of Union development and oversight.

*Desirable*

- (i) Support at institutional/employment base
- (ii) Experience from regional and/or international networking
- (iii) Prior IUCN involvement

*Requirements*

- (i) Avoid conflict of interest situations;
- (ii) Serve in a personal capacity and not as a representative of State, Member organization or interest groups;
- (iii) Able to devote substantial time to the Union (1 to 2 Council meetings per year; preparation; participation in Committees and Task Forces throughout the year; regional duties and communications with Members as detailed under Section 3 above. Cumulatively this is at least six weeks of work per year).

5. Expenses

The position of Regional Councillor is a voluntary position. Regional Councillors may claim reimbursement of their travel expenses in accordance with the Council's Policy on the Reimbursement of Travel Expenses to IUCN Councillors ([Council Handbook](#)).

6. Additional Reference Material

The IUCN Council Handbook and Performance Tools prepared and approved by Council, provide guidance on the role and responsibilities of Council, its composition and structure. Prospective candidates are invited to consult the [IUCN Council Handbook](#) as well as the [IUCN Statutes and Regulations](#).



IUCN, INTERNATIONAL UNION FOR CONSERVATION OF NATURE

### **IUCN Council's Guidance for 2020 Election Candidates**

(Approved by decision C/76/40 of the 76<sup>th</sup> Meeting of the IUCN Council, May 2011; revised by decision C/85/8 of the 85<sup>th</sup> Meeting of the IUCN Council, May 2015 and decision B/XVI of the Bureau of the IUCN Council, 1 July 2019)

IUCN seeks to attract candidates with the necessary competencies, profile and ability to represent the interests of the Union in order to provide effective governance including oversight, strategic direction, and policy guidance between sessions of the World Conservation Congress.

Council members have a fundamental obligation to serve IUCN with diligence and integrity. This obligation extends to candidates for election to the offices of IUCN to ensure good governance practices in the elections process. The following guidance is intended to serve this purpose.

1. In undertaking their election campaign activities, candidates are to conduct themselves with integrity and with respect and fairness towards the opposition candidates and their colleagues.
2. In their campaigning activities, candidates are encouraged to demonstrate restraint in respect of the resources they use and allocate available resources in the first place to conservation purposes. Candidates should prefer to communicate about their candidacy by electronic means instead of postage or printed materials. However, they shall also not abuse email addresses of IUCN members through excessive communications.
3. In conducting their election campaign activities, candidates are to refrain from making untruthful representations about their qualifications and/or their opponents' qualifications for the office sought.
4. Candidates must avoid taking advantage of functions, trips, events and activities that he/she may be carrying out on behalf of IUCN for the purpose of enhancing his/her chances to be elected. This relates in particular to incumbent Council members, Commission members or members of staff nominated for a Council position in the use of resources that may have been placed at his/her disposal for the purpose of carrying out those functions or activities.
5. All campaign activities are to end on the date and time which the Congress Steering Committee will establish and announce during the 2020 Congress, in order to allow for a voting process that is fair, smooth, and free of any manipulative activity, real or perceived. In particular, candidates shall refrain from arranging or endorsing the dissemination on their behalf of any flyers or other campaign support information or materials following the closing date and time for campaign activities.<sup>1</sup>
6. A member of Council who intends to present his/her candidacy for the office of President will inform Council at the latest during the meeting of the IUCN Council referred to in Regulation 30 which considers the nominations. (In the 2016-2020 inter sessional period, this will be the 98<sup>th</sup> meeting of the IUCN Council<sup>2</sup>)

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<sup>1</sup> Date to be established, taking into consideration that campaigning (a) must be allowed up to a certain date at the Congress venue in order for candidates to have the opportunity to meet with and get known by Members, but (b) must come to a halt at least on the eve – e.g., midnight – of election day, in order to allow for a voting process that is fair, smooth, and free of any activity that is – or may be perceived to be – unfair to other candidates.

<sup>2</sup> The 98<sup>th</sup> Meeting of the IUCN Council is scheduled for 8 to 11 February 2020.

7. Candidates who are a member of the IUCN staff will notify the Director General of his/her intention to run for Council office before the deadline for nominations<sup>3</sup>. As a position on the IUCN Council is incompatible with a position in the IUCN Secretariat, the staff member's notification to the Director General will include the confirmation that, should he/she be nominated, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council or by the Election Officer in the case of candidates for Regional Councillor.
8. Candidates undertake to observe and uphold a free and fair process in their participation in all phases of the nominations and election process.
9. Candidates shall disclose in writing to the Congress Nominations Committee any actual or potential conflict of interest to which his/her candidacy might give rise.
10. This Guidance is issued and shall be interpreted pursuant to Council's procedure on "Additional requirements for Nomination to Council and guidance for election candidates."<sup>4</sup>

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<sup>3</sup> Deadline for nominations is 11 December 2019 at 13:00 GMT/UTC (decision C/96/9 of the 96<sup>th</sup> meeting of the IUCN Council, March 2019).

<sup>4</sup> Approved by decision B/XVI of the Bureau of the IUCN Council, 1 July 2019.

## ADDITIONAL REQUIREMENTS FOR NOMINATION TO COUNCIL AND GUIDANCE FOR ELECTION CANDIDATES

(Approved by the IUCN Council at its 76<sup>th</sup> Meeting in May 2011, Decision C/76/40, and endorsed by the IUCN Council at its 85<sup>th</sup> Meeting, May 2015, Decision C/85/8; revised by the Bureau of the IUCN Council, decision B/XVI, 1 July 2019)

### A. Introduction

In view of issues that arose during the quadrennium that ended with the 2008 Barcelona Congress, and in order to address those issues and otherwise contribute to the integrity, effectiveness and efficiency of the nominations and election process (the “election process” or “process”), the following guidance has been developed by Council. It aims to ensure good governance practices in the election process and to guide the various persons and functions involved in that process, including the following:

- The Nominations Committee of Council
- The prospective and actual candidates
- The Director General

### B. Additional requirements for nomination to Council functions<sup>1</sup>

#### 1. Eligibility when Secretariat staff members intend to apply for Council office:

a. Candidates who are a member of the IUCN staff will notify the Director General of his/her intention to run for any Council office before the deadline for nominations<sup>2</sup>. As a position on the IUCN Council is incompatible with a position in the IUCN Secretariat, the staff member's notification to the Director General will include the confirmation that, should he/she be nominated, his/her employment contract with IUCN will end at a date agreed with the Director General, which will not be later than the date recommended by the Nominations Committee of Council or by the Election Officer in the case of candidates for Regional Councillor.

b. The Director General will as soon as possible transmit to the Nominations Committee, or to the Election Officer in the case of candidates for Regional Councillor, the staff member's notification of intention to run for Council. In this transmittal, the DG will set forth the proposed terms and conditions for the continued employment of the staff member up to the effective end date of the employment contract, which the Director General will tentatively agree with the staff member and other relevant staff.

c. The Nominations Committee/Election Officer in cooperation with the Director General will determine as soon as possible the date by which the employment contract shall be ended at the latest, taking into account all relevant facts and circumstances in each case.

#### 2. Additional requirements when members of Council (other than the current President) intend to apply for the office of President

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<sup>1</sup> The following additional requirements for nomination to Council have proven their effectiveness during the 2012 and 2016 nominations and elections process. However, in order to strengthen the status of the additional requirements and ensure they are implemented also after the nominations will have been made, Council may consider whether to incorporate them in the Statutes as eligibility criteria.

<sup>2</sup> Deadline for nominations is 11 December 2019 at 13:00 GMT/UTC (decision C/96/9 of the 96<sup>th</sup> meeting of the IUCN Council, March 2019).

a. A member of Council who intends to present his/her candidacy for the office of President will notify the Nominations Committee in writing of such intention before notifying any IUCN Members, Council members or Secretariat member. He/she will do so at the latest during the meeting of the IUCN Council referred to in Regulation 30, which decides on the nominations to be put forward to Congress (in the intersessional period 2016-2020 this will be the 98<sup>th</sup> Meeting of Council to be held in February 2020). Such a member of Council will be expected to:

i. Disclose in writing to the Congress Nominations Committee any actual or potential conflict of interest to which his/her candidacy might give rise.

ii. Avoid taking unfair advantage of functions and activities that he/she may be carrying out on behalf of Council or any other component of IUCN, including the use of resources that may have been placed at his/her disposal for the purpose of carrying out those functions or activities, for the purpose of enhancing his/her chances of prevailing over the opponent(s).

**C. Guidance for all candidates during the nomination and election campaign process**

Appendix A<sup>3</sup> provides a Guidance document for candidates which will form part of the nomination papers and which shall be signed by each candidate as a requisite step for his/her nomination.

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<sup>3</sup> Approved by the Bureau of the IUCN Council, decision B/XVI, 1 July 2019

## GCC decisions 20 November 2019 on applications deferred from 97th Council meeting, October 2019

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Application	Additional information received after 97th	GCC decision
Africa	1	Wildlife Direct Kenya	WLD	Kenya	<a href="http://www.wildlifedirect.org">www.wildlifedirect.org</a>	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	<a href="#">WildlifeDirect</a>		DEFER
North America & the Caribbean	2	Earth League International	ELI	United States of America	<a href="https://www.earthleagueinternational.org">https://www.earthleagueinternational.org</a>	NG	1) NG/25609 National Whistleblower Center, USA 2) NG/25824 Thinking Animals, Inc., USA	<a href="#">ELI</a>		APPROVE
	3	Population Institute	PI	United States of America	<a href="https://www.populationinstitute.org/">https://www.populationinstitute.org/</a>	NG	1) NG/25614 Margaret Pyke Trust, UK 2) NG/25592 PHE Ethiopia Consortium, Ethiopia	<a href="#">PI</a>		REJECT
South and East Asia	4	Intl. WeLoveU Foundation	WeLoveU	Korea, Republic of	<a href="http://www.intlweloveu.org">www.intlweloveu.org</a>	IN	NG/621 Ecological Society of the Philippines NG/25157 Daejayon, Korea (RK)	<a href="#">WeloveU</a>	<a href="#">Feedback WeloveU</a>	DEFER
	5	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	<a href="http://www.greenhub.org.vn">www.greenhub.org.vn</a>	NG	NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental Studies, Vietnam	<a href="#">GreenHub</a>	<a href="#">Feedback GreenHub</a>	DEFER
West Europe	6	Flemish Institute for Technology Research	VITO	Belgium	<a href="http://www.vito.be">www.vito.be</a>	AF	n/a	<a href="#">VITO</a>	<a href="#">VITO report</a>	DEFER
	7	Alliance pour la Préservation des Forêts (Alliance for the Preservation of Forests)		France	<a href="http://www.alliance-preservation-forests.org">www.alliance-preservation-forests.org</a>	NG	1) NG/771 WWF France 2) AF/24642 Centre de Coopération Internationale en Recherche Agronomique pour le Développement, France (Agricultural Research Centre for International Development)	<a href="#">APF</a>	<a href="#">Feedback APF</a>	APPROVE
	8	Fédération Française de Spéléologie (French Federation of Speleology)	FFS	France	<a href="http://www.ffspeleo.fr">www.ffspeleo.fr</a>	NG	NG/1535 Fédération des parcs naturels régionaux de France (Federation of Natural Regional Parks of France) NG/843 Fédération Française des Clubs Alpins et de Montagne, France (French federation of alpine and mountain clubs) NG/25129 Conservatoire d'espaces naturels, France (French Federation of Natural Areas Conservatories)	<a href="#">FFS</a>	<a href="#">Feedback FFS</a>	DEFER
	9	International Federation of Landscape Architects	IFLA	France	<a href="https://www.facebook.com/IFLAWorld">https://www.facebook.com/IFLAWorld</a>	IN	1) GA/565 Canadian Museum of Nature, Canada 2) IN/22331 Society for Ecological Restoration (SER), USA + Europe chapter	<a href="#">IFLA</a>		APPROVE
	10	AIGAE – Associazione Italiana Guide Ambientali Escursionistiche (AIGAE – The Italian Association for Professional Nature and Interpretive Guides)	AIGAE	Italy	<a href="https://www.aigae.org">https://www.aigae.org</a>	NG	NG/1390 Legambiente, Italy NG/25406 Lands Onlus, Italy	<a href="#">25812_AIGAE</a>		APPROVE
	11	Nederlandse Vereniging van Botanische Tuinen (Dutch Association of Botanical Gardens)	NVBT	The Netherlands	<a href="http://www.botanischetuinen.nl">www.botanischetuinen.nl</a>	NG	1) NG/25704 Stichting Floristisch Onderzoek Nederland, Floron, The Netherlands (Dutch Botanical Research Foundation) 2) National Committee of IUCN Members, the Netherlands	<a href="#">NVBT</a>		APPROVE
	12	The Chamber of Forest Engineers of Turkey	OMO	Turkey	<a href="http://www.ormuh.org.tr">www.ormuh.org.tr</a>	NG	ST/1210 Ministry of Agriculture and Forests, Turkey NG/24681 WWF, Turkey	<a href="#">OMO</a>		REJECT

applications submitted by 30 June 2019

applications submitted by 31 March 2019

application submitted by 31 Dec. 2018 & approved by e-mail correspondence in Sept.19 (not in 97th Council decision)

AF

Affiliates

IP Indigenous peoples' organisations

GA

Government agencies

NG

National Non Governmental Organisations

IN

International NGOs

## Finance and Audit Committee of the 2020 World Conservation Congress

### Terms of Reference

The Finance and Audit Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress<sup>1</sup>.

The responsibility of the Finance and Audit Committee of the 2020 Congress may include matters related but not limited to the following financial and audit aspects of the Union:

1. present their recommendation on the approval of the audited financial statements during the Intersessional period 2016-2020
2. present their recommendations on the approval of the financial plan of 2021-2024 including a long-term financial strategy as well as the appointment of the external auditors
3. advise and propose appropriate action on any financial issue that may arise during the plenary
4. comment on the implications of the motions submitted to Congress for decision in relation to the Financial Plan approved by Council.

To fulfil this responsibility, the committee shall:

- a) examine the audited financial statements and reports of the external auditors for the years 2016, 2017, 2018 and 2019, and the estimates for 2020, together with the Report of the Director General and Treasurer on the Finances of IUCN in the Intersessional Period 2016–2020;
- b) examine the Financial Plan for the period 2021–2024 and any matters related to membership dues;
- c) consider the reports of the Council and of its Finance and Audit Committee;
- d) evaluate the recommendation made by the Council regarding the appointment of the external auditors;
- e) consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;
- f) advise the Congress on the outcome of these considerations, and to propose action as appropriate;
- g) review the motions submitted to Congress for decision in relation to the Financial Plan approved by Council;
- h) coordinate with the Programme Committee, the Credentials Committee and the Resolutions Committee when preparing their report to the 2020 Congress;
- i) Make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

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<sup>1</sup> The World Congress shall establish Steering, Resolutions, Credentials and Finance and Audit Committees and such other committees as it may consider necessary for the conduct of its business, and shall define their terms of reference.



## Governance Committee of the 2020 Congress

### Terms of Reference

The Governance Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

Under the Rules of Procedure of the World Conservation Congress, the Governance Committee shall:

- a. assist the Resolutions Committee of Congress with the implementation of Rule 56 (a) and (e) of the Rules of Procedure with specific reference to governance related motions;

Rule 56 states that:

*(a) The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates from accredited Members, for its review and advice or decide that it be debated and voted upon directly by the World Congress. It may also propose that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress.*

[...]

*(e) The reports of such contact groups or drafting groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process.*

- b. advise, consult with and facilitate discussion among IUCN Members, representatives of IUCN Commissions, and representatives of IUCN National and Regional Committees participating in the IUCN World Conservation Congress on the objectives and content for proposed governance reforms as set out in the Report of the IUCN Council on Governance Reforms and Proposed Amendments to the Statutes and Rules of Procedure;
- c. assist Congress by taking note of comments from the Membership on governance reform proposals coming from the floor or raised in Congress workshops;
- d. consult with Members or groups of Members who wish to discuss governance matters which they have been unable to address in Plenary, and facilitate contact groups on motions related to governance as may be scheduled by the Resolutions Committee;

- e. as appropriate, propose specific adjustments to the proposed governance reforms based on the discussions with Members and the governance contact groups;
- f. in preparing its report, the Committee will coordinate with the Resolutions Committee and the Credentials Committee; and
- g. make recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

## Programme Committee of the 2020 Congress

### Terms of Reference

The Programme Committee shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.

Under the Rules of Procedure of the World Conservation Congress, the Programme Committee shall:

- a. assist the Resolutions Committee of Congress with the implementation of Rule 51 of the Rules of Procedure, which states that:

*“Members shall be invited to submit proposals to modify the draft IUCN Programme and proposals regarding the mandates of the IUCN Commissions, online, at the same time as they are invited to submit motions in accordance with Rule 49. Discussion of the draft Programme or proposed mandate of a Commission shall take into consideration any motion or part of a motion affecting these documents, and all such motions shall be dealt with as proposed amendments to the Programme or mandate. All such motions shall be remitted by the Motions Working Group or the Resolutions Committee to the session of the World Congress that considers the Programme and mandates of the Commissions. The sponsors of these motions shall be advised of this action.”*

- b. assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed from the floor;
- c. consult with Members or groups of Members who wish to discuss programmatic matters which they have been unable to address in Plenary;
- d. if necessary, propose specific adjustments to the draft Programme for 2021–2024 or the mandates of any Commission;
- e. if necessary, prepare recommendations for adoption by the Congress;
- f. in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee;
- g. Make recommendations to the next Council for improving the committee’s role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council’s guidance for self-evaluation.

## Resolutions Committee of the 2020 Congress

### Terms of Reference

The Resolutions Committee will be established by the Congress and reports to the Steering Committee. It shall include the members of the Motions Working Group appointed by the Council, as per Rule 20.

The Resolutions Committee manages the motions process at the Congress.

More specifically, the Resolutions Committee is responsible for:

1. Managing motions referred to the Congress by the Motions Working Group. This includes:
  - a. receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed;
  - b. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
  - c. presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55);
  - d. organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56);
  - e. proposing that motions whose arguments are not technically sound or coherent and require further development or motions which are so controversial that it is, in its opinion, not possible to produce a consensus text for submission to a decision by the Members' Assembly, be deferred to the next World Congress [Rule 56 (a)] ;
  - f. for issues that prove hard to resolve in contact groups, setting up one or more drafting groups that balance the spectrum of views on the motion, for the purpose of achieving a consensus text. Should a consensus remain impossible, the drafting groups may decide to present minority views as amendments [Rule 56 (d)]; and
  - g. keeping track of motions, including those which have an impact on the Programme (Rule 51).
2. Managing motions submitted during Congress. This includes:
  - a. receiving motions submitted during Congress within the deadline defined in Rule 53;

- b. verifying whether submitted motions meet the statutory requirements and circulating them to delegates in accordance with Rules 52, 53 and 54;
  - c. deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups (Rule 56);
  - d. receiving proposed amendments to motions, and deciding whether an amendment is in order and ensure the process described in Rules 59 to 62 is duly followed;
  - e. proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62);
  - f. forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51); and
3. Making recommendations to the next Council for improving the committee's role and functioning based on its own evaluation to be made before the end of the 2020 Congress taking into account Council's guidance for self-evaluation.

## Procedural Advisor of the 2020 World Conservation Congress

### Terms of Reference

#### Purpose

With the purpose of ensuring the smooth running of the Members' Assembly, give advice to the Chair of the sittings of Congress and, at the Chair's request, to the Members' Assembly with regard to the conduct of the Members' Assembly.

#### Before Congress

- Prepare, or review for approval, a detailed written brief for, and facilitate professional briefing sessions for the IUCN President and the IUCN Vice-Presidents whom the President may request to chair sittings, or parts of sittings of the Members' Assembly, on the essential procedural rules and best practices in the conduct of the Members' Assembly;
- Consult with the IUCN President, the IUCN Director General, the IUCN Legal Adviser, the Congress Election Officer and the Secretariat's Members' Assembly Manager, as appropriate, in view of achieving a consistent interpretation of the statutory texts with regard to procedural matters while enabling to move forward the business of the Members' Assembly.

#### During the Congress

- Be permanently available during all sittings of the Members' Assembly to give advice, at her/his initiative or upon request, to the Chair of the sittings and, at the Chair's request, directly to the Members' Assembly with regard to the conduct of the Members' Assembly. At the Chair's request, this may entail being seated on the podium beside the Chair;
- Be available for advice on procedural matters to other responsible Congress officers or the Secretariat. Such requests for advice will as much as possible be coordinated by the Secretariat's Members' Assembly Manager;
- Attend, and give procedural advice to the Chair of the meetings of the Congress Steering Committee;
- At the request of the relevant Chair and with the agreement of the IUCN President, attend and give procedural advice to the Chair of other subsidiary bodies of the Congress provided such meetings do not run in parallel with the sittings of the Members' Assembly;
- Consult with the IUCN President, the IUCN Director General, the IUCN Legal Adviser, the Congress Election Officer, the Chair of the World Commission on Environmental Law and the Secretariat's Members' Assembly Manager, as appropriate, in view of achieving a consistent interpretation of the statutory texts with regard to procedural matters while enabling to move forward the business of the Members' Assembly.

#### After the Congress

- Participate in an evaluation of the role of the Procedural Adviser, recording the 'lessons learnt', including recommendations to modify the Rules of Procedure of the Congress and to update the ToR for this position for future Congresses.

## **Profile**

- Legal background
- Good understanding of the dynamics, conduct and procedures of past Members' Assemblies
- Experience with the rules and practice of large international (intergovernmental) meetings (parliamentary procedure) to complement the application of the Rules of Procedure of the World Conservation Congress
- Understanding of IUCN Statutes, election and motions processes
- Ability to explain complex matters, verbally and in writing, in a simple and accurate way
- Results orientation: seeks solutions to procedural matters that advance the business of the Members' Assembly, with respect for the rules and without taking sides in controversial matters
- Ability to stay calm and courteous while working under pressure
- Demonstrate self-confidence and respect for all parties engaged in what may be sensitive or controversial matters



## 97<sup>th</sup> Meeting of the IUCN Council, Gland, 19-22 October 2019

22<sup>nd</sup> Meeting of the Governance and Constituency Committee

*Agenda Item GCC22/1.3*

### Revision of the Performance Commitment for IUCN Councillors

Origin: Legal Adviser

#### REQUIRED ACTION:

The Governance and Constituency Committee is invited to make a recommendation to Council on the proposed modifications of the Councillors' Performance Commitment requested by [Council decision C/96/26](#).

#### Background

In April 2018, the Legal Adviser has presented to the FAC the requirements of EU General Data Protection Regulation (GDPR) coming into force on 25 May 2018, how it impacts IUCN and actions being taken to ensure compliance.

This EU regulation explains how personal data should be processed. GDPR brings significant changes to: extended territorial scope as it includes processing personal data of persons who are in the European Union or of European citizen outside of the European Union, new and enhanced rights for individuals, increased regulatory powers and sanctions, transparency and express consent and mandatory data breach notification to authorities. The potential risks of not adhering to the GDPR include; regulatory, reputational, financial: € 20 Million maximum or 4% of company annual turnover (per case) and legal (claims) (extract of the FAC report to Council, April 2019, FAC 12)

After having rolled out implementation measures at the level of the Secretariat and trained the Commissions Chairs on importance of complying with data protection at the level of the Commissions it is now time to raise awareness about the matter to Council members (see [Update on General Data Protection Regulation \(GDPR\) implementation, Document FAC 67/5.2](#)).

#### Why does IUCN have an IUCN data protection Policy and what does it cover?

IUCN is committed to safeguarding and protecting Personal Data of private individuals. IUCN is aware of the risks involved, and of the importance of having appropriate data protection standards in place.

In the scope of its mission, which consists of influencing, encouraging and assisting societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable, IUCN needs to gather and use certain information about individuals. These can include IUCN Members, Council and Commission members, donors, suppliers, business contacts, visitors to IUCN building, employees and other people the organization has a relationship with or may need to contact.



Safeguarding the Personal Data of all these persons is an essential aspect of protecting people's lives, integrity and dignity. The Processing of Personal Data touches all areas of IUCN's activity, whether operational or administrative.

The [IUCN Data Protection Policy](#) describes the principles to be followed when Processing Personal Data. It also describes how these principles should be implemented and what needs to be done in case of a Data Transfer and Personal Data Breach event in order to comply with reporting requirements.

The aim of the Policy is to a) comply with national and international data protection laws and regulations, b) protect the rights of data subjects c) protect IUCN from the risks of Data Breach, and d) protect IUCN from undesired legal sanctions which may include hefty fines.

### **What is Personal data?**

Personal data is any information that relates to and enables a person ("data subject") to be identified such as a name, address, email address, an identification number, IP address, an online identifier, biometric data, cookies etc.

### **How does data protection and privacy affect Council member in their function?**

Data protection and privacy applies to Council members when they use personal data in the course of their functions as IUCN Council members. In particular, in order to participate in IUCN work and be part of IUCN's network Council members agree that their information may be used and shared within IUCN and further they agree to respect other people's personal data. Council members also need to ensure that the systems the system they use when handling personal data are compliant. Non-compliance can have severe consequences for IUCN and also Council members depending on the jurisdiction; violations can lead to substantial civil and criminal liability.

### **FAC recommendation and Council decision**

Compliance is key to the role as Council Member and this is why the FAC has recommended that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy, which was approved by Council in March 2019 as follow:

Council decision C/96/26:

The IUCN Council,  
*on the recommendation of its Finance and Audit Committee,*  
Decides that the Council Performance Commitment Form be revised to include an express commitment to comply with the IUCN Data Protection Policy; and  
requests the Governance and Constituency Committee to present a formal proposal to Council or Bureau as soon as possible.

And the following extract from the FAC report to Council (March 2019):

FAC “requests that the Legal Advisor works with the Governance and Constituency Committee to propose specific wording for adoption by Council or Bureau as soon as possible.”

## **Proposal**

The proposed amendments to Council Performance Commitment Form are attached. Since the Council has already committed to comply with all applicable laws, regulations and policies of IUCN relating to Council members, the proposal is simply to add an express reference to the IUCN Data Protection Policy. The aim is to raise awareness about the obligation to comply with this Policy and record such a commitment, which is required under GDPR.

In order to help Council members familiarize themselves with important data protection principles applicable in the course of fulfilling their mandate established by the IUCN Statutes, Council members will receive soon after this Council meeting a Data Protection Guidelines for Council with a non-exclusive list of Do’s and Don’ts with concrete examples. The purpose of these guidelines is to raise awareness and understanding of both the applicability and the impact that data protection has on the work that Council members undertake in their function and ensure compliance.

## Performance Commitment for IUCN Councillors

(Approved by the IUCN Council at its 94<sup>th</sup> meeting, May 2018, C/94/19)

(To be read by each candidate accepting a nomination to become a member of the IUCN Council. All elected and appointed Councillors are invited to sign this commitment at the time of their nomination or appointment.)

### Background

The IUCN Council is taking steps to improve the effectiveness and efficiency of its governance system. Effective members of Council are a critical part of the IUCN governance system. One of the steps being taken to ensure an effective Council is to strengthen the nomination process for Councillors to ensure that criteria and expectations of what it means to be an IUCN Councillor are clear when nominations are accepted, and that Councillors make a commitment to fulfil these criteria.

The following Commitment sets out a minimum level for your participation and input to the work of the IUCN Council. Your commitment as a member of the IUCN Council is to be seen in the broader context of the overall role of the IUCN Council as set out in Articles 37–65 of the IUCN Statutes.

### Performance Commitment

As a duly elected member of the IUCN Council, I agree to do my best to fulfil my duties as an individual Council member. These are to:

1. **Participate fully in the work of the Council**, by
  - a) taking part in official Council meetings as notified by the Secretariat at least one month in advance. This may include physical attendance or video- and tele-conferencing;
  - b) providing meaningful responses to official Council communications requesting comments and inputs to such Council matters as minutes, committee proposals and decisions on any matters on the Council agenda;
  - c) participating in subcommittees and Task Forces of the Council, whether as assigned by the President or on a voluntary basis; and
  - d) duly engaging in Council's role to set strategic direction and exercise oversight of IUCN bestowed upon me by IUCN Members as provided in the Statutes and Regulations.

If, for any reason, I am not able to attend duly notified Council meetings for a prolonged period of time (three consecutive Council meetings) or to participate by some other means (telephone, email) to the satisfaction of the Bureau of Council, I agree to step down from my position as Council member and to allow the Council to replace me, as provided under the Statutes (Article 64).

2. **Serve on the Council of IUCN on a voluntary basis**, receiving no financial payment for my work as a Council member, other than reasonable reimbursement of expenses incurred in carrying out my Council duties, as set out in the Statutes (Article 63).

3. **Abide by accepted codes of conduct** and duties, specifically the Code of Conduct for IUCN Councillors which forms an integral part of this Agreement. I will review and avoid any potential conflict of interest and each year submit the conflict of interest disclosure form to the Ethics Committee of Council.
4. **Comply with all applicable laws, regulations and policies of IUCN** applicable to Council members, **in particular the IUCN Data Protection Policy.**
5. **Respect the confidentiality of all information**, which are confidential by nature (e.g. because they include personal data) or have been declared to be confidential by the Council, received by me in any medium, including verbal, electronic or written.
6. **Remain accountable to the constituency of IUCN** – the membership.
7. **Acknowledge that**, if I am not able to fulfil these obligations as a Council member to the satisfaction of the Council, **Council has the right to suspend and expel me** subject to Article 64 and Article 65 of the Statutes, and to find a suitable replacement for me on the Council of IUCN.

Name of the IUCN Council member

Signature of IUCN Council member

Date

## DRAFT DECISION

The IUCN Council,

*On the recommendation of the Bureau of the IUCN Council (decision B/..) pursuant to Council decision C97/3;*

1. Approves the *Management Response to the Review of Aspects of IUCN's Governance – 2019; (Appendix)*
2. Requests the relevant entities to implement the actions whose responsibility has been assigned to them within the time indicated in the Management Response;
3. Decides that the Council Handbook be modified to incorporate the actions presented in the Management Response for implementation before the 98<sup>th</sup> Council meeting and requests the Secretary to Council to issue the Council Handbook as revised by the end of January 2020;
4. Requests the entities mentioned in the Management Response as “responsible” for the actions to be presented for Council’s consideration at its 98<sup>th</sup> meeting in February 2020 (highlighted in blue colour), to make their proposals available to Council if possible two weeks in advance of the Council meeting (i.e. by 24 January 2020);
5. Requests the entities mentioned in the Management Response as “responsible” for the actions to be presented for the Bureau’s consideration, by email correspondence or conference call, before the 2020 Congress (highlighted in green colour), to prepare proposals by 1 May 2020;
6. Recommends the next Council 2020-24 to implement the actions presented for implementation during the next quadrennium;
7. Thanks *Council’s Working Group to prepare the management response to the external review of IUCN’s governance* and the Secretariat for their diligent work.

## Appendix

### Management Response to the Review of Aspects of IUCN's Governance - 2019

IUCN welcomes the overall findings and recommendations of the *Review of Aspects of IUCN's Governance* (henceforth "the Review") conducted by Stewardship and Governance Associates (SGA). The Union appreciates the recognition of the "important assets which strengthen its governance capability, namely a high degree of commitment and energy that Councillors and staff, as well as Members, bring toward fulfilling IUCN's mission" and believes that these attributes makes it well-placed to take on the recommendations of the Review.

IUCN is inspired by the Review's use of the Four Pillars of Good Governance framework and the Four Areas of Governance Failure to analyze the governance fabric of IUCN in a systematic and comprehensive manner and to diagnose potential areas of vulnerability of and risk for IUCN. In combination, these insights provide a comprehensive framework to improve the resilience of the organization. IUCN is determined to apply this framework to achieve governance excellence through strengthening people quality, focus and dedication, developing effective structures and processes including strategic and risk analysis processes, advancing the appropriate information architecture, fostering healthy group dynamics, and ensuring enabling institutional culture and integrity.

IUCN acknowledges the Review's assessment of governance risk to be at a critical level. By periodically commissioning governance reviews and continuously implementing governance improvements under the leadership of the IUCN Council's Governance and Constituency Committee, IUCN has sought to reshape its governance to align with a rapidly changing institutional environment, increasing expectations from stakeholders and the aspirations for the Union. This Management Response will further demonstrate IUCN's commitment and dedication to achieving governance excellence and to reducing the key vulnerabilities in IUCN's governance. IUCN undertakes to periodically review its governance and responses set out in Annex 1 against best practice and to improve and/or modify it as required.

IUCN acknowledges and supports the importance the Review places on people and, in particular, the need to clarify performance standards of Council members. IUCN has already started implementation of the Review's recommendations aimed at reinforcing the composition of the Council, improving the readiness of Councillors and strengthening accountability of Councillors. Further, IUCN will develop comprehensive education and induction programs for Councillors joining the new Council regarding the strategic process, including deepening understanding of the strategic role required of Council members, and ensure that this is part of the regular council onboarding processes.

In tandem with this concern with performance standards, the Review emphasizes the critical nature of processes that enable Council be more effective in carrying out its roles and responsibilities, in particular in relation to strategic leadership and risk analysis. IUCN acknowledges the opportunities identified by the Review to reinforce structures and processes of IUCN and agrees it is critically important to ensure strategic alignment and ownership, among the different bodies of IUCN, as well as a clear delineation of

roles and responsibilities, strengthening of accountability and enhancing trust. Further, IUCN is committed to establishing an effective leadership succession plan, reinforcing the structural independence of the ethics and oversight functions, and establishing a whistleblowing policy and an ethics hotline.

Furthermore, IUCN sees a strong opportunity for the Council to design an internal information package that speaks to the strategic questions and risks Council must address in its strategic and oversight roles. In addition, to obtaining external information, the Council will leverage the Union, in particular the network of Regional and National Committees, to gather external insights.

IUCN endorses the Review's recommendations to strengthen group dynamics and institutional culture, and in particular to proactively support and build transparent communications, accountability, trust and alignment of practice with best governance standards in decision making in IUCN.

IUCN acknowledges the critical importance of strengthening relationship with its membership, as identified in the Review. IUCN is ready to begin implementing its new membership strategy from early 2020. In the new intersessional period (2020 -2024) Council will continue to engage with the IUCN membership on how to better promote representation and ensure responsiveness to changing conditions, including through assessment of its membership model. IUCN believes its strength and ability to effectively deliver its mission and vision lies in its membership and maintaining its diversity.

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

**Notes:**

1. The first three columns of the table hereafter reproduce the recommendations of the final version of the [Report of the External Review of Aspects of IUCN's Governance](#) dated 10 July 2019. The remaining four columns present the Council's response to these recommendations.
2. The coloured lines provide an indication of the timeline for actions to be implemented as follows:

Yellow	For immediate implementation, upon approval of the Management Response
Blue	Proposals to be prepared by 24 January 2020 for Council's consideration in February 2020
Green	To be implemented before the 2020 Congress

Pillar	Issue	Recommendation	Acceptance & key responses and actions planned	Timeline	Responsible	Current status
6.1 People	6.1.1 Council composition / dedication of councillors	6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u> and already <u>partly implemented</u>: the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>), and Regional Councillor candidates' responses to the online questionnaire about requirements for the position are being published via the Union Portal as part of the current nominations process.</li> <li>Candidates should be requested to <u>sign a commitment</u> and be asked in Congress why they want to become Council members.</li> <li>A <u>mechanism</u> should be established to <u>provide information to prospective candidates</u> before they are nominated (based on the example developed by the South America Regional Committee of IUCN).</li> </ul>	Before the next nominations process opens in 2023. (as the Rules can't be changed during the on-going nominations process)	Next Council 2020-24 (and its GCC)	Qualifications and requirements for elected positions already adequately cover the "expectations"; Regional Councillor candidates' responses to the online questionnaire about requirements for the position are being published as part of the current nominations process
	6.1.2 Lack of preparation by council members	6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a <u>mechanism to map skill sets</u> and provide training or define other mechanisms to complete missing skills.</li> <li>The next Council should provide <u>directions to the IUCN membership</u> for the 2024 elections on the skill sets required for an effective Council.</li> </ul>	Beginning of the next term 2020-21  Before the launch of the next nomination	Next Council 2020-24 (or a TF of GCC open to other committee members and external support)	



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		cultural fit with the board and training/improvement needs.		tions process in 2023		
	6.1.2.b	Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted and partly implemented</u> as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>).</li> <li>Actions similar to those suggested in 6.1.1 should be considered by the next Council.</li> </ul>	2020-24	Next Council 2020-24	Newly adopted (July 2019) qualifications and requirements for elected positions (ToR) already cover the time and commitment involved
	6.1.2.c	Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party.</li> <li>For the evaluation aspect, cf. 6.1.3.a</li> <li>In addition to the qualifications/requirements for elected positions already approved, the <u>commitments and objectives of Council members in standing committees</u> should be better defined. This can be done by each standing committee as part of their “lessons learnt”, and approved by Council for inclusion in the <a href="#">Council Handbook</a>.</li> </ul> <p><i>Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions.</i></p>	February 2020	Council’s standing committees, followed by Council decision	
6.1.3	Lack of sufficient evaluation at the individual councillor level	6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members’ contracts.)	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u> and already <u>partly implemented</u> as the <a href="#">Council Handbook</a>, including performance tools, already cover what is recommended for a “council charter”.</li> <li>An <u>evaluation mechanism</u> for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include: <ul style="list-style-type: none"> <li><u>Roles/tasks of Council members in standing committees</u> needs clarification (cf. 6.1.2.c).</li> </ul> </li> </ul>	Next Council 2020-24	Council	Aspects regarding Council charter are already implemented

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>○ <u>The currently required written Councillor reports</u> could be transformed as an accountability tool and distributed to IUCN Members.</li> <li>○ A mechanism to <u>follow-up on the “self-assessments”</u> (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)].</li> </ul>			
	6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.	<ul style="list-style-type: none"> <li>● Recommendation <u>accepted and implemented</u> as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>)</li> </ul>	Completed		Implemented from July 2019
	6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.	<ul style="list-style-type: none"> <li>● Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee.</li> <li>● <u>Individual evaluation mechanism</u> suitable for the voluntary position of Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.</li> <li>● The evaluations are carried out by the <u>President and Vice-Presidents</u> taking into account self-evaluation and feedback.</li> <li>● <u>Performance gaps</u> in terms of missing skills should be addressed by the <u>President and Vice-Presidents</u>. Cf. also 6.1.2. a.</li> </ul>	<p>Before Congress</p> <p>Next Council 2020-24</p> <p>Beginning of the next term 2020-21</p>	<p>Working Group of Council incl. standing committee chairs</p> <p>President and Vice-Presidents 2020-24</p> <p>President and Vice-Presidents 2020-24</p>	
	6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range	<ul style="list-style-type: none"> <li>● Recommendation <u>accepted</u>.</li> <li>● The current Council's <u>Finance and Audit Committee</u> should prepare a proposal for Bureau's approval in order to include this in its ToR.</li> </ul>	Before the February 2020 Council meeting	FAC	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.				
6.2 Information Architecture	6.2.1 Meeting information / Council papers	6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Council should take a decision requesting Secretariat and any Council committee, working group or task force, to provide the <u>documents two weeks before the Council meeting</u>, and that exceptions of documents made available later should be explained to Council. This rule should be included in the <u>Council Handbook</u>.</li> </ul>	Decision before the February 2020 Council meeting, for immediate implementation	Council/Bureau	
	6.2.2 Insufficient involvement of Council in information design.	6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Empower the <u>Bureau to support the Council in its strategic direction and oversight</u> functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the <u>Council Handbook</u>.</li> <li>• The <u>Bureau</u> meets regularly with the DG and Commission Chairs to define the level and format of information and analysis required for Council to exercise its strategic and oversight functions.</li> <li>• The next Council should develop a <u>mechanism</u> for the provision of the relevant information and analysis in time to be implemented in 2021.</li> </ul>	<p>February 2020 Council meeting</p> <p>In advance of the February 2020 Council meeting</p> <p>Next Council in 2020, for implementation as of 2021</p>	<p>Council</p> <p>Bureau, DG, Commission Chairs</p> <p>Next Council</p>	
	6.2.3 External information incomplete	6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The next Council defines which <u>external sources of information and analysis</u> are required for Council to exercise its strategic and oversight roles referred to in 6.2.2.a.</li> </ul>	Next Council in 2020, for implementation as of 2021	Next Council	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Councillors should have <u>regular contacts with the Regional Committees</u> and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN.</li> <li>• The <u>President informs the National and Regional Committees</u>, and the Global Group for National and Regional Committee Development, requesting their cooperation for implementing this aspect of Council members' functions.</li> <li>• Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the <u>Council Handbook</u>.</li> <li>• <u>Membership Strategy</u> should encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.</li> <li>• Identify the <u>categories of information</u> Councillors need to fulfil their roles, in the respective committees including best practice, industry standards</li> </ul>	<p>Immediate implementation, prior to February 2020 Council meeting</p> <p>Immediate implementation, prior to February 2020 Council meeting</p> <p>February 2020 Council</p>	<p>Council members to raise with National and Regional Committees and the Global Group</p> <p>President</p> <p>Council to include in respective documents by February 2020</p> <p>Idem</p> <p>Idem</p>	
6.3 Structures and Processes	6.3.1 Council agenda not sufficiently structured or focused on strategic priorities	6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.	<ul style="list-style-type: none"> <li>• Recommendation <u>partly accepted because already implemented</u> in practice.</li> <li>• The existing practice of distributing to Council for comments a preliminary agenda two months before the meeting, and of distributing a draft agenda incorporating the comments from Council members one month prior to the meeting should be formally approved by Council and <u>codified in the Council Handbook</u> with the requirement that exceptions be explained in the same way as for Council documents that are submitted late (cf. 6.2.1.a.).</li> </ul>	By February 2020	Council	Already implemented in practice
		6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The <u>Council Handbook</u> should contain guidance for presentations in Council and its</li> </ul>	Immediate implementation,		Already practised in Council's

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).	<p>standing committees in order to ensure that sufficient time is available for discussion.</p> <ul style="list-style-type: none"> <li>In advance of each meeting, the <u>President and chairs of the standing committees</u> provide specific guidance on the length of various presentations in function of the objectives and priorities they set for each meeting, in consultation with the Director General and the Secretariat's focal point for the relevant committee.</li> </ul>	<p>prior to February 2020 Council meeting</p> <p>Idem</p>	<p>Bureau decision at GCC's proposal</p> <p>President and committee chairs</p>	<p>Programme and Policy Committee</p>
6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council	6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li><u>Bureau and each standing committee</u> should decide the frequency and modus of their meetings in function of the business to be carried out. But they should <u>establish a schedule of meetings</u> for the coming periods (October 2019 to February 2020 and February 2020 to Congress 2020) in order to allow everyone to organize their calendars.</li> </ul>	<p>As soon as possible after the October 2019 Council meeting</p>	<p>Bureau and standing committees (FAC, PPC and GCC)</p>	<p>In practice, Bureau and standing committees already meet at least once by conference call between Council meetings.</p>	
	6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li><u>All reporting and updates should be done in writing</u> (document or PowerPoint, or other tools, and IT system updated accordingly) and distributed two weeks in advance of the meeting, with exceptions to be explained to Council in the same way as for documents (cf. 6.2.1.a).</li> <li>This rule should be incorporated in the <u>Council Handbook</u>.</li> </ul>	<p>Immediate implementation, prior to February 2020 Council meeting</p> <p>Idem</p>	<p>Secretariat</p> <p>Bureau decision</p>	<p>Already practiced in Council's FAC</p>	
6.3.3 Perceived lack of neutrality in the DG evaluation process	6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as only the part of the evaluation concerning the 360° feedback should be anonymous.</li> <li><u>Institutionalise and professionalise the process</u> following the core areas of performance identified in §62 of the Council Handbook and determining SMART indicators at the time Council approves the objectives for the DG.</li> <li>Add <u>HR Management</u> as 6<sup>th</sup> area of performance in §62 of the <u>Council Handbook</u>. Council may add other core areas of performance as required.</li> </ul>	<p>Before 2020 Congress</p> <p>Idem</p>	<p>President and Vice-Presidents with support from the Chief HR Officer</p> <p>Council</p>		

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>The <u>360° feedback</u> should be carried out by an independent third party selected. Adequate precautions are taken to avoid conflict of interest in the selection of the third party.</li> </ul>		President and Vice-Presidents with support from the Chief HR Officer	
6.3.4 Perceived lack of transparency regarding DG succession / renewal	6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish a <u>succession plan for the DG</u> and establish a <u>succession planning committee</u> (or other mechanism) to ensure the plan is always up to date.</li> <li>FAC to ensure that the DG establish a <u>succession plan for key senior leadership positions</u> in the Secretariat.</li> <li>Clarify whether the <u>Succession Planning Committee</u> established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019)</li> </ul>	<p>Before 2020 Congress</p> <p>Idem</p> <p>Before the February 2020 Council meeting</p>	<p>President and Vice-Presidents</p> <p>FAC and DG</p> <p>Secretary to Council seeks clarification from the President</p>	
6.3.5 Variance in performance of commissions	6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions.</li> <li><u>Strengthen</u> the system of annual evaluations of the Chairs of the Commissions including by revising the performance requirements incl. internal governance aspects, leadership and ethics.</li> <li>The Chairs of the Commissions should ensure that an appropriate evaluation is available for each level of <u>leadership in the Commissions</u>.</li> <li>In order to allow benchmarking across the Commissions, <u>provide broad guidance for the leadership of the Commissions</u> on the governance structure of the Commissions, the qualifications required, regional balance in the membership of the Steering Committees, whether individuals can sit on the Steering Committee of more than one Commission, whether Council members can sit on the Steering Committee of a Commission, etc.</li> </ul>	<p>Post 2020 Congress</p> <p>Idem</p> <p>Idem</p>	<p>Next Council 2020-24 (possibly by GCC with input FAC)</p> <p>Commission Chairs</p> <p>Council</p>	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			<ul style="list-style-type: none"> <li>Strengthen the annual <u>reporting obligation of the Commissions</u> to Council on the basis of Regulation 78bis.</li> </ul>	Idem	Council	
6.3.6 Monitoring & evaluation	6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.		<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u> (based on "strategic process" as described in section 5.6 "Strategy" in <i>External review of aspects of IUCN's governance – Report – 10 July 2019</i>)</li> <li><u>Members must be involved</u> in the process through mechanisms such as the Union Portal</li> </ul>	Post 2020 Congress	Council through GCC, PPC, FAC	
6.4 Group dynamics	6.4.1 Low-energy council meetings	6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Success is largely dependent on the person of the President. The qualifications and requirements for the position already contain this skill. So, prospective candidates should have this skill. However, the next Council could consider the following actions to emphasize the importance of this requirement: <ul style="list-style-type: none"> <li>Offer training opportunities to the President elect as part of a standard induction package.</li> <li>Include chairing skills as part of the individual evaluation mechanism referred to in 6.1.3.a, and as part of Councillors' feedback, followed-up with an offer of training to improve capacities.</li> </ul> </li> </ul>	Next term 2020-24	Next Council 2020-24	
		6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC).</li> <li>Feedback to the President should be part of the individual <u>evaluation mechanism to be designed</u> as described in 6.1.3.a and 6.1.3.c and implemented during the next quadrennium, and should be presented by the Bureau. The evaluation mechanism should provide <u>guidelines</u> for this.</li> <li>The evaluation mechanism should also foresee feedback to the <u>standing committee chairs</u>.</li> <li>Depending on the proposed mechanism to follow-up on the "self-assessments" (cf.</li> </ul>	Before Congress	Working Group of Council incl. standing committee chairs	
				Idem	Next Council 2020-24	
				Next term 2020-24	Idem	



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			6.1.3.a.), <u>Regulation 48(c)(iii)</u> may have to be amended by the next Council 2020-24.			
		6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately	<ul style="list-style-type: none"> <li>• Recommendation <u>rejected</u> because Article 52 of the Statutes assigns the role of chair exclusively to the President except when s/he is absent.</li> <li>• Council should promote an <u>organisational culture</u> that will include the practice in Council of sharing responsibility and preparing Vice-Presidents for the eventuality that they might have to chair. This will need to be spelt out in the <u>Council Handbook</u>.</li> </ul>	Decision to modify Council Handbook before February 2020 Council meeting	Council and President	
6.4.2 Lack of "one voice"	6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u> and is already implemented because included in §38 of the Council Handbook and the Code of Conduct for Council members.</li> <li>• Where appropriate, the importance of this <u>rule should be highlighted</u> such as in the Council retreat when the newly elected Council holds its first ordinary meeting.</li> </ul>	Completed		Council and President	Already exists as part of Council members' duties.
6.4.3 Little impact by Council on IUCN organizational culture	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Refresh IUCN's stated purpose and values and clearly <u>set out the desired culture and behaviours</u>. As appropriate develop systems to support the integration of defined aspects of organization in IUCN. For e.g. in relation to information decision making chains.</li> <li>• <u>Define organization culture indicators and data sources</u> to operationalize agreed cultural values.</li> <li>• Include this in <u>induction program</u> for Council.</li> </ul>	Post Congress  Idem  Idem	Next Council 2020-2024 to decide on a mechanism (e.g. a Council working group) Idem		
	6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• To be implemented as part of the mechanism required in 6.4.3.a.</li> </ul>	Post Congress	Next Council 2020-24		



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• To be implemented as part of the mechanism required in 6.4.3.a.</li> </ul>	Post Congress	Next Council 2020-24	
6.5 Technical	6.5.1 Lack of risk thinking at bureau and Council level	6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Build <u>relevant risk and strategic skills and capacity at the Bureau level</u> and allocate sufficient time on the agenda for meaningful discussion in the Bureau. The FAC representative on the Bureau will take a leading role in building risk awareness in the Bureau and embedding risk in its deliberations.</li> <li>• The <u>Bureau will be responsible</u> for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the <u>Council Handbook</u> as part of the extended role of the Bureau described in 6.2.2.a.</li> <li>• The <u>FAC is responsible</u> for oversight of the enterprise risk management framework as well as oversight of financial risks.</li> </ul>	<p>Beginning of the next Council 2020-24</p> <p>Preliminary guidelines to be established before 2020 Congress, to be constantly built upon</p>	<p>Next Council 2020-24</p> <p>Bureau (with FAC)</p> <p>FAC</p>	
		6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The Head of Oversight will have a <u>dual reporting line</u> to the DG and to the Chair of FAC on behalf of, and after consultation with the FAC. IUCN is committed to periodic review of how the governance changes are working in practice.</li> <li>• <u>Include this in ToR</u> for Head of Oversight and of FAC.</li> </ul>	By 2020 Congress	FAC and DG	
6.6 Strategy	6.6.1 Fragmentation within the governance bodies	6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• <u>Establish a process</u> that focuses on strategic outlook, taking the next 20 years into consideration, leading to new strategy for Union which is tied to its financial strategy.</li> </ul>	<p>Next Council</p> <p>By 2020 Congress</p>	<p>Bureau. A facilitated process might require a consultant GCC/Council</p>	Under review in GCC

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.	<ul style="list-style-type: none"> <li>Review the functions of the <u>Treasurer</u> described in the Statutes and Regulations which should mainly be advisory.</li> <li><u>Propose a motion for Congress</u> which tasks the next Council with developing a new global strategy for IUCN post-2030.</li> <li>FAC (through its task force) also exercises delegated responsibility from Council for strategic direction in terms of its financial plan for the next quadrennium and its long-term financial planning.</li> </ul>	February 2020	Idem	
		6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Current Council to <u>develop education program</u> so that it may be executed by the next one.</li> <li>Study strengthening <u>capacity in FAC and Council</u> to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors.</li> </ul>	By 2020 Congress February 2020	Expert needs to develop these reporting to GCC-PPC	
6.6.2 Renewing and updating membership engagement	6.6.2.a	Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Membership models should be considered as part of the <u>process</u> that focuses on strategic outlook (cf. 6.6.1.a), taking the next 20 years into consideration, leading to new strategy for Union and tied to its financial strategy.</li> <li>Council to bring the strategic plan to <u>Congress</u> for support and mandate to the next Council to develop the strategic plan.</li> <li>Based on the above, study which <u>membership models</u> are most appropriate for fulfilling strategic plan.</li> </ul>	By February 2020 Council to develop motion to mandate next Council 2020-24 (cf. 6.6.1.a)	Council	
	6.6.2.b	Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Action to be taken after 6.6.2.a is concluded, as part of ongoing implementation and improvement of the Membership Strategy.</li> </ul>	Next Council 2020-24	Next Council 2020-24	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

	6.6.3 Lack of Ownership of Strategic Thinking	6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Council needs to build a strategic plan. (cf. 6.6.1.a)</li> <li>• Empower the Bureau to carry out these functions as part of the Bureau's support to Council in its strategic and oversight functions (cf. 6.6.2.a).</li> </ul>	Next Council 2020-24	Next Council 2020-24	
		6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.	<ul style="list-style-type: none"> <li>• Recommendation <u>partially accepted</u> as the strategic function is already adequately mentioned in the qualifications and requirements of the position.</li> <li>• It should become part of Council members' induction as well as of the governance training / assessment tool for candidate Council members referred to in 6.1.1.</li> </ul>	Before the next nominations process opens in 2023.	Next Council 2020-24	
		6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the on-boarding process.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• It should become part of Council members' induction and the continuous education program described on 6.6.1.b.</li> </ul>	Newly elected Council's induction in 2020	Next Council 2020-24	
6.7 Relationships between IUCN governance bodies	6.7.1 Relationship between IUCN Council and Management	6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Clearly define responsibilities</u> for Council and those of the Secretariat, enabling clarity of what is a technical decision, a management or a strategic decision.</li> <li>• Establish a <u>calendar of governance and management decisions</u> to be adopted and required interactions between all bodies concerned including Council and its standing committees and Bureau.</li> <li>• Establish principle of <u>access to all information</u> and agree exceptions where required.</li> <li>• Establish mechanism to address <u>issues of trust</u> immediately and effectively, when they arise.</li> <li>• <u>Professionalise</u> oversight functions.</li> <li>• <u>Establish industry-level mechanisms</u> by which Council can hold Secretariat to account.</li> </ul>	By 2020 Congress  By February 2020	President, Council, DG	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			<ul style="list-style-type: none"> <li>• <u>Change Regulations and Statutes</u>, particularly with regard to role of the Treasurer. (cf. 6.6.1.a)</li> <li>• Define in the ToR of the standing committees the authority of the <u>chair of standing committee</u>, in particular between Council meetings.</li> <li>• Study and recommend appropriate mechanisms for Council to participate in the <u>evaluation of the Legal Advisor</u> who is appointed by Council (Article 46(o) of the Statutes and <u>Secretary to Council</u> who is approved by Council and appointed in consultation with the IUCN President (Article 56bis).</li> <li>• Study and recommend appropriate mechanisms to enable relevant members of governance structure such as standing committee chairs, to contribute their feedback/perspective in the <u>evaluation of specific positions</u> such as the Head – Planning, Monitoring, Evaluation and Risk, and the Secretariat focal points of the standing committees and the Commissions.</li> <li>• IUCN is committed to <u>periodically review implementation</u> in practice.</li> </ul>			
		6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Clearly establish information flow processes</u> between membership and Secretariat currently.</li> </ul>	February 2020	Secretariat, with input from GCC	Already covered by draft membership strategy under consideration in Council for approval by February 2020
	6.7.2 Members' disengagement	6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• Must be carried out in tandem with and linked to wider discussions on Membership models as part of the process that focuses on <u>strategic outlook</u> (cf. 6.6.1.a).</li> </ul>	Next Council 2020-24	Next Council	
		6.7.2.b Develop more proactive communication plan to improve transparency and coordination	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u> and partly implemented through the membership strategy.</li> </ul>			Already practised through Secretariat

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		between regional and national offices with members in their regions or countries, for more proactive engagement.	<ul style="list-style-type: none"> <li>Consider <u>investing in a platform</u> (physical, digital and other opportunities) that allows for regular interaction between Members and Secretariat; Members and Council; Members and Commissions.</li> <li>Proposal <u>to be developed</u> and presented for discussion at Congress.</li> </ul>	Skeletal proposal to be developed in time for February 2020 Council	Secretariat	meeting with Members in several regions
6.7.3 Relationship between council and standing committees	6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of.</li> <li>Introduce <u>performance standards for Councillors</u> in ToR of the standing committees that are specific to the committee they belong to.</li> <li><u>Differentiate the expectations of performance</u> of each Councillor based on the Council bodies they are part of.</li> </ul>	Before 2020 Congress	Council/Standing committees		
6.7.4 Variable performance of commissions	6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as a different type of evaluation should be available for each level of <u>leadership in the Commissions</u>.</li> <li>Strengthen the accountability of the Chair and provide different types evaluations for the Steering Committee and other levels of leadership of the Commissions as described in 6.3.5.a.</li> </ul>	Next Council 2020-24	Next Council		
6.7.5 Relationship between bureau, standing committees and secretariat lacks transparency	6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as evaluations should be independent but not necessarily carried out by an external party.</li> <li><u>Accountability mechanisms</u> should be implemented as described in 6.7.3.a.</li> </ul>	Next Council	Next Council		
	6.7.5.b Greater transparency of bureau's own processes and discussions and reporting back to council for decision-making.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as a clear communications protocol should apply not only to the Bureau's own processes but to the Council and its subsidiary bodies.</li> <li>Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.</li> </ul>	Before Congress	Council, DG		

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and external communications, facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.</li> </ul>			
	6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish <u>nominations process</u> as per the recommendation. Cf. also 6.1.1.</li> </ul>	Next Council 2020-24	GCC, with Secretariat support	
	6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as it applies not only to the Bureau's own processes but to the Council and its subsidiary bodies as in 6.7.5.b.</li> <li>Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.</li> <li>Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and, external communications,</li> <li>Facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.</li> </ul>	Before Congress	Council/DG	
6.7.6 Revolving door between Secretariat & Council	6.7.6.a Require a minimum of a 2-year "cooling-off period" for secretariat employees who wish to become Councillors.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u></li> <li><u>Two-year "cooling-off period"</u> should be established <u>in the Staff Rules</u> to be approved by Council</li> <li>The same rule should also be incorporated in the profiles for the elected positions <u>for the next nominations and elections in 2023-24</u> (For procedural fairness this was not introduced into the profiles for nominations process for the 2020 elections, as staff</li> </ul>	Post 2020 Congress	Next Council 2020-24	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			wishing to stand would not be able to comply).			
6.8 Integrity	6.8.1 Insufficient degree of independence in ethics oversight	6.8.1.a An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• The conduct and ethics system should be reviewed to ensure it is <u>comprehensive</u> and applies to all components of IUCN, allows <u>independence to be improved, duty of care</u> to all involved including appropriate confidentially and accessibility; and avoid reprisals.</li> </ul>	<p>Before Congress:</p> <ul style="list-style-type: none"> <li>- In consultation with the ADG and head of oversight propose an independent ethics and conduct body.</li> <li>- Appoint independent hotline.</li> <li>- Identify key principles for composite system.</li> </ul> <p>After Congress:</p> <ul style="list-style-type: none"> <li>- Internal Staff systems revised and submitted to Council for approval.</li> <li>- Review and revise all policies.</li> </ul>	Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight	Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council's Ethics Committee handles ethical issues involving Council members, the Secretariat's Ethics Committee all ethical issues involving the staff.
		6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Comprehensive education</u> on conflicts of interest norms and standards <u>across IUCN, including Council, and with all partners</u> should be developed and implemented through <u>direct training and online training</u> and resources, inclusion of appropriate standards and requirements in employment and consultancy contracts and in partnership agreements, and <u>within communities where IUCN implements projects</u> as part of our conservation and outreach activities.</li> </ul>	<p>Before Congress:</p> <p>ensure availability to new Councilors, with ongoing improvements</p>	Head of Oversight, approval by Council's Ethics Committee and Council	



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>Review and improve observation and monitoring systems including through an <u>interest registry</u> that is publically available.</li> </ul>			
	6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish <u>external independent hotline that is available 24 hours, 7 days a week</u> and that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; members of communities where projects are implemented.</li> <li>Ensure that <u>anonymity is guaranteed</u></li> <li>Update the <u>Council Code of Conduct</u> to reflect this.</li> </ul>	Before Congress	Head of Oversight. System to be approved by Council	
	6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish a whistleblowing policy that promotes a culture of "<u>speaking up</u>" without <u>fear of reprisals</u>, that embodies <u>duty of care to all involved parties respecting their rights and confidentiality</u>, and ensuring that is <u>accessible to all</u> employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; communities / members of communities where projects are implemented.</li> </ul>	Before Congress	Council Ethics Committee with Head of Oversight	



GCC call on 13 December 2019 - Decision on membership applications

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Application	Additional information received after 97th	Decision from GCC call on 13 December 2019
Africa	1	Wildlife Direct Kenya	WLD	Kenya	<a href="http://www.wildlifedirect.org">www.wildlifedirect.org</a>	NG	IN/274 African Wildlife Foundation, Kenya NG/24695 Nature Kenya	<a href="http://WildlifeDirect">WildlifeDirect</a>		DEFERRED
South and East Asia	2	Intl. WeLoveU Foundation	WeLoveU	Korea, Republic of	<a href="http://www.intweloveu.org">www.intweloveu.org</a>	IN	NG/621 Ecological Society of the Philippines NG/25157 Daejayon, Korea (RK)	<a href="http://WeloveU">WeloveU</a>	<a href="http://Feedback_WeloveU">Feedback_WeloveU</a>	<b>REJECTED</b>
	3	Centre for Supporting Green Development (GreenHub)	GreenHub	Viet Nam	<a href="http://www.greenhub.org.vn">www.greenhub.org.vn</a>	NG	NG/25381 Center for Environment and Community Research, Vietnam NG/1616 Central Institute for Natural Resources and Environmental	<a href="http://GreenHub">GreenHub</a>	<a href="http://Feedback_GreenHub">Feedback_GreenHub</a>	DEFERRED
West Europe	4	Flemish Institute for Technology Research	VITO	Belgium	<a href="http://www.vito.be">www.vito.be</a>	AF	n/a	<a href="http://VITO">VITO</a>	<a href="http://VITO.report">VITO.report</a>	DEFERRED
	5	Fédération Française de Spéléologie (French Federation of Speleology)	FFS	France	<a href="http://www.ffspeleo.fr">www.ffspeleo.fr</a>	NG	NG/1535 Fédération des parcs naturels régionaux de France (Federation of Natural Regional Parks of France) NG/843 Fédération Française des Clubs Alpains et de Montagne, France (French federation of alpine and mountain clubs) NG/25129 Conservatoire d'espaces naturels, France (French Federation of Natural Areas Conservatories)	<a href="http://FFS">FFS</a>	<a href="http://Feedback_FFS">Feedback_FFS</a>	<b>APPROVED</b>

applications submitted by 31 March 2019

AF Affiliates  
IP Indigenous peoples' organisations  
GA Government agencies  
NG National Non Governmental Organisations  
IN International NGOs

## Management Response to the External Review of Aspects of IUCN's Governance - 2019

IUCN welcomes the overall findings and recommendations of the *Review of Aspects of IUCN's Governance* (henceforth "the Review") conducted by Stewardship and Governance Associates (SGA). The Union appreciates the recognition of the "important assets which strengthen its governance capability, namely a high degree of commitment and energy that Councillors and staff, as well as Members, bring toward fulfilling IUCN's mission" and believes that these attributes makes it well-placed to take on the recommendations of the Review.

IUCN is inspired by the Review's use of the Four Pillars of Good Governance framework and the Four Areas of Governance Failure to analyze the governance fabric of IUCN in a systematic and comprehensive manner and to diagnose potential areas of vulnerability of and risk for IUCN. In combination, these insights provide a comprehensive framework to improve the resilience of the organization. IUCN is determined to apply this framework to achieve governance excellence through strengthening people quality, focus and dedication, developing effective structures and processes including strategic and risk analysis processes, advancing the appropriate information architecture, fostering healthy group dynamics, and ensuring enabling institutional culture and integrity.

IUCN acknowledges the Review's assessment of governance risk to be at a critical level. By periodically commissioning governance reviews and continuously implementing governance improvements under the leadership of the IUCN Council's Governance and Constituency Committee, IUCN has sought to reshape its governance to align with a rapidly changing institutional environment, increasing expectations from stakeholders and the aspirations for the Union. This Management Response will further demonstrate IUCN's commitment and dedication to achieving governance excellence and to reducing the key vulnerabilities in IUCN's governance. IUCN undertakes to periodically review its governance and responses set out in Annex 1 against best practice and to improve and/or modify it as required.

IUCN acknowledges and supports the importance the Review places on people and, in particular, the need to clarify performance standards of Council members. IUCN has already started implementation of the Review's recommendations aimed at reinforcing the composition of the Council, improving the readiness of Councillors and strengthening accountability of Councillors. Further, IUCN will develop comprehensive education and induction programs for Councillors joining the new Council regarding the strategic process, including deepening understanding of the strategic role required of Council members, and ensure that this is part of the regular council onboarding processes.

In tandem with this concern with performance standards, the Review emphasizes the critical nature of processes that enable Council be more effective in carrying out its roles and responsibilities, in particular in relation to strategic leadership and risk analysis. IUCN acknowledges the opportunities identified by the Review to reinforce structures and processes of IUCN and agrees it is critically important to ensure strategic alignment and ownership, among the different bodies of IUCN, as well as a clear delineation of

roles and responsibilities, strengthening of accountability and enhancing trust. Further, IUCN is committed to establishing an effective leadership succession plan, reinforcing the structural independence of the ethics and oversight functions, and establishing a whistleblowing policy and an ethics hotline.

Furthermore, IUCN sees a strong opportunity for the Council to design an internal information package that speaks to the strategic questions and risks Council must address in its strategic and oversight roles. In addition, to obtaining external information, the Council will leverage the Union, in particular the network of Regional and National Committees, to gather external insights.

IUCN endorses the Review's recommendations to strengthen group dynamics and institutional culture, and in particular to proactively support and build transparent communications, accountability, trust and alignment of practice with best governance standards in decision making in IUCN.

IUCN acknowledges the critical importance of strengthening relationship with its membership, as identified in the Review. IUCN is ready to begin implementing its new membership strategy from early 2020. In the new intersessional period (2020 -2024) Council will continue to engage with the IUCN membership on how to better promote representation and ensure responsiveness to changing conditions, including through assessment of its membership model. IUCN believes its strength and ability to effectively deliver its mission and vision lies in its membership and maintaining its diversity.

**Notes:**

1. The first three columns of the table hereafter reproduce the recommendations of the final version of the [Report of the External Review of Aspects of IUCN's Governance](#) dated 10 July 2019. The remaining four columns present the Council's response to these recommendations.
2. The coloured lines provide an indication of the timeline for actions to be implemented as follows:

Yellow	For immediate implementation, upon approval of the Management Response
Blue	Proposals to be prepared by 24 January 2020 for Council's consideration in February 2020
Green	To be implemented before the 2020 Congress

Pillar	Issue	Recommendation	Acceptance & key responses and actions planned	Timeline	Responsible	Current status
6.1 People	6.1.1 Council composition / dedication of councillors	6.1.1 Nominations process to stress expectations regarding time spent on Council work, including time spent engaging outside of meetings.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u> and already <u>partly implemented</u>: the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>), and Regional Councillor candidates' responses to the online questionnaire about requirements for the position are being published via the Union Portal as part of the current nominations process.</li> <li>• Candidates should be requested to <u>sign a commitment</u> and be asked in Congress why they want to become Council members.</li> <li>• A <u>mechanism</u> should be established to <u>provide information to prospective candidates</u> before they are nominated (based on the example developed by the South America Regional Committee of IUCN).</li> </ul>	Before the next nominations process opens in 2023. (as the Rules can't be changed during the on-going nominations process)	Next Council 2020-24 (and its GCC)	Qualifications and requirements for elected positions already adequately cover the "expectations"; Regional Councillor candidates' responses to the online questionnaire about requirements for the position are being published as part of the current nominations process
	6.1.2 Lack of preparation by council members	6.1.2.a Council (this could be a task force for example) could conduct a detailed skill and personal attribute mapping at the council level to assess what skills, competence and expertise are needed at council level, to help build alignment of skills with strategic direction, value added to the current board composition, as well as	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• At the beginning of the next term 2020-21, Council (or a Council committee or task force) should create a <u>mechanism to map skill sets</u> and provide training or define other mechanisms to complete missing skills.</li> <li>• The next Council should provide <u>directions to the IUCN membership</u> for the 2024 elections on the skill sets required for an effective Council.</li> </ul>	<p>Beginning of the next term 2020-21</p> <p>Before the launch of the next nomination</p>	Next Council 2020-24 (or a TF of GCC open to other committee members and external support)	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		cultural fit with the board and training/improvement needs.		tions process in 2023		
	6.1.2.b	Communicate expected preparation norms in councillor job description, including time and commitment involved and performance indicator / evaluation standards.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted and partly implemented</u> as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>).</li> <li>Actions similar to those suggested in 6.1.1 should be considered by the next Council.</li> </ul>	2020-24	Next Council 2020-24	Newly adopted (July 2019) qualifications and requirements for elected positions (ToR) already cover the time and commitment involved
	6.1.2.c	Draft clear job descriptions of role of IUCN Councillor, aligned with the strategic and oversight goals of the Council, and the roles & responsibilities, including performance indicators and independent evaluation, conducted externally.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party.</li> <li>For the evaluation aspect, cf. 6.1.3.a</li> <li>In addition to the qualifications/requirements for elected positions already approved, the <u>commitments and objectives of Council members in standing committees</u> should be better defined. This can be done by each standing committee as part of their “lessons learnt”, and approved by Council for inclusion in the <a href="#">Council Handbook</a>.</li> </ul> <p><i>Note: Instead of “job description”, the Council prefers “commitments and objectives” which is more appropriate for membership of the IUCN Council which are all voluntary positions.</i></p>	February 2020	Council’s standing committees, followed by Council decision	
6.1.3	Lack of sufficient evaluation at the individual councillor level	6.1.3.a A council charter would help in clearly articulating the responsibilities of each Council member, the culture expected on the council and all governance bodies, inclusive of values of accountability and responsibility, and the process for a regular (annual or bi-annual) assessment against objectives (which should be specified in council members’ contracts.)	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u> and already <u>partly implemented</u> as the <a href="#">Council Handbook</a>, including performance tools, already cover what is recommended for a “council charter”.</li> <li>An <u>evaluation mechanism</u> for individual Council members against established objectives should be studied. Cf. also 6.1.3.c. This should include: <ul style="list-style-type: none"> <li><u>Roles/tasks of Council members in standing committees</u> needs clarification (cf. 6.1.2.c).</li> </ul> </li> </ul>	Next Council 2020-24	Council	Aspects regarding Council charter are already implemented

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>o <u>The currently required written Councillor reports</u> could be transformed as an accountability tool and distributed to IUCN Members.</li> <li>o A mechanism to <u>follow-up on the “self-assessments”</u> (Council Handbook) should be designed. Feedback through self-assessments should be distributed to the full Council in addition to the Vice-Presidents [Regulation 48(c) (iii)].</li> </ul>			
	6.1.3.b Write job descriptions of desired profiles, customized by type of Council member, role, what they need to achieve and how they are adding value.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted and implemented</u> as the qualifications and requirements for elected positions were adjusted accordingly and approved by the Bureau before being attached to the Call for nominations (<a href="#">Bureau decision B/XVI of 1 July 2019</a>)</li> </ul>	Completed		Implemented from July 2019
	6.1.3.c Evaluation of individual members to be conducted by a third party, and any performance gaps addressed by the Governance & Constituency committee within the limitations of the structures.	<ul style="list-style-type: none"> <li>• Recommendation <u>partly accepted</u> as the evaluation mechanism should be independent but not necessarily carried out by an external party, and performance gaps should be addressed by the President and Vice-Presidents instead of the Governance and Constituency Committee.</li> <li>• <u>Individual evaluation mechanism</u> suitable for the voluntary position of Council member to be designed with support from the Chief HR Officer. Performance matrix need not be too detailed as objectives and indicators are to be reviewed annually. Cf. also 6.1.3.a.</li> <li>• The evaluations are carried out by the <u>President and Vice-Presidents</u> taking into account self-evaluation and feedback.</li> <li>• <u>Performance gaps</u> in terms of missing skills should be addressed by the <u>President and Vice-Presidents</u>. Cf. also 6.1.2. a.</li> </ul>	<p>Before Congress</p> <p>Next Council 2020-24</p> <p>Beginning of the next term 2020-21</p>	<p>Working Group of Council incl. standing committee chairs</p> <p>President and Vice-Presidents 2020-24</p> <p>President and Vice-Presidents 2020-24</p>	
	6.1.3.d The FAC ToR should explicitly articulate the role and responsibility of the committee with regard to its: its expectation of the external auditors; its relationship with the internal auditor function; its role in overseeing the full range	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The current Council's <u>Finance and Audit Committee</u> should prepare a proposal for Bureau's approval in order to include this in its ToR.</li> </ul>	Before the February 2020 Council meeting	FAC	

		of audits conducted within the organisation; disclosure of financial and related information; as well as any other matters that the FAC feels are important to its mandate or that the council chooses to delegate to it.				
6.2 Information Architecture	6.2.1 Meeting information / Council papers	6.2.1.a Systematically ensure papers for council meeting are available at least 2 weeks before council meetings on the council portal.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Council should take a decision requesting Secretariat and any Council committee, working group or task force, to provide the <u>documents two weeks before the Council meeting</u>, and that exceptions of documents made available later should be explained to Council. This rule should be included in the <u>Council Handbook</u>.</li> </ul>	Decision before the February 2020 Council meeting, for immediate implementation	Council/Bureau	
	6.2.2 Insufficient involvement of Council in information design.	6.2.2.a Bureau to determine what strategic questions and risks are vital and ensure that the information package contains the relevant data and sufficient analysis, allowing for an effective discussion centred on strategic support and oversight.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Empower the <u>Bureau to support the Council in its strategic direction and oversight</u> functions by facilitating the decision-making process of the Council and providing guidance on the information package and analysis required to enable the Council to exercise these functions, to be implemented from 2021 onwards. This will be incorporated in the <u>Council Handbook</u>.</li> <li>• The <u>Bureau</u> meets regularly with the DG and Commission Chairs to define the level and format of information and analysis required for Council to exercise its strategic and oversight functions.</li> <li>• The next Council should develop a <u>mechanism</u> for the provision of the relevant information and analysis in time to be implemented in 2021.</li> </ul>	<p>February 2020 Council meeting</p> <p>In advance of the February 2020 Council meeting</p> <p>Next Council in 2020, for implementation as of 2021</p>	<p>Council</p> <p>Bureau, DG, Commission Chairs</p> <p>Next Council</p>	
	6.2.3 External information incomplete	6.2.3.a Bureau should determine what external information should complement internal information in the Council papers, to better inform strategic thinking as well as its ability to assess strategic risk	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The next Council defines which <u>external sources of information and analysis</u> are required for Council to exercise its strategic and oversight roles referred to in 6.2.2.a.</li> </ul>	Next Council in 2020, for implementation as of 2021	Next Council	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		6.2.3.b It is also important for Council members to develop their own channels of external information, and a method to scan these regularly, to ensure they have an external perspective of their own on issues of potential strategic relevance to the union.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Councillors should have <u>regular contacts with the Regional Committees</u> and, to the extent they are available, also the National Committees, and the Global Group for National and Regional Committee Development, in view of articulating their insights in changes in the external environment that affect IUCN.</li> <li>• The <u>President informs the National and Regional Committees</u>, and the Global Group for National and Regional Committee Development, requesting their cooperation for implementing this aspect of Council members' functions.</li> <li>• Already covered by the qualifications and requirement for elected positions, this aspect of the role of Council members should also be reflected in the <u>Council Handbook</u>.</li> <li>• <u>Membership Strategy</u> should encourage National and Regional Committees to scan the external environment for developments affecting the IUCN and provide feedback to Council members.</li> <li>• Identify the <u>categories of information</u> Councillors need to fulfil their roles, in the respective committees including best practice, industry standards</li> </ul>	<p>Immediate implementation, prior to February 2020 Council meeting</p> <p>Immediate implementation, prior to February 2020 Council meeting</p> <p>February 2020 Council</p>	<p>Council members to raise with National and Regional Committees and the Global Group</p> <p>President</p> <p>Council to include in respective documents by February 2020</p> <p>Idem</p> <p>Idem</p>	
6.3 Structures and Processes	6.3.1 Council agenda not sufficiently structured or focused on strategic priorities	6.3.1.a Final meeting agenda circulated three to four weeks in advance of council meetings in order to allow adequate time for meaningful consultation, proposals of items by council members for final inclusion and approval.	<ul style="list-style-type: none"> <li>• Recommendation <u>partly accepted because already implemented</u> in practice.</li> <li>• The existing practice of distributing to Council for comments a preliminary agenda two months before the meeting, and of distributing a draft agenda incorporating the comments from Council members one month prior to the meeting should be formally approved by Council and <u>codified in the Council Handbook</u> with the requirement that exceptions be explained in the same way as for Council documents that are submitted late (cf. 6.2.1.a.).</li> </ul>	By February 2020	Council	Already implemented in practice
		6.3.1.b Maximum of 30% of meeting time allocated to management presentations, to	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The <u>Council Handbook</u> should contain guidance for presentations in Council and its</li> </ul>	Immediate implementation,		Already practised in Council's



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		allow sufficient time for discussion (hold maximum number of slides (e.g. 7) and time to each presentation (e.g. 7minutes) with more materials potentially in appendix or in information package).	<p>standing committees in order to ensure that sufficient time is available for discussion.</p> <ul style="list-style-type: none"> <li>In advance of each meeting, the <u>President and chairs of the standing committees</u> provide specific guidance on the length of various presentations in function of the objectives and priorities they set for each meeting, in consultation with the Director General and the Secretariat's focal point for the relevant committee.</li> </ul>	<p>prior to February 2020 Council meeting</p> <p>Idem</p>	<p>Bureau decision at GCC's proposal</p> <p>President and committee chairs</p>	<p>Programme and Policy Committee</p>
6.3.2 Committee meeting structure allows too little time for proper reporting by standing committees to the council	6.3.2.a Hold Standing Committee and Bureau meetings 4 to 6 times per year, at least twice by electronic/ web conference and twice in person before Council meetings.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li><u>Bureau and each standing committee</u> should decide the frequency and modus of their meetings in function of the business to be carried out. But they should <u>establish a schedule of meetings</u> for the coming periods (October 2019 to February 2020 and February 2020 to Congress 2020) in order to allow everyone to organize their calendars.</li> </ul>	<p>As soon as possible after the October 2019 Council meeting</p>	<p>Bureau and standing committees (FAC, PPC and GCC)</p>	<p>In practice, Bureau and standing committees already meet at least once by conference call between Council meetings.</p>	
	6.3.2.b Prepare podcasts and/or reports of critical management issues, so that committee and bureau members can prepare beforehand.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li><u>All reporting and updates should be done in writing</u> (document or PowerPoint, or other tools, and IT system updated accordingly) and distributed two weeks in advance of the meeting, with exceptions to be explained to Council in the same way as for documents (cf. 6.2.1.a).</li> <li>This rule should be incorporated in the <u>Council Handbook</u>.</li> </ul>	<p>Immediate implementation, prior to February 2020 Council meeting</p> <p>Idem</p>	<p>Secretariat</p> <p>Bureau decision</p>	<p>Already practiced in Council's FAC</p>	
6.3.3 Perceived lack of neutrality in the DG evaluation process	6.3.3.a Establish clear metrics upon which DG will be evaluated. Conduct the evaluation professionally and anonymously, via an evaluations committee.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as only the part of the evaluation concerning the 360° feedback should be anonymous.</li> <li><u>Institutionalise and professionalise the process</u> following the core areas of performance identified in §62 of the Council Handbook and determining SMART indicators at the time Council approves the objectives for the DG.</li> <li>Add <u>HR Management</u> as 6<sup>th</sup> area of performance in §62 of the <u>Council Handbook</u>. Council may add other core areas of performance as required.</li> </ul>	<p>Before 2020 Congress</p> <p>Idem</p>	<p>President and Vice-Presidents with support from the Chief HR Officer</p> <p>Council</p>		

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		<ul style="list-style-type: none"> <li>The <u>360° feedback</u> should be carried out by an independent third party selected. Adequate precautions are taken to avoid conflict of interest in the selection of the third party.</li> </ul>		President and Vice-Presidents with support from the Chief HR Officer	
6.3.4 Perceived lack of transparency regarding DG succession / renewal	6.3.4.a. Proactive and transparent process for DG succession and renewal process to be undertaken as a regular activity of the Bureau. Succession planning for critical leadership positions and identification of qualified pool on both an emergency basis and over the longer term, also by the bureau.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish a <u>succession plan for the DG</u> and establish a <u>succession planning committee</u> (or other mechanism) to ensure the plan is always up to date.</li> <li>FAC to ensure that the DG establish a <u>succession plan for key senior leadership positions</u> in the Secretariat.</li> <li>Clarify whether the <u>Succession Planning Committee</u> established by Council decision C96/3 (March 2019) has been dissolved following the establishment of the DG Search Committee (Bureau decision B77/2, July 2019)</li> </ul>	<p>Before 2020 Congress</p> <p>Idem</p> <p>Before the February 2020 Council meeting</p>	<p>President and Vice-Presidents</p> <p>FAC and DG</p> <p>Secretary to Council seeks clarification from the President</p>	
6.3.5 Variance in performance of commissions	6.3.5.a Consider introducing stronger accountability in commission performance requirements, including systematic reviews of individuals involved in leadership of Commissions.	<ul style="list-style-type: none"> <li>Recommendation <u>partly accepted</u> as the type of performance evaluation applied to members of the Steering Committees of the Commissions should be different from that of the Chairs of the Commissions.</li> <li><u>Strengthen</u> the system of annual evaluations of the Chairs of the Commissions including by revising the performance requirements incl. internal governance aspects, leadership and ethics.</li> <li>The Chairs of the Commissions should ensure that an appropriate evaluation is available for each level of <u>leadership in the Commissions</u>.</li> <li>In order to allow benchmarking across the Commissions, <u>provide broad guidance for the leadership of the Commissions</u> on the governance structure of the Commissions, the qualifications required, regional balance in the membership of the Steering Committees, whether individuals can sit on the Steering Committee of more than one Commission, whether Council members can sit on the Steering Committee of a Commission, etc.</li> </ul>	<p>Post 2020 Congress</p> <p>Idem</p> <p>Idem</p>	<p>Next Council 2020-24 (possibly by GCC with input FAC)</p> <p>Commission Chairs</p> <p>Council</p>	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			<ul style="list-style-type: none"> <li>Strengthen the annual <u>reporting obligation of the Commissions</u> to Council on the basis of Regulation 78bis.</li> </ul>	Idem	Council	
6.3.6 Monitoring & evaluation	6.3.6.a Professionalize monitoring and evaluation of IUCN's strategic process.		<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u> (based on "strategic process" as described in section 5.6 "Strategy" in <i>External review of aspects of IUCN's governance – Report – 10 July 2019</i>)</li> <li><u>Members must be involved</u> in the process through mechanisms such as the Union Portal</li> </ul>	Post 2020 Congress	Council through GCC, PPC, FAC	
6.4 Group dynamics	6.4.1 Low-energy council meetings	6.4.1.a Chair to maintain greater discipline of Council discussion, to ensure its strategic focus, to surface areas of difficulty and concern, as well as to drive a professional, disciplined and productive council culture, as well as to manage meetings with discipline.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Success is largely dependent on the person of the President. The qualifications and requirements for the position already contain this skill. So, prospective candidates should have this skill. However, the next Council could consider the following actions to emphasize the importance of this requirement: <ul style="list-style-type: none"> <li>Offer training opportunities to the President elect as part of a standard induction package.</li> <li>Include chairing skills as part of the individual evaluation mechanism referred to in 6.1.3.a, and as part of Councillors' feedback, followed-up with an offer of training to improve capacities.</li> </ul> </li> </ul>	Next term 2020-24	Next Council 2020-24	
		6.4.1.b Feedback to the Chairman via an evaluation or other should be prepared by the council on a yearly basis, and provided by the chair of the Governance and Constituency Committee.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as feedback should be presented by the Bureau instead of the Governance and Constituency Committee (GCC).</li> <li>Feedback to the President should be part of the individual <u>evaluation mechanism to be designed</u> as described in 6.1.3.a and 6.1.3.c and implemented during the next quadrennium, and should be presented by the Bureau. The evaluation mechanism should provide <u>guidelines</u> for this.</li> <li>The evaluation mechanism should also foresee feedback to the <u>standing committee chairs</u>.</li> <li>Depending on the proposed mechanism to follow-up on the "self-assessments" (cf.</li> </ul>	Before Congress	Working Group of Council incl. standing committee chairs	
			<ul style="list-style-type: none"> <li>The evaluation mechanism should also foresee feedback to the <u>standing committee chairs</u>.</li> <li>Depending on the proposed mechanism to follow-up on the "self-assessments" (cf.</li> </ul>	Idem	Next Council 2020-24	
			<ul style="list-style-type: none"> <li>Depending on the proposed mechanism to follow-up on the "self-assessments" (cf.</li> </ul>	Next term 2020-24	Idem	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			6.1.3.a.), <u>Regulation 48(c)(iii)</u> may have to be amended by the next Council 2020-24.			
		6.4.1.c Council meetings to be temporarily co-chaired with VPs taking it in turn (e.g. 1 VP per half-day) or by another facilitator to increase council meeting efficiency immediately	<ul style="list-style-type: none"> <li>• Recommendation <u>rejected</u> because Article 52 of the Statutes assigns the role of chair exclusively to the President except when s/he is absent.</li> <li>• Council should promote an <u>organisational culture</u> that will include the practice in Council of sharing responsibility and preparing Vice-Presidents for the eventuality that they might have to chair. This will need to be spelt out in the <u>Council Handbook</u>.</li> </ul>	Decision to modify Council Handbook before February 2020 Council meeting	Council and President	
6.4.2 Lack of "one voice"	6.4.2.a While Council members are encouraged to engage in constructive dissent during meetings, after the decision has been taken, Council members need to be aligned and to actively support this decision.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u> and is already implemented because included in §38 of the Council Handbook and the Code of Conduct for Council members.</li> <li>• Where appropriate, the importance of this <u>rule should be highlighted</u> such as in the Council retreat when the newly elected Council holds its first ordinary meeting.</li> </ul>	Completed		Council and President	Already exists as part of Council members' duties.
6.4.3 Little impact by Council on IUCN organizational culture	6.4.3.a Council to make use of any site visits, presentations, or other Union events, to deepen their understanding of both the culture and talent. The Bureau to prepare a systematic process thereof.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Refresh IUCN's stated purpose and values and clearly <u>set out the desired culture and behaviours</u>. As appropriate develop systems to support the integration of defined aspects of organization in IUCN. For e.g. in relation to information decision making chains.</li> <li>• <u>Define organization culture indicators and data sources</u> to operationalize agreed cultural values.</li> <li>• Include this in <u>induction program</u> for Council.</li> </ul>	Post Congress  Idem  Idem	Next Council 2020-2024 to decide on a mechanism (e.g. a Council working group) Idem		
	6.4.3.b Council members should seek input from the senior leadership team, including asking for information to better understand cultural dimensions of the organisation, such as employee survey results, internal audit reports, reward and performance management systems, and organisational measurement systems.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• To be implemented as part of the mechanism required in 6.4.3.a.</li> </ul>	Post Congress	Next Council 2020-24		

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		6.4.3.c The Council needs to determine, through a process of iterative conversations with management, the shared norms that IUCN aspires to have and identify the gaps within the existing culture.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• To be implemented as part of the mechanism required in 6.4.3.a.</li> </ul>	Post Congress	Next Council 2020-24	
6.5 Technical	6.5.1 Lack of risk thinking at bureau and Council level	6.5.1.a Professionalize risk thinking and building capabilities at the Council level, to mitigate technical risks. The Bureau could take an extended role in risk oversight preparation, developing a more considered view of risk appetite, for example.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Build <u>relevant risk and strategic skills and capacity at the Bureau level</u> and allocate sufficient time on the agenda for meaningful discussion in the Bureau. The FAC representative on the Bureau will take a leading role in building risk awareness in the Bureau and embedding risk in its deliberations.</li> <li>• The <u>Bureau will be responsible</u> for reviewing the risk appetite and risk tolerance, for embedding discussion of risks in strategic planning and assess consistency of strategic planning documents with the risk appetite and tolerance, and for mapping oversight of specific enterprise-level risks to the Standing Committees. Include this in the <u>Council Handbook</u> as part of the extended role of the Bureau described in 6.2.2.a.</li> <li>• The <u>FAC is responsible</u> for oversight of the enterprise risk management framework as well as oversight of financial risks.</li> </ul>	<p>Beginning of the next Council 2020-24</p> <p>Preliminary guidelines to be established before 2020 Congress, to be constantly built upon</p>	<p>Next Council 2020-24</p> <p>Bureau (with FAC)</p> <p>FAC</p>	
		6.5.1.b Modify reporting lines to strengthen independence of oversight: Head of Oversight to have a dual reporting to the head of the FAC and the DG.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• The Head of Oversight will have a <u>dual reporting line</u> to the DG and to the Chair of FAC on behalf of, and after consultation with the FAC. IUCN is committed to periodic review of how the governance changes are working in practice.</li> <li>• <u>Include this in ToR</u> for Head of Oversight and of FAC.</li> </ul>	By 2020 Congress	FAC and DG	
6.6 Strategy	6.6.1 Fragmentation within the governance bodies	6.6.1.a A facilitated process amongst governance bodies with a goal to build alignment around the IUCN strategy, and focused on allowing for sufficient attention to external developments as well as	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• <u>Establish a process</u> that focuses on strategic outlook, taking the next 20 years into consideration, leading to new strategy for Union which is tied to its financial strategy.</li> </ul>	<p>Next Council</p> <p>By 2020 Congress</p>	<p>Bureau. A facilitated process might require a consultant GCC/Council</p>	Under review in GCC

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		potential future opportunities and threats emerging from the external competitive landscape would be useful to conduct on an ongoing basis. This should be prepared by the bureau in interaction with management.	<ul style="list-style-type: none"> <li>Review the functions of the <u>Treasurer</u> described in the Statutes and Regulations which should mainly be advisory.</li> <li><u>Propose a motion for Congress</u> which tasks the next Council with developing a new global strategy for IUCN post-2030.</li> <li>FAC (through its task force) also exercises delegated responsibility from Council for strategic direction in terms of its financial plan for the next quadrennium and its long-term financial planning.</li> </ul>	February 2020	Idem	
		6.6.1.b Develop a more extensive continuing education program for councillors regarding the strategic process, including deepening understanding of the strategic role required of council members. These could be designed both as online and offline sessions (refer to Annex 6 for a proposed education program).	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Current Council to <u>develop education program</u> so that it may be executed by the next one.</li> <li>Study strengthening <u>capacity in FAC and Council</u> to accomplish the oversight and advisory roles regarding finance including e.g. making use of appointed Councillors.</li> </ul>	By 2020 Congress  February 2020	Expert needs to develop these reporting to GCC-PPC	
6.6.2 Renewing and updating membership engagement	6.6.2.a	Based on outcome of strategic planning process, the Bureau should conduct a comprehensive analysis of the membership models possible, and how these respectively meet strategic requirements.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Membership models should be considered as part of the <u>process</u> that focuses on strategic outlook (cf. 6.6.1.a), taking the next 20 years into consideration, leading to new strategy for Union and tied to its financial strategy.</li> <li>Council to bring the strategic plan to <u>Congress</u> for support and mandate to the next Council to develop the strategic plan.</li> <li>Based on the above, study which <u>membership models</u> are most appropriate for fulfilling strategic plan.</li> </ul>	By February 2020 Council to develop motion to mandate next Council 2020-24 (cf. 6.6.1.a)	Council	
	6.6.2.b	Conduct an analysis of the membership model best adapted to IUCN's strategy; consider adoption of a more agile process to adapt membership model to IUCN's strategic changes in the future.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Action to be taken after 6.6.2.a is concluded, as part of ongoing implementation and improvement of the Membership Strategy.</li> </ul>	Next Council 2020-24	Next Council 2020-24	



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

	6.6.3 Lack of Ownership of Strategic Thinking	6.6.3.a Building the Council's strategic muscle through facilitated strategy sessions, to build understanding and alignment around strategic priorities. Use of online tools could help alleviate cost impact. The Bureau should be deeply involved in the strategy process and the preparation for the Council.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Council needs to build a strategic plan. (cf. 6.6.1.a)</li> <li>• Empower the Bureau to carry out these functions as part of the Bureau's support to Council in its strategic and oversight functions (cf. 6.6.2.a).</li> </ul>	Next Council 2020-24	Next Council 2020-24	
		6.6.3.b Detailed description of strategic function in Councillor's job descriptions should be developed and part of an education process.	<ul style="list-style-type: none"> <li>• Recommendation <u>partially accepted</u> as the strategic function is already adequately mentioned in the qualifications and requirements of the position.</li> <li>• It should become part of Council members' induction as well as of the governance training / assessment tool for candidate Council members referred to in 6.1.1.</li> </ul>	Before the next nominations process opens in 2023.	Next Council 2020-24	
		6.6.3.c Further education strengthening the emphasis on Council's strategic role and building strategic capabilities during the on-boarding process.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• It should become part of Council members' induction and the continuous education program described on 6.6.1.b.</li> </ul>	Newly elected Council's induction in 2020	Next Council 2020-24	
6.7 Relationships between IUCN governance bodies	6.7.1 Relationship between IUCN Council and Management	6.7.1.a Process to ensure respectful interactions are maintained in the case of difficult relationships: following an established process will help to ensure that interactions remain professional and non-personal, and to adhere to highly professional standards. This may require facilitation in order to rebuild trust and re-establish the foundation for healthy relationships. Clarity, respect and professionalism of sensitive processes such as nomination and performance review is essential.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Clearly define responsibilities</u> for Council and those of the Secretariat, enabling clarity of what is a technical decision, a management or a strategic decision.</li> <li>• Establish a <u>calendar of governance and management decisions</u> to be adopted and required interactions between all bodies concerned including Council and its standing committees and Bureau.</li> <li>• Establish principle of <u>access to all information</u> and agree exceptions where required.</li> <li>• Establish mechanism to address <u>issues of trust</u> immediately and effectively, when they arise.</li> <li>• <u>Professionalise</u> oversight functions.</li> <li>• <u>Establish industry-level mechanisms</u> by which Council can hold Secretariat to account.</li> </ul>	By 2020 Congress  By February 2020	President, Council, DG	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			<ul style="list-style-type: none"> <li>• <u>Change Regulations and Statutes</u>, particularly with regard to role of the Treasurer. (cf. 6.6.1.a)</li> <li>• Define in the ToR of the standing committees the authority of the <u>chair of standing committee</u>, in particular between Council meetings.</li> <li>• Study and recommend appropriate mechanisms for Council to participate in the <u>evaluation of the Legal Advisor</u> who is appointed by Council (Article 46(o) of the Statutes and <u>Secretary to Council</u> who is approved by Council and appointed in consultation with the IUCN President (Article 56bis).</li> <li>• Study and recommend appropriate mechanisms to enable relevant members of governance structure such as standing committee chairs, to contribute their feedback/perspective in the <u>evaluation of specific positions</u> such as the Head – Planning, Monitoring, Evaluation and Risk, and the Secretariat focal points of the standing committees and the Commissions.</li> <li>• IUCN is committed to <u>periodically review implementation</u> in practice.</li> </ul>			
		6.7.1.b IUCN Secretariat to interview members with regard to their communication and information needs, with a view to enhancing formal and informal information flows between IUCN Secretariat HQ and regions.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Clearly establish information flow processes</u> between membership and Secretariat currently.</li> </ul>	February 2020	Secretariat, with input from GCC	Already covered by draft membership strategy under consideration in Council for approval by February 2020
	6.7.2 Members' disengagement	6.7.2.a Through interviews with select members, a concrete proposal of different membership models could be developed to better understand how these would contribute to enhanced member engagement.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• Must be carried out in tandem with and linked to wider discussions on Membership models as part of the process that focuses on <u>strategic outlook</u> (cf. 6.6.1.a).</li> </ul>	Next Council 2020-24	Next Council	
		6.7.2.b Develop more proactive communication plan to improve transparency and coordination	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u> and partly implemented through the membership strategy.</li> </ul>			Already practised through Secretariat



Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

		between regional and national offices with members in their regions or countries, for more proactive engagement.	<ul style="list-style-type: none"> <li>Consider <u>investing in a platform</u> (physical, digital and other opportunities) that allows for regular interaction between Members and Secretariat; Members and Council; Members and Commissions.</li> <li>Proposal <u>to be developed</u> and presented for discussion at Congress.</li> </ul>	Skeletal proposal to be developed in time for February 2020 Council	Secretariat	meeting with Members in several regions
6.7.3 Relationship between council and standing committees	6.7.3.a Introduce committee-specific performance standards into Council member job descriptions, and ensure accountability to these standards is done regularly and transparently.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as the performance standards should be defined in the ToR of the committees instead of the ToR of Councillors because they are different for each Councillor based on the committees they are part of.</li> <li>Introduce <u>performance standards for Councillors</u> in ToR of the standing committees that are specific to the committee they belong to.</li> <li><u>Differentiate the expectations of performance</u> of each Councillor based on the Council bodies they are part of.</li> </ul>	Before 2020 Congress	Council/Standing committees		
6.7.4 Variable performance of commissions	6.7.4.a Introduce stronger accountability in commission performance requirements – at both body and individual levels.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as a different type of evaluation should be available for each level of <u>leadership in the Commissions</u>.</li> <li>Strengthen the accountability of the Chair and provide different types evaluations for the Steering Committee and other levels of leadership of the Commissions as described in 6.3.5.a.</li> </ul>	Next Council 2020-24	Next Council		
6.7.5 Relationship between bureau, standing committees and secretariat lacks transparency	6.7.5.a Accountability strengthened through clear performance indicators and evaluation procedure for standing committee members, as well as council members more broadly, conducted externally.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as evaluations should be independent but not necessarily carried out by an external party.</li> <li><u>Accountability mechanisms</u> should be implemented as described in 6.7.3.a.</li> </ul>	Next Council	Next Council		
	6.7.5.b Greater transparency of bureau's own processes and discussions and reporting back to council for decision-making.	<ul style="list-style-type: none"> <li>Recommendation <u>partially accepted</u> as a clear communications protocol should apply not only to the Bureau's own processes but to the Council and its subsidiary bodies.</li> <li>Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.</li> </ul>	Before Congress	Council, DG		

		<ul style="list-style-type: none"> <li>• Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and external communications, facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.</li> </ul>			
	6.7.5.c Nominations process which systematically assesses subject matter expertise for the scope of work of the committee, as well as emphasis on understating of the role and dedication of the individual candidate during the on-boarding process (refer to skill map in Appendix 11).	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• Establish <u>nominations process</u> as per the recommendation. Cf. also 6.1.1.</li> </ul>	Next Council 2020-24	GCC, with Secretariat support	
	6.7.5.d Discipline regarding reporting lines and appropriate channels of communication between Secretariat and Bureau & standing committee members.	<ul style="list-style-type: none"> <li>• Recommendation <u>partially accepted</u> as it applies not only to the Bureau's own processes but to the Council and its subsidiary bodies as in 6.7.5.b.</li> <li>• Reaffirm that clear, transparent and respectful communication is key to a successful relationship between governance bodies.</li> <li>• Commit to adopting a Council Communications Protocol to manage intra-Council communications, Council-employee communications and, external communications,</li> <li>• Facilitate communication exercise to build trust and establish the foundation for a healthy relationship at the start of a new Council.</li> </ul>	Before Congress	Council/DG	
6.7.6 Revolving door between Secretariat & Council	6.7.6.a Require a minimum of a 2-year "cooling-off period" for secretariat employees who wish to become Councillors.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• <u>Two-year "cooling-off period"</u> should be established <u>in the Staff Rules</u> to be approved by Council</li> <li>• The same rule should also be incorporated in the profiles for the elected positions <u>for the next nominations and elections in 2023-24</u> (For procedural fairness this was not introduced into the profiles for nominations process for the 2020 elections, as staff</li> </ul>	Post 2020 Congress	Next Council 2020-24	

Annex 1 to Management Response to the External Review of Aspects of IUCN's Governance  
Prepared by the Council Working Group v. 2 December 2019

			wishing to stand would not be able to comply).			
6.8 Integrity	6.8.1 Insufficient degree of independence in ethics oversight	6.8.1.a An Ethics and Conduct body (committee for example) that is comprised of independent, non-voting members and which has processes that engages IUCN on an elevated awareness of potential conflicts of interest and ensures that incidents can be dealt with promptly and securely in a confidential and professional way. IUCN should have transparency on the work of this body.	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u></li> <li>• The conduct and ethics system should be reviewed to ensure it is <u>comprehensive</u> and applies to all components of IUCN, allows <u>independence to be improved, duty of care</u> to all involved including appropriate confidentially and accessibility; and avoid reprisals.</li> </ul>	<p>Before Congress:</p> <ul style="list-style-type: none"> <li>- In consultation with the ADG and head of oversight propose an independent ethics and conduct body.</li> <li>- Appoint independent hotline.</li> <li>- Identify key principles for composite system.</li> </ul> <p>After Congress:</p> <ul style="list-style-type: none"> <li>- Internal Staff systems revised and submitted to Council for approval.</li> <li>- Review and revise all policies.</li> </ul>	Council Ethics Committee, in consultation with the Council Finance and Audit Committee and support from Head of Oversight	Codes of conduct exist for the Council, the Commissions and the Secretariat. The Council's Ethics Committee handles ethical issues involving Council members, the Secretariat's Ethics Committee all ethical issues involving the staff.
		6.8.1.b Education on conflicts of interest norms and standards, as well as more sophistication on processes to observe, including a complete interest registry made public (including links to individual disclosure of interest forms).	<ul style="list-style-type: none"> <li>• Recommendation <u>accepted</u>.</li> <li>• <u>Comprehensive education</u> on conflicts of interest norms and standards <u>across IUCN, including Council, and with all partners</u> should be developed and implemented through <u>direct training and online training</u> and resources, inclusion of appropriate standards and requirements in employment and consultancy contracts and in partnership agreements, and <u>within communities where IUCN implements projects</u> as part of our conservation and outreach activities.</li> </ul>	<p>Before Congress:</p> <p>ensure availability to new Councilors, with ongoing improvements</p>	Head of Oversight, approval by Council's Ethics Committee and Council	

	<ul style="list-style-type: none"> <li>Review and improve observation and monitoring systems including through an <u>interest registry</u> that is publically available.</li> </ul>			
6.8.1.c A third-party (or external or independent) Ethics Hotline that allows the safeguarding of anonymity, with data stored securely and access to data username/password protected. This should be included in the councillor code of conduct.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish <u>external independent hotline that is available 24 hours, 7 days a week</u> and that is accessible to all employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; members of communities where projects are implemented.</li> <li>Ensure that <u>anonymity is guaranteed</u></li> <li>Update the <u>Council Code of Conduct</u> to reflect this.</li> </ul>	Before Congress	Head of Oversight. System to be approved by Council	
6.8.1.d A Whistleblowing policy that protects the rights of individuals who report ethical misconduct of any kind.	<ul style="list-style-type: none"> <li>Recommendation <u>accepted</u>.</li> <li>Establish a whistleblowing policy that promotes a culture of "<u>speaking up</u>" without <u>fear of reprisals</u>, that embodies <u>duty of care to all involved parties respecting their rights and confidentiality</u>, and ensuring that is <u>accessible to all</u> employees, Councillors; Commission members; partners including implementing organizations; consultants; volunteers, interns; communities / members of communities where projects are implemented.</li> </ul>	Before Congress	Council Ethics Committee with Head of Oversight	

## Membership applications recommended for approval by 26th meeting of GCC

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
North America & the Caribbean	1	Ocean Wise Conservation Association	OW	Canada	<a href="http://www.ocean.org">www.ocean.org</a>	AF	1) GA/565 Canadian Museum of Nature, Canada 2) NG/595 Canadian Wildlife Federation, Canada 3) Canada National Committee of IUCN Members	<a href="#">OW</a>
	2	Bureau of Ocean Energy Management, U.S. Department of the Interior	BOEM	USA	<a href="http://www.boem.gov">www.boem.gov</a>	GA	n/a	<a href="#">BOEM</a>
South and East Asia	3	Shenzhen Hua Ecological Environmental Protection Foundation	OCT-HF	China	<a href="http://www.oct-huafoundation.org.cn">www.oct-huafoundation.org.cn</a>	NG	1) NG/25753 Shenzhen Dapeng Coral Conservation Volunteer Federation, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	<a href="#">OCT-HF</a>
West Europe	4	SHARKPROJECT International e.V. (SHARKPROJECT)		Germany	<a href="https://www.sharkproject.org">https://www.sharkproject.org</a>	IN	1) NG/24905 Marviva Foundation, Costa Rica 2) NG/25149 Wildlands Conservation Trust, South Africa	<a href="#">Sharkproject</a>
	5	Stichting Amazon Conservation Team Europe	ACT Europe	The Netherlands	<a href="http://www.amazonteam.org">www.amazonteam.org</a>	NG	1) NG/409 WWF-The Netherlands 2) NG/7524 Tropenbos International, The Netherlands	<a href="#">ACT-Europe</a>
	6	International National Trusts Organisation	INTO	United Kingdom	<a href="http://www.intoorg.org">www.intoorg.org</a>	NG	1) NG/406 National Trust of Fiji Islands 2) NG/1597 Saint Lucia National Trust 3) United Kingdom National Committee of IUCN Members	<a href="#">INTO</a>

## Membership applications deferred by the 26th meeting of GCC

Meso and South America	1	Centro Regional Ramsar para la Capacitación e Investigación sobre Humedales en el Hemisferio Occidental (Ramsar Regional Center for Training and Research for the Western Hemisphere)	CREHO	Panama	<a href="https://creho.org">https://creho.org</a>	NG	1) NG/1249 Fundación para la Protección del Mar, Panama 2) NG/22351 Asociación Centro de Estudios y Acción Social Panameño, Panama 3) NG/25034 Parque Natural Metropolitano, Panama	<a href="#">CREHO</a>
West Europe	2	Fondazione UNA (UNA Foundation)	UNA	Italy	<a href="http://www.fondazioneuna.org">www.fondazioneuna.org</a>	NG	1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diano and Alburni, Italy	<a href="#">Una</a>

AF Affiliates  
IP Indigenous peoples' organisations

GA Government agencies  
NG National Non Governmental Organisations

IN International NGOs

27 Membership applications approved by GCC

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Plateforme Nationale des Organisations Agro-Sylvo-pastorales et halieutiques du Cameroun (National Platform of Agro-sylvo-pastoral and fisheries Professional organisations of Cameroun)	PLANOPAC	Cameroun	<a href="http://www.planopac.cm">www.planopac.cm</a>	NG	1) NG/24960 CIPRE, Cameroun 2) NG/25723 Green Connexion, Cameroun	<a href="#">25910</a>
	2	Association Marocaine pour le Développement des Aires Protégées (Moroccan Association for the Development of Protected Areas)	AMDAP	Morocco		NG	1) NG/1163 Association Marocaine pour la Protection de l'Environnement et le Climat, Morocco (Moroccan Association for Environment and Climate Protection) 2) NG/25846 Groupe de Recherche pour la Protection des Oiseaux au Maroc, Morocco (Moroccan Association for Environment and Climate Protection)	<a href="#">AMDAP_inclDDP</a>
Meso and South America	3	Fundación Salvadoreña para la Promoción Social y el Desarrollo Económico (Salvadoran Foundation for Social Promotion and Economic Development)	FUNSALPRO DENSE	El Salvador	<a href="http://www.funsalprodese.org.sv">www.funsalprodese.org.sv</a>	NG	1) NG/24645, Unidad Ecológica Salvadoreña, Honduras (Salvadorean Ecological Unit) 2) NG/24904 Comité para la Defensa y Desarrollo de la Flora y Fauna del Golfo de Fonseca, Honduras (Committee for the Defense and Development of the Flora and Fauna of the Gulf of Fonseca)	<a href="#">25967</a>
	4	Proyecto Aldea Global (Global Village Project)	PAG	Honduras	<a href="http://www.paghonduras.org">www.paghonduras.org</a>	NG	1) IP/24707 Agencia para el Desarrollo de la Mosquitia, Honduras (Agency for the Development of the Honduran Mosquitia) 2) NG/25741 Asociación para el Manejo Integrado de Cuencas de La Paz y Comayagua, Honduras (Association for the Integrated Management of the La Paz and Comayagua Watersheds)	<a href="#">PAG_inclDDP</a>

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Meso and South America	5	Fundación Nicaragüense para la Conservación-Fundación COCIBOLCA (COCIBOLCA Foundation)	FC	Nicaragua		NG	1) NG/24280 Fundación Reserva Esperanza Verde, Nicaragua 2) NG/24694 Asociación Club de Jóvenes Ambientalistas, Nicaragua (Youth Environmentalists Club)	<a href="#">25968</a>
North America & the Caribbean	6	Canopy Planet Society		Canada	<a href="https://canopyplanet.org">https://canopyplanet.org</a>	NG	1) NG/194 The Nature Conservancy, USA 2) NG/25746 Synchronicity Earth, UK	<a href="#">CANOPY_incl DDP</a>
	7	The Wildlife Society	(TWS)	United States of America	<a href="http://www.wildlife.org">www.wildlife.org</a>	NG	1) NG/25729 Wild Sheep Foundation, USA 2) AF/192 National Wildlife Federation, USA	<a href="#">TWS_incl DDP</a>
	8	Center for Global Wildlife Conservation from the State University of New York College of Environmental Science and Forestry	CGWC	United States of America	<a href="http://www.esf.edu">www.esf.edu</a>	NG	1) NG/25554 Cornell Botanic Garden, USA 2) NG/25616 Safari Club International Foundation, USA	<a href="#">CGWC_incl DDP</a>
	9	Conservation X Labs, Inc.	CXL	United States of America	<a href="http://www.conservationxlabs.org">www.conservationxlabs.org</a>	NG	1) NG/279 Smithsonian Institution, USA 2) NG/25779 Thinking Animals United, Inc., USA	<a href="#">CXL_incl DDP</a>
	10	Revive & Restore		United States of America	<a href="http://www.reviverestore.org">www.reviverestore.org</a>	NG	1) NG/25746 Synchronicity Earth, UK 2) IN/25310 Island Conservation, USA	<a href="#">RR_inclDDP</a>

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
South and East Asia	11	FRIENDSHIP		Bangladesh	<a href="http://www.friendship.ngo">www.friendship.ngo</a>	NG	1) NG/25682 Jiban Bikash Karjocrom, Bangladesh 2) NG/ 22337 Center for Natural Resources Studies, Bangladesh	<a href="#">25991</a>
	12	Cloud Mountain Conservation		China	<a href="http://www.cloudmountain.cn">www.cloudmountain.cn</a>	NG	1) NG/25182 Shan Shui Conservation Center, China 2) NG/25765 Yunnan Green Environment Development Foundation, China	<a href="#">25966 Addlinfo</a>
	13	China Environmental Protection Foundation	CEPF	China	<a href="http://www.cepf.org.cn/cepf_english/">http://www.cepf.org.cn/cepf_english/</a>	NG	1) NG/25373 Society of Entrepreneurs & Ecology, China 2) NG/25044 All-China Environment Foundation, China	<a href="#">CEPF Addl info</a>
	14	Green Pine Care Foundation	GPF	China		NG	1) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China 2) NG/25615 Shenzhen Mangrove Wetlands Conservation Foundation, China	<a href="#">25981</a>
	15	India Water Foundation	IWF	India	<a href="http://www.indiawaterfoundation.org">www.indiawaterfoundation.org</a>	NG	1) NG/25518 COORG Wildlife Society, India 2) NG/25370 Association for Rural Area Society Modification, Improvement and Nestling, India	<a href="#">25983</a>
	16	Pakistan Rural Initiatives for Emergency Preparedness, Response and Development	PREPARED	Pakistan	<a href="http://www.preparedpakistan.org">www.preparedpakistan.org</a>	NG	1) NG/25340 Human Resource Development Network, Pakistan 2) NG/25352 Institute of Rural Management, Pakistan	<a href="#">25989</a>
	17	Foundation of Environmental Education for Sustainable Development (Thailand)	FEED	Thailand		NG	1) ST/161 Department of National Parks, Wildlife and Plant Conservation, Thailand 2) NG/24714 Thailand Environmental Institute Foundation, Thailand	<a href="#">25965</a>



IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	18	Centre for Restoration of the Iraqi Marshlands and Wetlands	CRIMW	Iraq	<a href="https://crim.mowr.gov.iq">https://crim.mowr.gov.iq</a>	GA	n/a	<a href="#">25919</a>
	19	Nature Iraq Organization	NI	Iraq	<a href="http://www.natureiraq.org">www.natureiraq.org</a>	NG	1) IN/213 BirdLife Intl, UK 2) NG/24611 World Land Trust, UK	<a href="#">25920</a>
	20	Jordan BirdWatch Association	JBW	Jordan	<a href="http://www.jordanbirdwatch.com">www.jordanbirdwatch.com</a>	NG	1) NG/25198 Royal Botanic Garden, Jordan 2) NG/25469 The Environmental Education Center of the Evangelical Lutheran Church in Jordan and the Holy Land, Palestine	<a href="#">JBW incl DDP</a>
Oceania	21	The Colong Foundation for Wilderness	CFW	Australia	<a href="http://www.colongwilderness.org.au">www.colongwilderness.org.au</a>	NG	1) NG/270 Australian Conservation Foundation, Australia 2) NG/518 Nature Conservation Council	<a href="#">CFW incl DDP</a>
East Europe, North and Central Asia	22	Udruga Dinarica (Dinarica Association)		Bosnia and Herzegovina		NG	1) NG/409 WWF, Switzerland 2) NG/487 WWF, The Netherlands	<a href="#">25929</a>
	23	The Regional Environmental Centre for the Caucasus	RECC	Georgia	<a href="http://www.rec-caucasus.org">www.rec-caucasus.org</a>	NG	1) NG/25062 Field researchers` Union - CAMPESTER, Georgia 2) ST/25100 Ministry of Environmental Protection and Agriculture of Georgia	<a href="#">25923</a>

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Europe	24	Sharkproject Austria		Austria	<a href="http://www.sharkproject.org/category/austria">www.sharkproject.org/category/austria</a>	NG	1) NG/25149 Wildlands Conservation Trust, South Africa 2) NG/25217 Preserve Planet, Costa Rica	<a href="#">25924</a>
	25	Fondazione UNA (UNA Foundation)	UNA	Italy	<a href="http://www.fondazioneuna.org">www.fondazioneuna.org</a>	NG	1) NG/1036 Federparchi, Italy 2) GA/22714 National Park of Cilento, Vallodi Diano and Alburni, Italy	<a href="#">Una</a>
	26	Gallifrey Foundation		Switzerland	<a href="http://www.gallifrey.foundation">www.gallifrey.foundation</a>	NG	1) IN/25930 SHARKPROJECT International e.V., Germany 2) NG/25638 SYLVIA EARLE ALLIANCE (DBA MISSION BLUE), USA 3) IN/25358 WWF International, Switzerland	<a href="#">Gallifrey Addl info.pdf</a>
	27	Blue Marine Foundation	BLUE	United Kingdom	<a href="http://www.blumarinefoundation.com">www.blumarinefoundation.com</a>	NG	1) NG/226 Royal Society for the Protection of Birds, UK 2) NG/25002 The Pew Charitable Trusts, USA	<a href="#">25964</a>

### 1 Membership application rejected by GCC

West Europe	28	European Sustainable Use Group	ESUG	Belgium	<a href="http://esug.sycl.net">http://esug.sycl.net</a>	NG	1) IN/1416 International Association for Falconry and Conservation of Birds of Prey, Belgium 2) Hilde Eggermont, IUCN Councillor	<a href="#">ESUG</a>
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### 1 Membership application approved by the Bureau during its 88th meeting on 9 September 2020

North America and the Caribbean	29	New Mexico Bio Park Society	NMBPS	United States of America	<a href="https://bioparksociety.org/main">https://bioparksociety.org/main</a>	NG	1) NG/25602 Honolulu Zoo USA 2) NG/170 Association of Zoos and Aquariums (AZA), USA	<a href="#">NMBPS incl DDP addlinfo</a>
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## 36 Membership applications approved by 31st GCC and by e-mail correspondence

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Establishment date	Years of work in conservation	Answer to sustainability use policy question	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application Members
Africa	1	Biosfera	BIOSFERA	Cape Verde	<a href="http://www.biosfera1.com">www.biosfera1.com</a>	NG	21.05.2010	15 years	The "responsible fishing" project supported by local fishermen and restaurant owners is dedicated to the sustainable conservation of the fishery resources of the Santa Luzia Marine Protected Reserve. This strong commitment is reflected in the awarding of a conservation eco-label to those involved in the industry who respect and encourage responsible catches of blue-spotted grouper (angling over 27 cm and in authorized areas).	NG/25896 Partenariat Régional pour la Conservation des Zones Côtières, Senegal NG/25209 Nature Mauritanie, Mauritania	<a href="#">Biosfera</a>
	2	Organisation Congolaise des Ecologistes et Amis de la Nature (Congolese Organisation of Ecologists and Friends of Nature)	OCEAN	Congo, The Democratic Republic of the	<a href="http://www.ocean-rdc.org">www.ocean-rdc.org</a>	NG	15/09/1994	26	OCEAN has set up a nursery of 4000 plants which has been monitored for six months, in order to obtain young trees that were used to reforest the deforested islands of Lake Ossia. In addition, training on the profession of eco-guide was provided to 20 fishermen from the "Réserve de Faune du Lac Ossia", 50 fishermen were trained in beekeeping and a rotating fund was created for women. All with the aim of diversifying the activities of the community, in order to reduce pressure from fishing in Lake Ossa and allow the fishery resource to be used sustainably.	1) NG/25315 Benin Environment and Education Society, Benin 2) NG/24743 Nature Tropicale, Benin	<a href="#">OCEAN</a>
	3	Community Action for Nature Conservation	CANCO	Kenya	<a href="http://cancokenya.net/">http://cancokenya.net/</a>	NG	18.12.2008	12 years	CANCO believes that behaviour and behavioural change of people is paramount in promoting environmental conservation, sustainable use of natural resources and responsible development. Behaviour is the result of decisions and actions/practices people make and take. It forms the interface between ecological and social systems. This is to say behaviour links social system to ecosystems. By understanding how people behave towards the ecological system and resources, it is important know their reasons of doing so. This helps CANCO to focus on interventions that contribute to promotion of ecological sustainable behaviour and resolution of environmental problems.	IN/25378 International Crane Foundation, USA NG/8234 Wildlife Clubs of Kenya, Kenya	<a href="#">CANCO</a>
	4	Watamu Marine	WMA	Kenya	<a href="http://www.watamumarine.co.ke">www.watamumarine.co.ke</a>	NG	30/05/2011	10	Sustainable use of natural marine resources is enshrined in the WMA Constitution under the 3 objectives below: 1. To advocate for and support the sustainable management of the Watamu Marine Park and Reserves. 2. To promote and actively engage in co-management and integrated stakeholder participation in the management of the Marine Park and Reserves. 3. To contribute to the formulation and development of policies that affects the Marine Park and Reserves.	1) NG/25021 Coastal Oceans Research and Development - Indian Ocean (East Africa), Kenya 2) NG/8234 Wildlife Clubs of Kenya	<a href="#">WMA</a>
	5	Association méditerranéenne pour l'environnement et le développement (Mediterranean Association for Environment and Development)	AMED	Morocco	<a href="https://amed.org.ma/">https://amed.org.ma/</a>	NG	03/11/2008	12	Thanks to the projects it has already carried out, such as the project to made communal eco-friendly stoves, where AMED aims to preserve forests and the amount of firewood collected by the population, so that these stoves can be used by all the families in the village. Thus, far less firewood is required, if we compare it to the amount used in individual stoves. In other water projects, AMED aims to collect mountain spring water and store it in reservoirs, so that it can be used by rural populations. This natural resource used to be thrown away without being used by anyone.	1) NG/1163 Association Marocaine pour la protection de l'environnement et le climat, Morocco (Moroccan Association for Environment and Climate Protection) 2) NG/1565 Association Ribat Al fath, Morocco	<a href="#">AMED</a>
	6	Conservation Outcomes	CO	South Africa	<a href="http://www.conservation-outcomes.org">www.conservation-outcomes.org</a>	NG	20.05.2015	5 years	Conservation Outcomes supports the sustainable and responsible use of natural resources. Some of the protected areas that the organisation supports undertake controlled hunting, including of trophy species, which is seen as a primary source of revenue, utilised to fund the protected areas. Conservation Outcomes is implementing a project to develop commercial game meat markets as an additional income stream for protected areas. This is based on sustainable offtakes, made as part of ecological management programmes of protected areas. This includes the development of a Greater Kruger game meat market, which is being undertaken in partnership with the South African National Parks (SANParks).	NG/500 Endangered Wildlife Trust, South Africa NG/24755 Birdlife South Africa, South Africa	<a href="#">CO</a>
	7	Zambia Community Based Natural Resources Management Forum	ZCBNRMF	Zambia	<a href="http://www.zambiacbnrmforum.wordpress.com">www.zambiacbnrmforum.wordpress.com</a>	NG	01.01.2004	16 years	We don't think every resource should be used. However, we work with a pragmatic approach and we think that we should intervene when the communities cannot use their resources in a more sustainable way for different reasons (Knowledge, finances etc.) We then help in using their resources in a sustainable way through training, workshops and technical support.	NG/25759 Wildlife ACT Fund Trust, South Africa NG/24892 Southern African Wildlife College, South Africa	<a href="#">ZCBNRMF</a>

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Meso and South America	8	Centro Intercultural de Estudios de Desiertos y Océanos A.C (Intercultural Center for the Study of Deserts and Oceans)	CEDO	Mexico	<a href="http://www.cedo.org">www.cedo.org</a>	NG	16.03.1987	40 years	CEDO has developed several projects in the fisheries area, involving species of commercial importance in the area such as the swimming crab <i>Callinectes bellicosus</i> , the Pacific geoduck, the rock scallop, the octopus, the Gulf coney and the black murex snail, etc. For the rock scallop ( <i>Spondylus limbatus</i> ), a management plan was developed and the first regional Environmental Impact Statement (EIS) was carried out for the sustainable use and recovery of the species, working very closely with commercial divers. Later, two regional multispecies EIS were carried out for the Upper Gulf (2010-2014), one for San Felipe, B.C. and the other for the Gulf of California.	NG/25591 Fondo de Conservación El Triunfo A.C., Mexico NG/25032 Reforestamos México A.C., Mexico	<a href="#">CEDO</a>
	9	Ecopil Arte Crea Conciencia A.C. (Ecopil Art Raises Awareness A.C.)		Mexico	<a href="http://www.ecopil.org">www.ecopil.org</a>	NG	29.08.2012	8 years	We know that all human activities have an impact on the environment. However, we try to ensure that this impact is kept to a minimum and, on the contrary, has a positive effect. Considering that biodiversity provides all the elements and services required for our development as a species and as a society, we promote the conscious and responsible use of our natural capital, ensuring the protection of the key locations in the ecological balance and the restoration of ecosystems creating informed, adapted and resilient communities.	NG/24976 Herpetario de la Facultad de Ciencias, Universidad Nacional Autónoma de México, Mexico NG/25032 Reforestamos México A.C., Mexico	<a href="#">ECOPIIL</a>
	10	Foundation Amazon Conservation Team Suriname	ACT-S	Suriname	<a href="http://www.act-suriname.org">www.act-suriname.org</a>	NG	02/09/2002	18	When a certain trend of over harvesting is reported to the rangers/ or observed by them, an evidence based program will be designed. Western and local knowledge is geared towards deliverign the impact of harvesting intensity. The results of often the scientiifc viable plots will be transformed to local interpretation and village wide communicated on best practices to perform in order to keep the resource for the entire community.eg : wildlife and rooding palm were integrated in experimental plots and communicated with the villagers.	1) NG/7524 Tropenbos International, The Netherlands 2) WWF office for Guianas, Suriname-on behalf of IN/25358 World Wide Fund for Nature-International	<a href="#">ACT-S</a>
North America & the Caribbean	11	Arcus Foundation	Arcus	United States of America	<a href="http://www.arcusfoundation.org">www.arcusfoundation.org</a>	NG	01/01/2000	20	Arcus believes that resource efficiency is a critical component to moving society towards one that is sustainable and which allows for a healthy, thriving environment.	1) NG/25746 Synchronicity Earth, UK 2) Russell A. Mittermeier, Honorary member (also on behalf of NG/25541 Global Wildlife Conservation, USA)	<a href="#">Arcus</a>
	12	Center for Biological Diversity	CBD	United States of America	<a href="http://www.biologicaldiversity.org">www.biologicaldiversity.org</a>				The Center does not have a specific policy on sustainable use; however, we have a Population and Sustainability Program that works to address overconsumption in the United States ( <a href="http://www.biologicaldiversity.org/programs/population_and_sustainability/">www.biologicaldiversity.org/programs/population_and_sustainability/</a> ), and we believe sustainability includes working toward a livable future for all life on earth. We also regularly partner with indigenous groups and economically disadvantaged communities to advocate for both protection of wildlife and a cleaner environment.	1) NG/515 Natural Resources Defense Council, USA 2) IN/25534 Born Free Foundation, UK 3) NG/25508 Center for Conservation Biology, USA	<a href="#">CBD application incl. objections &amp; feedback received during application process</a>  <a href="#">Response to objections and additional feedback from DDP</a>
	13	Center for Environmental Ethics and Law	CEEL	United States of America	<a href="http://www.environmentalethicsandlaw.org">www.environmentalethicsandlaw.org</a>	NG			One of the great aspects of working in ethics is that it involves all aspects of conservation - and we are lucky to have had the involvement of all of IUCN's commissions, including the SSC. A founding member to the BEI was George Rabb, and SSC members are invited to all meetings, including in Gland, and even recently attended ESG meetings with CEEL at the University of Siena (2017) and at the annual meeting of the IUCN Academy of Environmental Law (2018). We understand and appreciate the concept of sustainable use, in particular as it relates to poverty and local communities. CEEL supports IUCN's Policy Statement on Sustainable Use and would offer to highlight the ethical dimensions of the policy and practice.	1) NG/1103 Australian Rainforest Conservation Society, Australia 2) NG/621 Ecological Society of the Philippines, Philippines 3) NG/1061 Fundacion Ambiente y Recursos Naturales, Argentina 4) NG/1075 George Wright Society, USA 5) NG/454 The Royal Society for the Conservation of Nature, Jordan 6) National Committee of IUCN Members, France	<a href="#">CEEL</a>
	14	Conservation Strategy Fund	CSF	United States of America	<a href="http://www.conservation-strategy.org">www.conservation-strategy.org</a>	AF	12.02.1998	22 years	<i>refer to answer in the file available through hyperlink</i>	IN/590 RARE, USA IN/851 Conservation International, USA	<a href="#">CSF</a>

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North America & the Caribbean	15	George Mason University, Terrorism, Transnational Crime and Corruption Center	TraCCC	United States of America	<a href="https://traccc.gmu.edu/">https://traccc.gmu.edu/</a>	AF	01/09/1997	5	The work of TraCCC/GMU on addressing natural resource crime contributes to the sustainable and legal use and management of natural resources. This is done through our research on the corruption that undermines the equitable and sustainable use of natural resources. We also engage in a substantial outreach program to bring our research insights and those with whom we interact to a broader public. IN late-June TraCCC organized an event in conjunction with WWF with whom we are partners on illicit trade, the pandemic and corruption. We had over 200 attendees at the event from over 30 countries and explored the destruction of habitats, corruption that facilitates the illicit trade of animals and the health results. consequences	1) Lee Talbot, Honorary Member, USA 2) NG/25609 National Whistleblower Center, USA	<a href="#">TraCCC</a>
	16	Great Mountain Forest Corporation	GMF	United States of America	<a href="http://www.greatmountainforest.org/">http://www.greatmountainforest.org/</a>	NG	10/12/2003	17	Under the U.S. Forest Service's Forest Legacy Program, Great Mountain Forest operates under a conservation restriction that aligns with sustainable practices. The organization is entering its eighth decade as a practitioner of sustainable forestry management with the goal of preserving the forest as a natural resource.	1) IN/25574 Sustainable Forestry Initiative Inc, USA 2) NG/24699 Yale School of Forestry & Environmental Studies, USA	<a href="#">GMF</a>
	17	Institute for Global Environmental Strategies	IGES	United States of America	<a href="http://www.strategies.org">www.strategies.org</a>	NG	05/08/1994	25	As a small non-profit organization, we do not have a specific sustainable use policy. However, our eight-person staff are committed to ensuring the sustainability of nature resources.	1) NG /25824 Thinking Animals United, Inc. USA 2) NG/25609 National Whistleblower Center, USA	<a href="#">IGES</a>
	18	Quebec-Labrador Foundation, Inc - U.S.	QLF	United States of America	<a href="http://www.qlf.org">www.qlf.org</a>	NG	28/08/1963	60	QLF supports the IUCN Sustainable Use Policy, which puts conservation of biodiversity at the center, ensuring that the use of natural resources and the environment does not lead to the decline or deterioration of biological diversity. Through QLFs Regional Conservation Biodiversity Program, , QLF Senior Consultant Dr. Kathleen Blanchard has been implementing project activities to raise awareness of the threat to nesting seabirds on the Lower Quebec North Shore due to the current resurgence of illegal hunting, eggging and disturbance of colonially-breeding seabirds on islands. Dr. Blanchard also directs activities focused on reducing incidental by-catch & mortality of the Northern and Spotted Wolffish	1) Prof. Adrian Phillips, Honorary Member of IUCN 2) John G. Robinson, IUCN Councillor, North America	<a href="#">QLF</a>
South and East Asia	19	Beijing Sunny Green Environmental Protection Foundation	BSGEPF	China	<a href="http://www.bjsgyg.org.cn">www.bjsgyg.org.cn</a>	NG			<i>refer to answer in the file available through hyperlink</i>	1) NG/25377 Chengdu Bird Watching Society, China 2) NG/25487 China Mangrove Conservation Network, China	<a href="#">BSGEPF</a>
	20	Centre for Wildlife Studies	CWS	India	<a href="http://www.cwsindia.org">www.cwsindia.org</a>	NG	27/01/1984	30	The Centre for Wildlife Studies, has always believed in the practice of sustainability in all aspects, through policy, research, and practice. One such example is that we have conducted landscape level research in India's Western ghats that promotes the use of sustainable farming practices in agroforestry areas to to harbour a greater diversity of birds, mammals, amphibians and other ecologically sensitive species. This led to the creation of an initiative called "Wild Kaapi", to encourage farmers to adopt and implement wildlife friendly farming practices and sustainable use of natural resources to procure coffee from a network of organic coffee farmers with incentivised premiums for their harvest.	1) IN/195 Wildlife Conservation Society, USA 2) NG/25575 Center for Large Landscape Conservation, USA	<a href="#">CWS</a>
	21	Environmental Resources Foundation	ERF	India	<a href="http://www.erfglobal.org">www.erfglobal.org</a>	NG	23.11.2011	9 years	Yes, ERF is committed to sustainable and equitable use of natural resources. This reflects in ERF's vision of catalysing actions for a sustainable world.	NG/25672 Green Future Foundation, India NG/25423 Sahjeevan, India	<a href="#">ERF</a>
	22	IORA Ecological Trust	IORA	India	<a href="http://www.ioratrust.org">www.ioratrust.org</a>	NG	21/08/2014	6	Through engagement of communities and other local stakeholders' we have facilitated sustainable and equitable use of resources. Some examples are community oriented afforestation drives; Public Private Partnerships for conservation of natural resources.	1) Ashok Khosla, IUCN Honorary Member and on behalf of NG/737 Development Alternatives, India 2) NG/25287 Wildlife Trust of India	<a href="#">IORA</a>
	23	Institute of Constructions and Urban Economics	(ICUE)	Viet Nam		NG			We are working with several city governments to design Green space protection and development plans, to build green growth cities (Ha Long city, Hue city, Buon Ma Thuot city, Lao Cai city, Gia Nghia city,...). This plan is approved as a legal basis to identify areas of green space, natural water surface must be strictly protected, in order to preserve the status of the integrity and the diversity of resources, which areas can be used. for developing open public spaces.	1) NG/25381 Center for environment and Community Research, Viet Nam 2) NG/25697 Centre of Live and Learn for Environment and Community, Viet Nam	<a href="#">ICUE</a>

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West Asia	24	International Research Center for Water, Environment, and Energy	IRCWEE	Jordan	<a href="https://www.bau.edu.jo/ircwee/Home.aspx">https://www.bau.edu.jo/ircwee/Home.aspx</a>	NG	04/02/2009	11	Fostering the use of entrepreneurship approach that enhances the sustainable management of the natural resources and the economic well-being; business creation	1)1485/ Jordanian Society of Desertification control and Badia Development , Jordan 2) 25090/ Jordanian Society for Organic Farming, Jordan	<a href="#">IRCWEE</a>
	25	Mohamed bin Zayed Species Conservation Fund	MBZF	United Arab Emirates	<a href="http://www.speciesconservation.org">www.speciesconservation.org</a>	NG	17/08/2008	12	The MBZ Fund is pragmatic and realistic when it comes to the sustainable use of species. Although the issue does not come up very often, when it does the Fund would follow the guidance of the SSC and associated experts in situ	1) NG/25120 Emirates Nature-WWF, UAE 2) GA/20701 Environment Agency Abu Dhabi, UAE & IUCN Councillor, Shaikha Salem Al Dhaheeri 3) NG/25541 Global Wildlife Conservation, USA	<a href="#">MBZF</a>
East Europe, North and Central Asia	26	The Association of Forest and Land Users of Kyrgyzstan	KAFLU	Kyrgyzstan	<a href="http://www.landuse-association.kg">www.landuse-association.kg</a> ( <a href="https://www.facebook.com/kyrgyzaflu/">https://www.facebook.com/kyrgyzaflu/</a> )	NG	13/05/2010	10	All activities of our organisation focus to sustainable use the forest and land resources. As part of most projects in the walnut fruit forests, on the conservation and enhancement of floodplain forests, and the rational use of land resources, a component on the rational use of natural resources is necessarily included.	1) NG/25889 Public Foundation CAMP Alatoo, Kyrgyzstan 2) NG/25748 Nature Conservation Centre Foundation, Turkey	<a href="#">KAFLU</a>
West Europe	27	Instituut voor Natuur- en Bosonderzoek (Research Institute for Nature and Forest)	INBO	Belgium	<a href="http://www.inbo.be">www.inbo.be</a>	GA	23/12/2005	15	To contribute with evidence-based publications, knowledge integration and advice on the sustainable use of natural resources is one of the main goals of INBO, by continuing and initiating new research programmes, by supporting and evaluating policy and through participation in (international) networks and organisations.	n/a	<a href="#">INBO</a>
	28	HUTAN	n/a	France	<a href="http://www.hutan.org.my">www.hutan.org.my</a>	NG	31/12/1996	20	Our group strives to achieve harmonious relations between local communities and wildlife. We promote international certification initiatives (RSPO, FSC) recognised as such by our partners. We also have great respect for gender equality in terms of our staff (40% women – 60% men).	1) NG/25775 Association Beauval Nature pour la Conservation et la Recherche, France (Beauval Nature Association for Conservation and Research) 2) NG/25113 Association Française des Parcs Zoologiques, France (French Association of Zoos) 3) NG/25867 Alliance pour la Préservation des Forêts, France (Alliance for the Preservation of Forests)	<a href="#">Hutan</a>
	29	Réseau des Grands Sites de France (Grands Sites de France Network)	RGSF	France	<a href="https://www.grandsitedefrance.com/">https://www.grandsitedefrance.com/</a>	NG	05.12.2000	20 years	RGSF shares IUCN's objectives to conserve biodiversity and to ensure the reasonable and responsible use of natural resources. For example, within its network, the Grand Site de France de Bibracte - Mont Beuvray launched an FSC (Forest Stewardship Council) environmental certification process in its 950 ha of forest of high ecological and heritage value. This aims to guarantee that the forests are managed responsibly for the environment in a socially beneficial and economically viable manner. The Grands Sites de France has thus joined forces with the Morvan Regional Natural Park, the Conservatory of Natural Areas of Burgundy and the local association for the safeguarding of deciduous trees.	Comité Français de l'IUCN (National Committee of IUCN Members, France) NG/1535 Fédération des parcs naturels régionaux de France, France	<a href="#">RGSF</a>
30	Fondazione A.R.C.A. Animal Research Conservation in Action (A.R.C.A. Animal Research Conservation in Action)	ARCA	Italy	<a href="http://www.fondazionearca.eu">www.fondazionearca.eu</a>	NG	05/12/2012	8	A.R.C.A., together with Parco Natura Viva and the University of Torino, carries out a conservation project in Madagascar in the Maromizaha forest where 10 years ago a Multipurpose Centre was built and acts as a research station and as a cultural spot where educational activities with local communities are carried out. The Centre is run by local staff and in particular A.R.C.A supports the employment of the Biodiversity Manager of the Natural Protect Area of Maromizaha. Furthermore, the Foundation supports the education in primary schools near the forest to allow them to become in the future the rangers of the forest and protectors of its biodiversity.	1) NG/1493 Interuniversity Department of Regional and Urban Studies and Planning (Politecnico di Torino), Italy 2) NG/1036 Italian Federation Of Parks And Natural Reserves, Italy	<a href="#">ARCA</a>	



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West Europe	31	Greenhouse Gas Management Institute	GHGMI-I	Italy	<a href="https://ghginstitute.org/">https://ghginstitute.org/</a>	NG	12/10/2007	13	GHGMI's activities essentially refer to the Framework Convention on Climate Change and are inspired by its basic principles relating to the protection of the global climate system and the promotion of sustainable development, with particular attention to the needs of developing countries. As for the activities related to the carbon cycle (estimation and enhancement of carbon removal, promotion of sustainable biomass use), our activities are inspired by article 4.d of the Convention, which provides that all countries work together to "promote sustainable management, and promote and cooperate in the conservation and enhancement, as appropriate, of sinks and reservoirs of all greenhouse gases not controlled by the Montreal Protocol, including biomass, forests and oceans as well as other terrestrial, coastal and marine ecosystems". For instance, this holds in particular for the REDD+ (Reducing emissions from Deforestation and forest Degradation) programme activities for which specific safeguard measure have been foreseen: in particular, GHGMI has implemented REDD+ activities within the USAID LEAD (Low Emissions Asian Development) programme in Southeast Asia.	1) NG/1559 Pangea Institute-European Institute for Environmental Education and Training, Italy 2) NG/1036 Italian Federation Of Parks And Natural Reserves, Italy	<a href="#">GHGMI-I</a>
	32	Regnskogfondet (Rainforest Foundation Norway)	RFN	Norway	<a href="http://www.regnskog.no">www.regnskog.no</a>	AF	20.06.2003	30 years	RFN supports the sustainable use of natural resources -as it is essential for the well-being of indigenous peoples and different cultures, it is an important conservation tool and promotes good and effective management within their territories. We also support that use of natural resources is done in such ways that it seeks to minimize loss of biological diversity.	NG/507 WWF Norway IN/195 Wildlife Conservation Society, USA IP/25726 Fenamad, Peru	<a href="#">RFN</a>
	33	Ouwehand Zoo Foundation	OZF	The Netherlands	<a href="https://www.ouwehand.nl/en">https://www.ouwehand.nl/en</a>	NG	13/07/2007	13	Ouwehand Zoo holds the Golden Green Key for leisure and compensates all CO2-output caused by the transports of animals and employees.	1) National Committee of IUCN Members, The Netherlands 2) NG/25246 Chimbo Foundation, The Netherlands	<a href="#">OZF</a>
	34	Stichting ARK Natuurontwikkeling (ARK Nature, rewilding the Netherlands)	ARK	The Netherlands	<a href="http://www.ark.eu">www.ark.eu</a>	NG	23/07/1989	31	We believe that nature is mostly secured of a sustainable future when there is value of the nature for the people in and around the areas, now and in the future. Therefore, almost all nature we develop is accessible (not just on the tracks but also outside the tracks). Often we combine the increase of biodiversity and natural processes with other societal tasks, like storing of drinking water, storing CO2, increasing water safety, and mining of sand/clay/gravel during the transformation of agricultural land to nature. Concrete examples are the room for river projects we initiated that are focused on river floodplain restoration combined with water safety.	1) IUCN National Committee of the Netherlands 2) NG/409 Wereld Natuur Fonds Nederland (WWF), The Netherlands	<a href="#">ARK</a>
	35	Jamma International	Jamma	United Kingdom	<a href="http://www.jammainternational.com">www.jammainternational.com</a>	NG	02.11.2010	10 years	Jamma supports and promotes community rights to utilize their own resources sustainably. In all of Jamma's interactions with a variety of communities across the globe it endeavours to ensure that benefits accrued from utilization of biodiversity are distributed equitably. Jamma is currently engaged with Resource Africa in preparing a workshop involving community leaders from seven African countries that will build the capacity of community leaders to engage in forums at an international to defend their rights to sustainably utilize their own biodiversity resources.	IN/222 Fauna & Flora International, UK NG/25354 ResourceAfrica, UK NG/410 WWF-UK, UK	<a href="#">Jamma</a>
	36	On the EDGE Conservation	OTEC	United Kingdom	<a href="http://www.ontheedge.org">www.ontheedge.org</a>	NG	18.06.2015	5 years	OTEC does not have a formal position on sustainable use, but we recognise this is an integral part of coexistence with wildlife and thus support or plan to support community-based conservation programmes of work for our focal species. As part of our operations, our Environmental, Social and Governance policy is central in determining how we work, whom we work with and support, and our own use of resources. Our footprint must be sustainable, and where we cannot reduce our emissions we are carbon offsetting via projects which also prioritise biodiversity outcomes alongside carbon outcomes.	IN/838 National Geographic Society, USA NG/252 Zoological Society of London, UK	<a href="#">OTEC</a>

#### 1 Membership application rejected by 31st GCC

South and East Asia	37	Mountain Sports Federation - Nepal	MSFN	Nepal	<a href="http://www.mountainsportsnepal.org">www.mountainsportsnepal.org</a>	NG	22.05.2012	track record in conservation does not seem to be sufficient	We respect the laws of nature and conservation when working with them. Most of our sports are used and related with nature and conversation.	NG/25379 Green Governance Nepal NG/23956 Youth Awareness Environmental Forum, Nepal	<a href="#">MSFN</a>
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## 2 Membership applications deferred by 88th Bureau

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application	Background information
North America and the Caribbean	1	S.P.E.C.I.E.S. The Society for the Preservation of Endangered Carnivores and their International Ecological Study	S.P.E.C.I.E.S	United States of America	<a href="https://carnivores.org">https://carnivores.org</a>	NG	1) NG/25609 National Whistleblower Center, USA 2) NG/25779 Thinking Animals United, USA	<a href="#">SPECIES- incl DDP</a>	<p><b>1. 8 July 2020:</b> (29th GCC) Following concerns about the legal status of the SPECIES, Secretariat had consulted with the Office of the Legal Adviser (OLA). The OLA advised that SPECIES should not be applying because they are not a legal entity. They form a part of Lifescape, who is the entity who should be applying. On this basis, GCC rejected the application. The GCC confirmed that replies to objections to applications can be shared with objectors once the decision-making process has been finalised.</p> <p>The GCC also considered that the advice they should give the organisation would be that they would be able to reapply in three years' time once they have become a legal entity. GCC decided to REJECT the application. Recommendation was submitted to Bureau.</p> <p><b>2. 9 September:</b> 88th Bureau . Comments received from Bureau/Council are available through the link below. During the meeting, Bureau agreed to "suspend consideration of the application for IUCN membership of S.P.E.C.I.E.S until its parent organization has had the possibility to submit its application for IUCN membership". The revised form was submitted on 4 December 2020.</p> <p><a href="https://portals.iucn.org/union/sites/union/files/doc/b88_4_2_comments_received_on_membership_applications.pdf">https://portals.iucn.org/union/sites/union/files/doc/b88_4_2_comments_received_on_membership_applications.pdf</a></p>
East Europe, North and Central Asia	2	Lovacki savez Srbije (Hunting Association of Serbia)	LSS	Serbia	<a href="http://www.lss.rs/">http://www.lss.rs/</a>	NG	1) IN\1063 International Council for Game and Wildlife Conservation, Hungary 2) IN/788 Federation of Associations of Hunting and Conservation of Wildlife of the European Union, Belgium	<a href="#">LSS</a>	<p><b>1. 8. July 2020</b> (29th GCC): Tamar had asked for more information on the organisation following her review of the documentation. The Regional Office confirmed that they had not had any contact with them. She felt that more insight on the organisation to have some additional personal insight on them would be interesting but would support the approval of the application. Jenny abstained from the vote (Note: since she held the proxy votes of Shaikha, and Mamadou they also counted as abstentions. A majority supported the admission since the organisation does have conservation objectives. Further, it was noted that they are involved in the restoration of degraded agriculture lands and in breeding of declining species. The admission was approved by GCC. Recommendation was submitted to Bureau.</p> <p><b>2. 9 September:</b> 88th Bureau . Ahead of the meeting, and following a request from Antonio Benjamin, the office contacted the applicant and regional office who provided additional information (available through link). During its meeting, Bureau agreed to "defer to its next meeting its consideration of the application for IUCN membership of Lovacki savez Srbije (Hunting Association of Serbia)".</p>



## 11 Membership applications approved by GCC by e-mail correspondence - Jan-Feb 2021

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Establishment date	Years of work in conservation	Answer to sustainability use policy question	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
Africa	1	Conservation Alliance of Kenya	CAK	Kenya	<a href="http://www.conservationalliance.or.ke">www.conservationalliance.or.ke</a>	NG	27.12.2016	4 years	CAK position on sustainable use of natural resources is informed by two guiding principles outlined in Kenya's natural resources policies – sustainability and governance: and access and equitable sharing of benefits. The Alliance is committed to sustainable use and access to benefits from natural resources in an equitable manner as an incentive to enhance conservation and protection of habitats guided by scientific evidence as long as it does not threaten the survival of species and degrade ecosystems. Further we promote transparency and accountability in access and sharing benefits accruing from natural resources at all levels. We encourage community participation.	1) NG/274-African Wildlife Foundation, Kenya 2) NG/8234-Wildlife Clubs of Kenya, Kenya	<a href="#">CAK incl. addl info and feedback</a>
	2	Associação do Meio Ambiente de Cabo Delgado – Amigos da Terra (Friends of the Earth)	AMA	Mozambique	<a href="http://www.ama-amigosdaterra.org">www.ama-amigosdaterra.org</a>	NG	10.05.1990	30 years	Supporting CCPs in means to patrol the best fisheries practices; Supporting the community members to avoid overfishing; Supporting the community to avoid cutting mangroves; Supporting the community to have their own Co-management plans	1) NG/25021 Coastal Oceans Research and Development - Indian Ocean (East Africa), Kenya 2) GA/25719 National Administration of Conservation Areas, Mozambique	<a href="#">AMA</a>
	3	Rwanda Wildlife Conservation Association	RWCA	Rwanda	<a href="http://www.rwandawildlife.org">www.rwandawildlife.org</a>	NG	24.01.2015	6 years - Many concrete achievements. Not only conservation but link with poverty and health	Our organisation not only considers conservation efforts, but the link with poverty and health, contributing to economic goals of using biological resources sustainably and working towards development. Our project activities advances the sustainable use of resources by for example, consulting and involving communities living nearby Ramsar protected Rugezi Marsh to devise community solutions to protect the Marsh (e.g. our team of Community Marsh Rangers) to ensure that the benefits of natural places for people are considered (for example, finding alternative sources of water and grass for livestock).	1) NG/25023 Rwandese Association of Ecologists, Rwanda 2) IN/25314 Albertine Rift Conservation Society, Uganda	<a href="#">RWCA incl. feedback</a>
	4	Climate Action Network Tanzania	CAN - Tanzania	Tanzania, United Republic of	<a href="http://cantz.or.tz">http://cantz.or.tz</a>	NG	28.11.2011	9 years - Community-centred projects. Raised awareness	Helping local community protect and manage potential ecosystems in their locality. Advocating for RE adoption so as to reduce pressure to potential nature towards community climate resilience. Ex. Villagers agreed to rehabilitate and fencing their only water source that serve more than 4000 people and livestock in olmolog village in Arusha	1) NG/25546 - Ecological Christian Center - Uganda 2) NG/24949 - College of African Wildlife Management, (CAWM) Tanzania	<a href="#">CAN</a>
	5	Kilimanjaro Animal Centre for Rescue, Education and Wildlife	Animal C.R.E.W.	Tanzania, United Republic of	<a href="https://kilimanjaroanimalcrew.org/">https://kilimanjaroanimalcrew.org/</a>	NG	15.02.2015	5 years - veterinary care, animal rescue and training	Fundamental to our mission is to accept and understand the Tanzanian government's policies and objectives to sustainable utilization of wildlife. Although our NGO is based on non consumptive use and 100% protection of each individual animal, we strive to advocate that in all aspects of consumptive use, the government MUST ensure that each and every individual animal held in captivity is cared for in a humane way applying internationally recognized standards. We hold the government responsible for transparent, effective and enforceable regulations that serve to protect each animal held in captivity and prevent any and all abuse and neglect.	1) NG/24949 - College of African Wildlife Management, Mweka (CAWM), Tanzania 2) GA/159 - Tanzania National Parks, Tanzania	<a href="#">Animal C.R.E.W.</a>
North America & the Caribbean	6	World Surf League PURE	WSL PURE	USA	<a href="http://www.wslpure.org">www.wslpure.org</a>	NG	08.03.2015	5 years - Lots of campaigns and petitions (plastic in the ocean) and 30x30 goal.	"leading in sustainability in professional sport, reducing and offsetting its carbon footprint with a portfolio of verified nature-based solutions, and working to reduce single-serve plastics at events and more"	1) IN/195 Wildlife Conservation Society, USA 2) NG/515 Natural Resources Defence Council, USA	<a href="#">WSL PURE incl feedback</a>
South and East Asia	7	Centre for Environment Communication	CEC	India	<a href="http://www.cecin.org">www.cecin.org</a>	NG	25.09.2014	5 years	Stable and sustainable ecosystems are the foundation for achieving the goals of reduced vulnerability, and higher adaptive capacities towards climate and disaster risk reduction, as well as achieving the SDGs. We at CEC, believe that biodiversity is central to sustain ecosystem values and ecosystem services. The sustainable use as well as conservation of biodiversity is the essence of livelihood security, health and overall well-being of human societies. We appreciate in our action and the projects that the consequences of biodiversity loss and the resulting loss of ecosystem services have a far reaching impact. Our programmes and initiatives are aligned with the harmonious co-existence approach.	1) NG/25672- Green Future Foundation, India 2) NG/25323-The Corbett Foundation, India 3) GA/815 Wildlife Institute of India, India	<a href="#">CEC</a>

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Establishment date	Years of work in conservation	Answer to sustainability use policy question	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application
West Asia	8	Iranian Cheetah Society	ICS	Iran	<a href="http://www.wildlife.ir/en/">http://www.wildlife.ir/en/</a>	NG	24.01.2002	18 years - National Environment Award, Asiatic Cheetah Monitoring in Iran, Water Resources Management in Cheetah Habitats	Iranian Cheetah society believes in the sustainable use of natural resources however there is no specific strategy	1) NG/25107 Caucasus Environmental NGO Network (CENN), Georgia 2) NG/24611 World Land Trust, UK	<a href="#">ICS incl. addtl.info</a>
West Europe	9	Miraceti		France	<a href="https://www.gecem.org/">https://www.gecem.org/</a>	NG	08.09.2007	activities listed since 2012	In our opinion, the sustainable use of resources depends on two concepts: economy and ecology. In this context, we are working for example on improving the practices of whale-watching, which is an economic activity directly dependant on the presence of cetaceans but not viable for the populations if it is not carried out properly. We are also interested in the sustainable coexistence between humans and dolphins in a context of cohabitation and competition for resources (fishing, whale-watching, recreational boating, etc.): <a href="https://sites.google.com/view/f2finteract/accueil?authuser=0">https://sites.google.com/view/f2finteract/accueil?authuser=0</a> .	1) NG/350 France, Nature, Environment 2) NG/1314 Fondation pour la Nature et l'Homme, France (Foundation Nicolas Hulot for Nature and Humankind) 3) NG/771 Ass. Française du Fonds Mondial pour la Nature, France (WWF France) 4) AF/25758 Office Français de la Biodiversité, France (French Biodiversity Agency)	<a href="#">Miracetti</a>
	10	Panthera France		France	<a href="https://www.panthera.org/France">https://www.panthera.org/France</a>	NG	15.08.2016 (French entity) - Panthera was founded in 2006	4 years	Panthera does not have a sustainable use position per se. With respect to legal hunting of wild cats, Panthera supports the right of each country to manage its wildlife resources, with the condition that all management activities are truly sustainable and contribute to conservation. For hunting of any wild cat to be permissible, Panthera strongly feels there must be a scientifically proven net benefit to the population as a result of hunting. Where this condition is not met, Panthera advocates for reforms in hunting practices, or strongly encourages replacing hunting with alternative activities.	1) NG/25775 Association Beauval Nature pour la Conservation et le Recherche, France (Beauval Nature Association for Conservation and Research) 2) NG/24938 Noé Conservation, France	<a href="#">Panthera</a>
	11	Fundación Global Nature (Global Nature Foundation)	FGN	Spain	<a href="http://www.fundacionglobalnature.org">www.fundacionglobalnature.org</a>	NG	23.07.1993	25 years	In Europe, there are no pristine natural ecosystems. All the areas of great natural value in which we work are being used for agriculture, livestock breeding, fishing or other purposes. The Foundation Global Nature works with models for the sustainable use of these resources. We work with an extensive agricultural stewardship network (25,000 ha with over 470 agreements), so that farmers and livestock breeders can maintain the traditional uses of the land and conserve areas as unique as the Iberian holm and cork oak pasturelands or the cereal-growing steppes on the two plateaux, which are of fundamental importance for the conservation of the last remaining populations of several bird species.	NG/1455, Foundation for Man and Nature, Spain NG/24777, Bearded Vulture Conservation Foundation, Spain	<a href="#">FGN incl. feedback</a>



# ENCARGADO/A DE ELECCIONES Y ENCARGADO/A ADJUNTO DE ELECCIONES DEL CONGRESO MUNDIAL DE LA NATURALEZA 2020

## TÉRMINOS DE REFERENCIA

*Aprobados por la Junta Directiva (B/75/1), confirmados por el Consejo de la UICN (C/95/2) en octubre de 2018 y revisado por el Consejo de la UICN (C/XIX) en febrero de 2021 por recomendación de la Junta Directiva (B90/2)*

### Encargado/a de Elecciones

1. El/la Encargado/a de Elecciones es nombrado por el Consejo de la UICN para supervisar las elecciones que se llevan a cabo en el Congreso Mundial y contabilizar los votos, de acuerdo con el artículo 74 de las Reglas de Procedimiento del Congreso Mundial de la Naturaleza.

### Términos de Referencia del Encargado/a de Elecciones

2. Los Términos de referencia del Encargado/a de Elecciones son los siguientes:

*Previo al Congreso Mundial de la Naturaleza:*

- a) Revisar los procedimientos para la votación y el recuento de los votos en la Asamblea de Miembros y recomendar mejoras a la Secretaría a la luz de la experiencia. Si se encuentra disponible un sistema de votación electrónica para las elecciones, ajustar los procedimientos según sea necesario y verificar la exactitud del sistema con anterioridad a la Asamblea de Miembros;
- b) Recibir de la Secretaría, los expedientes completos de todos los/las candidatos/as a las elecciones, aprobar para su publicación en el Portal de la Unión las candidaturas para la elección de Consejeros/as Regionales que cumplan con los requisitos establecidos en los Estatutos y el Reglamento, transmitir al Comité de Candidaturas del Consejo las candidaturas para los cargos de Presidente/a, Tesorero/a y Presidentes/as de Comisiones que cumplan con los requisitos, y pronunciarse sobre cualquier cuestión que pudiera surgir durante el proceso de nominación;
- c) Avisar al Consejo antes del cierre del período de presentación de candidaturas si es poco probable que las candidaturas recibidas llenen los puestos disponibles para alguna de las regiones estatutarias, o cumplan con los criterios establecidos por el Consejo, y sea necesario una extensión del plazo;
- d) Al término del plazo para la presentación de candidaturas, preparar el informe del Encargado/a de Elecciones al Congreso Mundial de la Naturaleza, incluyendo los nombres de los/las candidatos/as para Consejero/a Regional y su información básica, enumerados por orden alfabético, partiendo de una letra del alfabeto escogida al azar e indicando el número de propuestas recibidas por cada candidato/a según el artículo 40 del Reglamento;

*Durante el Congreso:*

- e) Explicar los procedimientos de votación durante una sesión plenaria, según sea necesario;
- f) Informar al Comité Directivo del Congreso sobre todo lo relacionado con las elecciones;
- g) Participar de oficio en las reuniones del Comité de Credenciales;
- h) Supervisar la entrega de los formularios de votación en la Asamblea de Miembros con base en el informe del Comité de Credenciales. Si las elecciones se llevan a cabo electrónicamente, verificar

la exactitud del proceso de elección teniendo en cuenta el informe del Comité de Credenciales;

- i) Informar inmediatamente al Comité Directivo del Congreso sobre cualquier actividad que pudiera detectar con respecto a las elecciones y las votaciones que pudiera ser contraria a los Estatutos, las Reglas de Procedimiento o el Reglamento;
- j) Supervisar los preparativos para la presentación de candidatos/as a la Asamblea de Miembros y reunirse con los candidatos/as antes de las elecciones para explicar los procedimientos;
- k) Coordinar y asumir la responsabilidad ante la Asamblea de Miembros por el recuento de votos, y supervisar al equipo de personas designadas por la Secretaría para contar los votos (si la votación se efectúa electrónicamente, verificar la exactitud del sistema electrónico), y asegurarse de que los resultados de la elección no sean conocidos de antemano por ninguna otra persona más que él/ella mismo;
- l) Anunciar los resultados de la elección y preparar el informe del Encargado/a de Elecciones;
- m) Responsable de supervisar la votación electrónica sobre las mociones en la Asamblea de Miembros, que incluye la verificación de la exactitud del sistema electrónico de votación (artículo 40*bis* del Reglamento) y que en caso de una votación secreta el sistema pueda garantizar el carácter anónimo de todos los votos (artículo 70 de las Reglas de Procedimiento).
- n) Hacer recomendaciones al próximo Consejo para mejorar la función y el funcionamiento del Encargado/a de Elecciones basándose en su propia evaluación, teniendo en cuenta las orientaciones del Consejo para la autoevaluación.

### **Encargado/a Adjunto de Elecciones**

3. El/la Encargado/a Adjunto de Elecciones será nombrado/a por el Consejo de la UICN para actuar en lugar del Encargado/a de Elecciones cuando éste/a no pueda actuar como Encargado/a de Elecciones, en caso de conflicto de intereses, o si el/la Encargado/a de Elecciones tiene la misma nacionalidad que cualquiera de los candidatos/as presidenciales, y para proporcionar apoyo al Encargado/a de Elecciones para asegurar la integridad de las elecciones.

4. Cuando actúe en lugar del Encargado/a de Elecciones, el/la Encargado/a Adjunto de Elecciones tendrá las mismas obligaciones y responsabilidades que el/la Encargado/a de Elecciones, especificadas en los Términos de Referencia del Encargado/a de Elecciones y será responsable ante el Congreso o, antes de la sesión del Congreso, ante el Consejo de la UICN.

5. El/la Encargado/a Adjunto de Elecciones tendrá acceso completo a toda la información y documentos relacionados con las elecciones, recibirá copia de toda la correspondencia y será invitado/a a asistir a todas las reuniones a las que asista el/la Encargado/a de Elecciones, de modo que pueda comenzar a trabajar inmediatamente como Encargado/a de Elecciones en caso de que el Encargado/a de Elecciones no pueda asumir sus funciones.

### **Disposiciones aplicables a los cargos de Encargado/a de Elecciones y de Encargado/a Adjunto de Elecciones**

6. Deberán tener una formación jurídica, experiencia en materia de gobernanza, capacidad para mantener su independencia y, preferiblemente, conocimiento de las organizaciones internacionales con membresía mundial, y en particular de sus procedimientos electorales y otros procesos pertinentes.

7. No podrán ser miembros de la Secretaría ni candidatos/as a las elecciones, de acuerdo con el artículo 28 (b) del Reglamento. No podrán tener vínculos familiares ni relaciones de trabajo con ninguno de los candidatos/as nominados, y deberán divulgar cualquier posible conflicto de intereses en ese sentido, una vez se hayan recibido las nominaciones. En caso de que tengan la misma nacionalidad que cualquiera de los candidatos/as presidenciales, deberán recusarse del proceso de la elección presidencial.

## **Proceso para el nombramiento del Encargado/a de Elecciones y del Encargado/a Adjunto de Elecciones**

8. El Comité Directivo de la Comisión Mundial de Derecho Ambiental de la UICN (CMDA) propondrá a la Junta Directiva del Consejo de la UICN cuatro (4) candidatos/as, con el propósito de que la Junta Directiva proponga a uno/a al Consejo de la UICN como candidato/a a Encargado/a de Elecciones y otro/a como candidato/a a Encargado/a Adjunto/a de Elecciones. Los miembros del Consejo de la UICN podrán hacer sugerencias de candidatos/as para Encargado/a de Elecciones y Encargado/a Adjunto de Elecciones al Presidente de la CDMA para que sean tomados en consideración por el Comité Directivo de la CMDA. Los miembros del Comité Directivo de CMDA que sean parientes cercanos o tengan alguna relación laboral (empleador/empleado) o cualquier relación comercial con cualquier de los candidatos/as propuestos, se recusarán de la decisión del Comité Directivo.

9. Al nombrar al Encargado/a de Elecciones y al la Encargado/a Adjunto de Elecciones, el Consejo de la UICN se esforzará por reflejar las diversidades de género, geográfica y de otro tipo en la UICN. Las personas nombradas no podrán tener la misma nacionalidad entre sí, ni la de ningún candidato/a presidencial ya conocido/a.

## **IUCN 2021 WORK PLAN rev**

The 2021 Work Plan responds to the provisions of Strategic Planning and Reporting Framework Annex 4 to Council decision C/88/7. It aligns to the 2021 Budget, approved in November 2020 through Council decision C/102/4. The Annual Work Plan is a strategic, high-level document that provides Council with an overview of the main programmatic focus and corporate structural changes that the Secretariat aims to deliver during 2021.

### Contents

1. Introduction .....	1
2. 2021 Strategic Initiatives to re-position IUCN globally .....	2
2.1. Political initiatives .....	2
2.1.1. <i>IUCN's Nature-based Recovery Initiative</i> .....	3
2.1.2. <i>A Union-wide "Contributions for Nature"</i> .....	3
2.1.3. <i>Agriculture and Land Health Initiative</i> .....	3
2.1.4. <i>IUCN top priorities for the Post-2020 Global Biodiversity Framework</i> .....	3
2.2. Structural initiatives .....	3
2.2.1. <i>IUCN Finance for Nature</i> .....	3
2.2.2. <i>IUCN Academy</i> .....	3
3. 2021 Operational work plan .....	4
Programme Priority Areas .....	4
3.1. People .....	4
3.2. Land .....	5
3.3. Water .....	5
3.4. Oceans .....	6
3.5. Climate .....	7
Enablers .....	7
3.6. Technology, data and innovation .....	7
3.7. Communication, education and public awareness .....	8
3.8. Investment and financial sustainability .....	8
4. Corporate Development .....	8
4.1. Programme Delivery Support .....	8
4.2. Resource Mobilisation & Financial Sustainability .....	9
4.3. Optimise Operational Efficiency .....	9
4.4. Enhance internal and publicly facing communication .....	10
4.5. Invest in Staff Development .....	10

### 1. Introduction

The COVID-19 pandemic disrupted IUCN's 2021 annual planning cycle to such an extent that it was not possible to submit an Annual Work Plan to Council, in conjunction with the 2021 Budget, as is the normal practice. The primary reason for this was the unavoidable postponement of the 2020 World Conservation Congress that, in turn, delayed the adoption of the ***IUCN 2021-2024 Programme - Nature 2030*** by IUCN's Membership. Without an approved Programme the Secretariat lacked the frame of reference or mandate by which to trigger the annual work-planning process.

An extraordinary electronic vote by Members approved **Nature 2030** on 17<sup>th</sup> February, allowing the Secretariat to trigger the 2021 Annual Work Planning process at the regional and thematic unit level. However, this was also constrained by the fact that the new Programme structure has yet to be transcribed to the Project and Programme Portal; the unit-level work-planning exercise has therefore focused on capturing significant portfolio-level outcomes rather than collating project-level activities.

This disruption however presents, through necessity, an opportunity to break with past practices and reframe the Annual Work Plan presented to Council as a more strategic document. In previous years Council has been asked to review a highly detailed, “activity-to-output” narrative, often over seventy pages long. The Programme and Policy Committee have noted that the strategic value and importance of intended programme delivery is often obscured by a step-by-step description of activities across 30 distinct operational outcome areas, including a synthesis report on progress from the previous year. Descriptions of “intended institutional delivery” that focus on specific projects or even specific project outputs further exacerbate this problem resulting in a limited “big picture” perspective. The very detailed level of earlier annual work-plans also risks conflating Council’s roles and responsibilities, as the highest decision-making body of the Union between Congresses with a clear focus on strategic direction and oversight, and that of the Secretariat as the operational body of the Union with responsibility for programmatic engagement with Members.

The 2021 Annual Work Plan is therefore a shorter and more focused document. It will still aim to convey the breadth of overview of previous work plans, covering both Programme Delivery and Corporate Operations but with an emphasis on the strategic relevance rather than operational pathways. It also includes a new section that gives a synthesis of major institutional initiatives aimed at increasing and better positioning the Union in terms of the global policy agenda.

## **2. 2021 Strategic Initiatives to re-position IUCN globally**

### **2.1. Policy initiatives**

Given the ambition embodied in Nature 2030, it is imperative that IUCN re-establishes its voice, leadership and authority within the global debate on a limited number of strategically critical issues. The intention of the following “political initiatives” is that IUCN advances compelling, nature-centred, policy narratives and proactively builds new and innovative coalitions that are capable of having an impact on global decision-making. This enhanced focus will amplify the delivery of the **Nature 2030** outcomes.

For 2021, the delivery of the Programme will be amplified through four, cross-cutting initiatives designed to re-gain the Union’s centrality in, and demonstrate its relevance to, the global sustainable development debate:

#### **2.1.1. *IUCN’s Nature-based Recovery Initiative - Advocacy for nature-based post-COVID recovery***

By capitalising on IUCN’s strengths and engaging with our Members, the aim of this initiative is to influence decisions over the course of 2021 and into 2022 to ensure that investments included in recovery packages are directed effectively to nature-based recovery. Concretely, the ambition of this initiative is twofold:

- that economic investment post-COVID does no (additional) harm to nature and livelihoods; and
- that at least 10% of overall recovery investment is not only directed to nature but also provides value to nature.

The initiative will directly mobilise the IUCN Membership and will proactively seek collaboration with subnational governments and the private sector. The first phase will run until the end of 2021.

### **2.1.2. A Union-wide “Contributions for Nature” Portal for tracking Members’ contributions to the 2021-2024 Programme**

Consistent with the One Programme Charter, adopted by Council in May 2011, **Nature 2030** has been prepared as Union-wide programmatic framework, towards which all IUCN Members have the opportunity to make explicit contributions. The “Contributions platform” will, for the first time, enable Members to document and geo-spatially reference their actions as direct contributions to not only the IUCN Programme, but also the Post-2020 Global Biodiversity Framework, Paris Agreement, and Sustainable Development Goals. In the first phase, it will allow Members to overlay high-resolution metrics using tools such as STAR (Species Threat Abatement and Restoration) to measure potential contributions to global species extinction risk reduction goals and the Bonn Challenge Barometer to measure potential contributions in terms of carbon storage and sequestration.

The initiative will directly engage IUCN Members as well as Sub-national Governments and the private sector. The first phase will run until the the end of 2021.

### **2.1.3. Agriculture and Land Health Initiative**

This Initiative aims to better position IUCN within the global sustainable agriculture debate by, in particular, establishing a niche for the organisation in the promotion and mainstreaming of land health as a Nature-based Solution. The initiative will seek to strengthen international commitments to sustainable agriculture, particularly through dialogue between conservation and agriculture actors, communicating scientific evidence of the multiple benefits of sustainable agriculture widely and supporting the alignment of sustainable agriculture activities and interventions against agreed principles and outcomes (including the NbS Standard). This Initiative will run until the end of 2022.

### **2.1.4. IUCN top priorities for the Post-2020 Global Biodiversity Framework**

IUCN aims to support the adoption and implementation of a powerful Post-2020 Global Biodiversity Framework to address the biodiversity crisis, in line with IUCN’s Mission. The focus of IUCN’s political advocacy lies in promoting (i) Protected Areas (PA): 30 x 30 – The right PAs in the right places, well managed and governed, (ii) Global Species Action Plan and (iii) Resource Mobilisation (Finance and Capacity Building). The main activities to implement this initiative will take place prior to CBD COP15. Following the adoption of the Post-2020 Global Biodiversity Framework, the progress of the Initiative will be reviewed and future initiatives may be developed to support uptake and ongoing implementation.

## **2.2. Expanding the Union’s influence through enhanced IUCN business models - structural initiatives**

The following two initiatives are ‘structural’ in that their ambition is to define new business models for the IUCN Secretariat. At the same time, they align very closely with the “*Communication, education & public awareness*” and the “*Investment and financial sustainability*” enablers of the **Nature 2030** Programme.

### **2.2.1. IUCN Finance for Nature**

The objective of this Initiative is to develop an IUCN strategy and programme of work in “nature finance” and thereby determining the approach for IUCN to position itself as a key actor in this area. The initiative will undertake a rapid assessment of the current state of play in the market; engage with a new set of partners knowledgeable on finance via an external Advisory Board; research promising market opportunities relevant to IUCN and thereby identify viable Business Models. Initially, this Initiative will run for 6 months until June 2021.

### **2.2.2. IUCN Academy**

IUCN already produces and packages a vast amount of cutting-edge knowledge and tools. The proposed Academy will build upon this strength of IUCN’s scientific expertise, its network and its capacity to mobilise and train conservation practitioners. The objective of the initiative is to identify and frame a business model that enables IUCN to offer knowledge, training, skills and credentials in the field of nature conservation. Internal staff and Member organisations would also benefit from these activities. The inception phase will focus on the launch of an IUCN Academy and will be



completed by 31<sup>st</sup> December 2021. A first round of pilot programmes will begin in early 2022. The Italian Government is supporting this initiative.

### 3. 2021 Operational work plan

The narrative provides a high-level synthesis of portfolio delivery at the programme priority areas/enabler level only. It is based on a Secretariat planning exercise that collated inputs from regions and thematic units, aligning activities at the outcome and output level. It highlights substantive planned delivery for 2021 and, where relevant, describes Secretariat collaboration with Members and Commissions.

#### Programme Priority Areas

##### 3.1. People

With the World Conservation Congress, CBD COP 15 and the UNFCCC COP 26, IUCN has a unique opportunity to prioritise and accelerate its work on realising **rights, roles, obligations and responsibilities for just and inclusive conservation** during 2021. IUCN will use these high-profile meetings to put the rights and voices of local communities, indigenous people (IPs), women, and youth at the centre of decision-making. With IUCN's **INDIGENOUS PEOPLES** Organisation Members, a *World Summit of IPs and Nature* will be organised in Marseille, while the IUCN Nature Culture Initiative will target CBD COP15 to put the spotlight on cultural diversity and conservation. It will also advocate for the inclusion of a declaration on cultural and procedural rights within the World Heritage Convention. More broadly, recent events in 2020 have cast the spotlight on historic and recent injustices derived from discrimination and disadvantage associated with ethnicity, including those derived from conflict over the use and ownership of natural resources. IUCN's Governance and Rights team will work with the Planning Monitoring and Evaluation Unit (PMER) and the Environmental and Social Management System (ESMS) to strengthen how it screens and addresses risk associated with discrimination and racism in conservation practice. IUCN will also explore methodologies to measure diversity, equity and social justice in the Union and mobilize its members and commissions to follow-up. On **GENDER**, IUCN will promote the adoption of a Gender Plan of Action in the Post-2020 Framework and within the UNFCCC framework. The issue of Gender-based Violence and environmental degradation will continue to be profiled through the Gender team's recently established GBV-ENV Centre. **YOUTH** engagement in conservation will be profiled through the IUCN Global Youth Summit and IUCN will respond positively to the requests by participating young people for the furtherance of mainstreaming youth across the board and by a further mobilization of IUCN regional offices in the world. Also IUCN will promote the inclusion of youth in the governance of the Green List and in individual projects (e.g. Phase 4 of the BRIDGE project).

Nationally and locally, IUCN will work with indigenous people, women and grassroots organisations in local communities to boost their **active participation in governance and decision-making**. The launch of the USD 23 million *Inclusive Conservation Initiative*, funded by the GEF and implemented jointly with Conservation International will make a major contribution to promoting Indigenous Peoples' agency in conservation across Asia, Africa and Latin America. IUCN will continue to promote shared management models of transboundary, protected areas, including across 6 Amazonian countries, advancing the roles of IPLC in sustainable territorial management. Grassroots organizations and communities will have access to and manage funds to improve conservation of protected areas and to implement NbS to sustainability address societal challenges (e.g. through small grant mechanisms, such as CEPF – Indo-Burma hotspot; BIOPAMA and BEST).

IUCN will continue to support its Members with the assessment, reform and implementation of legal frameworks to incorporate the **environmental rule of law**. IUCN will champion an assessment of legal and regulatory frameworks for the most affected sectors by the Covid-19 Pandemic (tourism, transport, agriculture and food systems), evaluating their adequacy to support

a sustainable post-Covid recovery. IUCN will also focus on the development and strengthening of effective protected areas and biodiversity legislation, including wildlife trade, for example, through the EAC anti-poaching strategy-forum in East Africa, as part of an integrated One Health strategy. Capacity development of judges, prosecutors, public interest lawyers and compliance and enforcement officials will be advanced and new evidence and knowledge on the environmental rule of law promoted – e.g. through the publication of IUCN Flagship Report “Conflict and Conservation”.

### 3.2. Land

IUCN will seek to **expand the reach of biodiversity conservation across all land-use types**, stabilising intact landscapes by **addressing drivers of loss** while **enhancing values in productive urban landscape with NbS**. To consolidate the role of the IUCN Red List of Threatened Species in biodiversity conservation, a key result in 2021 will be its strategic expansion to add key plant, marine, invertebrate and fungi groups, and the completion of the global reptile assessment. The Red List will also be bolstered by a new global standard that promotes the recovery of species (Green Status Standard), the launch of the Species Threat Abatement and Restoration metric and the accelerated assessment of the impact of invasive alien species through EICAT. The launch of the IUCN Global Ecosystem Typology 2.0 will boost progress with the Red List of Ecosystems and support ecosystem management. IUCN will continue to support Members’ conservation efforts directly through existing work such as the Tiger Programme, Monitoring the Illegal Killing of Elephants or the Central Asian Mammals Initiative and new initiatives such as Global Species Action Plan. It will pursue the goal of having 2000 terrestrial KBAs assessed by 2024 and will continue to proactively promote the use of the IUCN Green List. In 2021 IUCN will leverage the results of World Heritage Outlook III to enhance the conservation of more than 250 inscribed natural World Heritage sites. Primary forest conservation will be prioritised in 2021, guided by the recently approved policy and associated guidance.

In 2021, IUCN will continue to position itself as a lead contributor to the **delivery of the UN Decade on Ecosystem Restoration**. Major results to be achieved in 2021 include supporting FLR initiatives and targets in a growing number of countries (including, various State-level initiatives in India and the Ten Billion Tree Tsunami Programme in Pakistan). It will launch the CHF20 million FLR Hub at IUCN’s duty station in Bonn enabling it to expand the role of the Restoration Barometer as the primary means to track and monitor restoration actions globally. Innovative finance for NbS, and the generation of bankable NbS projects, will be enhanced through the Nature+ Accelerator Fund, in partnership with MIROVA. IUCN will continue to work in all its regions to promote land health, sustainable land-based production systems and agro-ecological and regenerative agriculture approaches. With respect to the extractive sector, IUCN will continue to build on its portfolio of cooperation with major mining and energy companies, not only to promote biodiversity net gain but also to actively support more ambitious decarbonisation action by the sector

As the global Covid-19 pandemic subsides in 2021 IUCN will play an increasingly pivotal role in **mainstreaming NbS in urban planning and development** to address urban challenges, including through promoting access to safe green and blue spaces and the linkages between environment and human health – especially in cities. This will be achieved with initiatives such as GrowGreen - which will build a strong evidence base of effective NbS in cities and regional initiatives such as the NbS Asia Hub – which had identified urban planning as one of the key priorities.

### 3.3. Water

The use and management of water resources will feature significantly in post-COVID recovery plans, in terms of boosting economic growth and reinforcing the drive towards SDG6. IUCN will proactively seek to make sure that such **investments support and sustain both biodiversity and human needs reversing the 84% decline in freshwater species** populations. To this end, the review of more than 500 freshwater KBAs will be advanced in 2021 along with the completion of the global assessment of all freshwater fishes and the strategic expansion of the IUCN Red List to include key freshwater fish and invertebrates. Major taxonomic groups (including corals, amphibians, birds and mammals) will be re-assessed to provide insight into changes in extinction

risk over time for species that inhabit freshwater and to support the development of freshwater species recovery plans.

The promotion of effective and participatory **freshwater ecosystems and watershed governance and management** – including of international and transboundary waters continues to be a major priority. This includes a focus on basins in Asia and Central Asia through Global Shared Waters Cooperation initiative and the formalization across 6 nations of MoUs on shared water governance in East and Southern Africa. Transboundary cooperation in Asia will target Lao PDR, Cambodia and Viet Nam, participatory and inclusive governance of the Ganges-Brahmaputra-Meghna transboundary river system and improved conservation and ecosystem services around the Yangtze River for the benefits of local communities as well as the 20 million Beijing residents. In Central America the focus will be on improving governance and management of degraded water recharge areas in rural, peri-urban and urban areas while Integrated Water Resources Management (IWRM) as a key approach to improved freshwater related livelihoods will be the primary focus in 6 countries within Central and Western Africa.

In 2021 IUCN will step up efforts on **mainstreaming, piloting and scaling up NbS into water infrastructure and development projects**, as well as mobilising of public and private investment through facilitating the establishment of water-related financial mechanisms, regulations and investment schemes that incorporate NbS. For example, through the RECONNECT project IUCN is working with key partners to enhance the European reference framework on NbS for hydro-meteorological risk reduction by demonstrating, referencing, upscaling and exploiting large-scale NBS in rural and natural areas. In Asia, IUCN will work with Thai and Vietnamese authorities on mainstreaming NbS into the provision of water for the coffee production sector, which will lead to more effective use of water from river systems, benefiting countries downstream. The mainstreaming of NbS will also be piloted in the water retention strategy for the upper Mekong Delta to demonstrate the biodiversity, food security, and climate change adaptation benefits of a more natural hydrology. In the MENA region, the MINARET project (Jordan, Lebanon and Tunisia) is designed to address the unique sustainability challenges and opportunities using the synergies between renewable energy technology and efficiency, water management and food security

### 3.4. Oceans

Global awareness is rapidly growing of the fundamental importance that oceans play in **sustaining life of earth and regulating planetary processes**. In 2021, IUCN will have the opportunity to raise the profile of Marine conservation in the context of the **UN Decade of Ocean Science**, along with the CBD and Climate COPs. With respect to **expanding our knowledge on marine biodiversity**, key marine fish species will be assessed for the IUCN Red List while species such as corals, sharks and tunas will be re-assessed to provide up-to date, scientific insight into extinction risks. Across all regions, the identification and formulation of strategies and interventions to safeguard marine and coastal KBAs will be facilitated, including the creation of new MPAs. In Eastern and Southern Africa, the coverage of and effectiveness of MPAs management will be enhanced with the establishment of a regional network of locally managed marine areas (LMMAs). In West Africa the BIOPAMA project will facilitate the publication of a comprehensive assessment on the state of MPAs and existing threats. The development of effective management plans for MPAs and identification of new MPAs will be supported in the Maldives and Sri Lanka while shared biological corridors in Caribbean area of Guatemala and Honduras will be formalised. In the Southern Antarctic Ocean IUCN will engage with Commission for the Conservation of Antarctic Marine Living Resources for the creation of three high seas MPAs. Across all regions IUCN will be using the IUCN Green List Standard as a framework for evaluating and improving MPA management effectiveness.

**Marine plastic pollution** continues to be a key focus and IUCN will continue the rollout of harmonised plastic foot-printing monitoring tools to support stakeholders in the reduction of plastic leakage into marine systems. Harmonised methods and indicators for assessing plastic leakage will be developed. Beyond plastic pollution, IUCN will initiate a regional study to assess levels of non-biodegradable matter arising from fishing gear in the Mannar Region, Sri Lanka. Globally IUCN will advocate for the recognition of oceans' regulatory functions (ocean deoxygenation,

ocean acidification, ocean heatwaves) and the importance of marine plankton for biodiversity in ocean regulatory functions. In 2021 IUCN will produce a global stocktake report on oceans and climate change as well as a draft strategy to address ocean deoxygenation. IUCN will continue to generate evidence and knowledge to inform and influence the ongoing Biodiversity Beyond National Jurisdiction (BBNJ) treaty negotiations.

In 2021 IUCN will boost efforts to enhance a **climate-resilient Blue Economy by promoting ocean-based investment models that incorporate NbS and by unlocking blue entrepreneurship** opportunities to coastal communities. It will do so through its engagement with global initiatives such as the Blue Action Fund and in generating knowledge and a solid evidence base on the Blue Economy sector, covering market and policy fundamentals and mainstreaming of NbS into the Blue Economy value chain up to production and transformation. Special attention will be given to emerging ocean industries; for example, in 2021 IUCN will investigate whether aquaculture activities could successfully integrate NbS.

### **3.5. Climate**

In 2021 IUCN will play major role in **raising the visibility of NbS as a key solution for climate change adaptation and mitigation in the 26th UN Climate Change Conference (COP26, Glasgow)**. A senior staff member has been seconded to advise the COP26 High Level Champions Team on NbS, a critically important investment. Looking further ahead, IUCN has received the mandate to support the development of the Africa Land Restoration Campaign and continue to provide advice to the High-Level Champions for Africa COP27. COP26 will offer IUCN the opportunity to showcase data and evidence of progress in land restoration benefits through the Bonn Challenge Barometer. IUCN is also looking to increase commitments to the Bonn Challenge by at least another 30m hectares so that by the time of COP26 over 250 million hectares will be pledged.

Emphasis will be given to the **production of climate data to orientate national decision-making** and improved resource governance in the context of climate change, and this will be combined with mobilisation of at-scale funding to enable implementation of NbS in support of Nationally Determined Contributions. Already IUCN has four large GCF-supported initiatives under implementation in Guatemala, Kenya, Sri Lanka and Nepal, with several more in the pipeline, including Rwanda and Tanzania. IUCN will also initiate the CHF 20 million Global EBA Fund to provide rapid and targeted support to at least 10 projects with seed capital. 2021 will also see the launch of a highly innovative private sector fund to which IUCN provides direct Technical Assistance. The Sub-national Climate Fund (SCF) is managed by Pegasus Capital and will provide USD 750 million of loans and equity to sub-national climate investment (many of which will incorporate NbS components). IUCN will continue to secure and enable global commitments on NbS for adaptation through leadership in at least 6 global networks on adaptation including FEBA, the Marrakech partnership, the UNFCCC COP 26 Race to Resilience, the UN SDG14 Community of Ocean Action for Mangroves, and the Global Mangrove Alliance.

IUCN will support key decision-makers (governments, business, or investors) to **assess risks and potential negative impacts on biodiversity of climate change responses** and advise on appropriate adaptation and mitigation measures. IUCN will use its portfolio of cooperation with major mining and energy companies to proactively address and encourage more action on industry-led decarbonisation and ensure that it considers risks to biodiversity and ecosystems. Collaboration with the renewable sector will be expanded, particularly wind and solar, in order to ensure that potential negative impacts of at-scale renewable expansion does not negatively impact biodiversity.

## **Enablers**

### **3.6. Technology, data and innovation**

2021 will launch of the Union-wide “Contributions for Nature” platform for tracking the IUCN Programme (Section 2.1.2). IUCN will continue to serve as a custodian agency in serving five UN Sustainable Development Goal indicators, and continue to collaborate in maintaining the

Integrated Biodiversity Assessment Tool for commercial use of data based on IUCN standards. IUCN will also seek to strengthen the resourcing of knowledge products based on IUCN standards, drawing from a review of their utility and sustainability. Finally, the WCC theme on “Advancing Knowledge, Learning, Innovation, and Technology” will stimulate discussion on knowledge standards, frontiers, and measuring conservation impact.

### **3.7. Communication, education and public awareness**

The World Conservation Congress in Marseille offers the principal venue for IUCN’s communication, education and public awareness activities in support of the Programme. The outcome statement will be strategic, externally facing and ambitious in nature. The four summits will also offer the opportunity for the voice of youth and Indigenous Peoples to be heard and for CEOs and Local Authorities to “raise the bar” in terms of ambition. WCC also act as a communication segue to CBD COP 15 and UNFCCC COP26 where IUCN will also be visible and proactive. IUCN is developing a Nature Academy (p.3).

### **3.8. Investment and financial sustainability**

In 2021, IUCN will continue to support scaling up innovative conservation finance, including through the Nature+ Accelerator Fund in partnership with MIROVA; the Sub-national Climate Fund managed by Pegasus Capital; and Global EBA Fund. IUCN Finance for Nature Initiative will develop an institutional strategy and programme of work in “nature finance”, helping position IUCN as a key actor. IUCN Nature-based Recovery Initiative will engage with Members with the aim to ensure that COVID-19 economic recovery spending causes no harm to nature and at least 10% of overall recovery investment is directed to create positive value to nature as for IUCN’s Nature-based Recovery Initiative (2.1.1).

## **4. Corporate Development**

This section outlines the key 2021 priorities for the IUCN Secretariat’s corporate functions. Items highlighted represent long-standing operational challenges that have been identified in External Reviews, Council Decisions or the 2021-2024 Financial Plan that have not been systematically addressed. Like the programmatic outcomes described in section 3, these items have been costed and their implementation included in the 2021 Budget. In addition, all corporate functions will be fully mobilized to support the World Conservation Congress.

### **4.1. Programme Delivery Support**

The most recent external review of the 2017-2020 IUCN Programme, submitted on 21<sup>st</sup> May 2020, highlights a number of weaknesses regarding the programmatic coherence of IUCN’s planning, monitoring and delivery framework. Several of these issues are longstanding and already documented in earlier reviews. With the appointment of a new Head of IUCN’s Planning, Monitoring, Evaluation and Risk (PMER) Unit, 2021 will see a major effort to systematically address these shortfalls. These include:

- Preparation of a **results framework** to optimise alignment of the IUCN project portfolio with the 2021-2024 Programme Impact Targets and the development of an **accompanying Theory of Change**. IUCN has never had a sufficiently robust and coherent framework that helps direct, align and integrate project-based delivery with “signature” outputs, programme outcomes and impact targets. An institutional results framework will allow the Secretariat to better account for the use of its project resources to both Council and donors, to undertake effective learning and analysis based on its own delivery, and to make visible the programmatic contributions of the wider Union. The accompanying Theory of Change will provide a single framework for staff, Council and donors to understand the main pathways of change used to deliver the portfolio and act as a baseline for subsequent evaluation of their effectiveness.
- Upgrade the **Project Guidance, Standards and Project Appraisal and Approval System (PAAS)**. IUCN’s project guidance and standards work well but they have been developed in an *ad hoc* fashion and need to be better aligned and more systematically applied. This upgrade

will enable the development of more impactful projects, enhance their relevance and quality, facilitate the use of the Results Framework to aggregate and more systematically monitor project achievements, optimise cost recovery and ensure consistent application of safeguards. Key actions and outputs have been defined with a view to concluding this process by the end of 2021.

- Strengthen IUCN's **Monitoring and Evaluation** mechanisms. This is fundamental to the effectiveness of IUCN's Programme Delivery. A major M&E technical review has been commissioned, with support from the Swiss framework donor. The aim is to equip IUCN with best-practice Monitoring, Evaluation and Learning framework, ensuring that it is adequately and sustainably resourced and capable of supporting quality assurance across the Secretariat. The timeline for fully implementing these changes is 2 years with major progress on foundational elements by 31<sup>st</sup> December 2021.

#### **4.2. Resource Mobilisation & Financial Sustainability**

As outlined in the 2021 Budget, IUCN will make a substantive investment in enhancing resource mobilisation capacity. The fund-raising capacity of the Strategic Partnership Unit will be doubled with the addition of 3 new staff members to focus on private sector, Foundations and new framework funding. This may be supplemented with an additional secondment from an IUCN framework donor that will focus on strengthening IUCN's relationship with bilateral donors. In 2021 a robust resource mobilisation strategy, tailored to the IUCN Programme, will be developed and implemented. The mix of business models IUCN deploys will be expanded, including defining a more ambitious and innovative engagement with the Finance Sector. A major drive to secure long-term funding for IUCN's knowledge-based global public goods through an established endowment fund, beginning with The IUCN Red List of Threatened Species will be initiated.

In addition, all programmatic regional and thematic cost centres in the Secretariat will initiate a process to optimise cost recovery according to a standardised procedure that guides budgeting of both direct and indirect costs in projects (with flexibility for varying donor requirements). Stronger managerial accountability frameworks will be put in place to drive effective cost recovery from programme managers and efficient delivery of support services from corporate managers.

#### **4.3. Optimise Operational Efficiency**

Progress on more effective programme delivery, more ambitious resource mobilisation and better cost recovery can be undermined by operational inefficiencies that elevate transaction costs, duplicate efforts and postpone critical decision-making. There are several areas of operational inefficiency that have been documented (through external reviews and the 2016 change management process) but remain to be addressed. In 2021 IUCN Secretariat will begin to systematically address improved operational efficiency with an emphasis on:-

- Enhancing the **technical and administrative capacity** needed for new or emerging business models. At the beginning of the last programme period in 2016 IUCN's portfolio was dominated largely by relatively small and medium sized projects (a large project was considered to be over CHF 1 million in value). Since that time, the portfolio has been transformed towards "wholesale" initiatives where IUCN plays an implementation role. The GEF and GCF (typically very large projects) now account for over half the portfolio value. New business models are also emerging with Finance for Nature, the IUCN Academy and several large re-granting schemes. This generates demands for new technical and administrative skills. The Secretariat will review its skills mix and future skills need – particularly to service such large-scale initiatives. Emphasis will be given, in the first instance, to establish a cohort of "task manager" specialists, required for the successful implementation of large (GEF and GCF) initiatives.
- Optimise the **organisational structures**, beginning with the thematic programme units. A review of the current management structure of global thematic units will be undertaken with a view to merging the three global directorates into a more streamlined and operationally integrated structure. The restructure will clearly define the role of the thematic units in terms of how they support the delivery of the 2021-2024 Programme. It will address how regional

and thematic roles are differentiated yet, at the same time, consistently aligned and optimised for collaboration, and how IUCN maintains the scope of its own specialised expertise, which distinguishes it from other international organisations. The process will be consultative, engaging proactively with all relevant teams with a view to having a final plan completed and ready for implementation by September 2021, in time for the beginning of the 2022 annual planning cycle.

- **Review of country and regional office distribution and resourcing.** The Secretariat will seek to optimise its geographic presence by ensuring a more self-sustaining network of regional and country duty stations that are optimally sized and distributed in terms of operational efficiency, political outreach, membership engagement and programme delivery needs. In order to optimise financial stability, each duty station will develop a County Profile that outlines demand for in-country services, the stability and resilience of the project pipeline and risks and opportunities. Country office investment/ disinvestment criteria will be developed.
- **Implementation of the Information Systems Strategy.** The Secretariat will continue to implement the necessary changes to implement a series of fully digitised platforms accessible to all duty stations that improve collaboration across the IUCN constituencies, optimising work efficiency, data access and sharing and cyber-security. Priorities for 2021 will be the delivery of the Open Portal project – enhancing transparency of the IUCN portfolio and initiation of a long-term project for a comprehensive document management system.
- **Streamline operational regulations, policies and procedures.** IUCN's Secretariat already has comprehensive operational guidelines and procedures. Many are thorough and effectively used to ensure quality assurance, due diligence and effective accountability. However, they have also been developed and revised at different times and by different units. Some contain redundant clauses while others, which are still considered valid and active, have, in practice, been superseded by more recently issued policies. The Secretariat will begin the process to streamline operational policies and procedures, identifying gaps, duplications and areas for improvement. The aim will be to produce a single set of policies and procedures that all staff can access, understand and be held accountable to.

#### **4.4. Enhance internal and publicly facing communication**

Communicating IUCN's work and achievements is essential for the success of the Union. It enhances IUCN's value to key audiences, including Members and donors, and raises the Union's reputation and identity across a range of stakeholders. IUCN's publications are one of the most tangible conduits and stores of the Union's knowledge and work. In 2021 the Secretariat will initiate 3 important communications initiatives:

- Develop an **internal communication strategy** to better help staff understand programme delivery and keep abreast of major initiatives and ongoing work as well as relevant organisations changes.
- Modify and improve IUCN's **corporate Communications Strategy** to help promote major new thematic initiatives, such as those described in section 2 and to enhance IUCN's profile and recognition as a central global policy player.
- Initiate a major **digital library platform** to more effectively curate and make accessible IUCN's copyrighted publications and other important institutional literature to conservationists, scientist and other key stakeholders worldwide. This initiative will be supported by a grant secured from the Arcadia Foundation.

#### **4.5. Invest in Staff Development**

IUCN will continue to invest in its staff, maintaining high levels of motivation and opening up new opportunities for career growth and development. In 2021 IUCN will initiate an assessment of its leadership and performance management programmes. It will strengthen quality assurance and accountability mechanisms with respect to the performance of all line managers. It will proactively

enhance ethnic and social diversity awareness in its recruitment and professional development practices. It will also develop customised courses on project and people management and enhance the use of the performance management system, as well as invest in improving staff mobility by developing a regional management rotation policy and promoting short-term exchanges and transfers between units.





**UNIÓN INTERNACIONAL PARA LA CONSERVACIÓN DE LA  
NATURALEZA**

**93a Reunión de la Junta Directiva del Consejo de la UICN  
Por teleconferencia, el 26 de mayo de 2021**

**DECISIONES**

(Aprobadas por el Consejo de la UICN el 1 de junio de 2021, decisión C/XXIII)

**Aprobación del orden del día**

**DECISIÓN B93/1 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

Adopta el orden del día de su 93a reunión.. (Anexo 1)

**Adenda al Programa de la UICN 2021-2024**

**DECISIÓN B93/2 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Programa y Políticas,*

Aprueba el proyecto de Adenda al Programa de la UICN 2021-2024 “*Impactos e implicaciones de la pandemia de COVID-19 y las cuestiones de salud humana en el Programa Naturaleza 2030 de la UICN*”, en su forma revisada, y lo transmite al Congreso para su aprobación. (Anexo 2)

**Desarrollo de una nueva Visión Estratégica a 20 años, incluida una Estrategia Financiera y un Plan Estratégico para la Unión**

**DECISIÓN B93/3 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

Aprueba la moción del Consejo “*Desarrollo de una nueva Visión Estratégica a 20 años, incluida una Estrategia Financiera y un Plan Estratégico para la Unión*”, en su forma revisada, y la transmite al Congreso para su discusión y aprobación. (Anexo 3)

**Moción sobre el “Reconocimiento de la relación humana con la naturaleza y la conservación”**

**DECISIÓN B93/4 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

Rechaza la moción presentada por tres Miembros de la UICN antes de la fecha límite del 3 de marzo de 2021, de conformidad con el Artículo 104 de los Estatutos, sobre el “Reconocimiento de la relación humana con la naturaleza y la conservación”, que propone enmiendas al preámbulo y al Artículo 2 de los Estatutos de la UICN, sobre la base de que incorporaría disposiciones que cambiarían la naturaleza misma de la UICN, crearían ambigüedad en cuanto a los Estados e irían en contra de los compromisos globales de los Miembros, asociados y donantes de la UICN de promover el desarrollo sostenible; y por lo tanto

Rechaza la presentación de las enmiendas propuestas al Congreso Mundial de la Naturaleza de Marsella, en septiembre de 2021.

Solicita al Consejo 2021-2024 que analice más a fondo este tema.

### **Proyecto Revisado de Orden del Día del Congreso**

#### **DECISIÓN B93/5 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Organización del Congreso (COC),*

Aprueba el Proyecto de Orden del Día Revisado del Congreso Mundial de la Naturaleza de la UICN, en su forma revisada. (Anexo 4)

### **Términos de Referencia Revisados de los Comités del Congreso**

#### **DECISIÓN B93/6 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

Aprueba el proyecto revisado de Términos de Referencia de los Comités del Congreso Mundial de la Naturaleza de la UICN y los transmite al Congreso para su aprobación. (Anexo 5)

### **Estados Financieros Auditados 2020**

#### **DECISIÓN B93/7 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*A propuesta del Director General y por recomendación del Comité de Finanzas y Auditoría (CFA),*

Aprueba los Estados Financieros Auditados para 2020, señalando que la aprobación final corresponde al Congreso Mundial de la Naturaleza, según lo dispuesto en el Artículo 20 (d) de los Estatutos. (Anexo 6)

## **Solicitudes de admisión**

### **DECISIÓN B93/8 DE LA JUNTA DIRECTIVA**

La Junta Directiva del Consejo de la UICN,

*Por recomendación del Comité de Constituyentes y Gobernanza (CCG),*

Aprueba la admisión de ocho organizaciones y/o instituciones que solicitan ser Miembros de la UICN, de conformidad con el Artículo 18 del Reglamento; (Anexo 7)

Toma nota de la decisión del CCG de aplazar la consideración de las tres solicitudes de:

- Marat Karpeka Lemur Foundation, EE.UU.
  - Zoológico de Viena - Schoenbrunner Tiergarten GmbH, Austria
  - Stop Ecocide International Ltd, Reino Unido
- a su próxima reunión, en espera de recibir aclaraciones adicionales.

Three (3) Membership applications approved by GCC at its 34th meeting on 10 June 2021

North America & the Caribbean	1	Marat Karpeka Lemur Foundation	MKLF	United States of America	<a href="http://www.lemurfund.org">www.lemurfund.org</a>	National NGO	25.11.2015	5	1) "yes, we do follow sustainable policy in any projects we are involved as we believe that everything in the world is connected and you can't exclude or ignore this fact". 2) one reason for joining IUCN is "to improve and achieve goal of sustainable environment"	1) NG/25523 Fondation Tany Meva, Madagascar 2) NG/25541 Global Wildlife Conservation, USA 3) NG/25568 Madagasikara Voakajy, Madagascar	<a href="#">MKLF</a>	<p><b>Decision from the 33rd GCC meeting on 11 May</b>  <b>Defer decision.</b> Secretariat confirmed that the bylaws state that the owner is the sole member of the Foundation. Secretariat to clarify with the Legal Adviser the issue of the board/transparent governance to confirm that they meet the requirements of an NGO, as per Regulations of IUCN Statutes. The applicant should clarify this issue also and be informed that the use of the IUCN logo on their website is restricted and can only be used by IUCN constituencies.</p> <p><i>Note from Secretariat (08.06.21): applicant and Office of the Legal Adviser were contacted to provide clarification and recommendation. Information is available by clicking on the link.</i></p> <p><b>GCC 10 June: Approve admission of MKLF as Member of IUCN. Governance structure of applicant was clarified and applicant's activities 'support communities'.</b></p>
	West Europe	2	Vienna Zoo - Schoenbrunner Tiergarten GmbH		Austria	<a href="https://www.zoovienna.at/">https://www.zoovienna.at/</a>	National NGO	13.12.1991	30	Schoenbrunn Zoo has an environmental policy- included are guidelines for the use of energie/ ressources/ water/ waste/ purchasing guidelines/ construction/ legal compliance. A special environmental team is continuously developing new strategies. "For its participation in the EcoBusinessPlan of the City of Vienna, the zoo was recognized as Eco-Profit Company in 2019. "TDV Sud has certified the zoo according to the international standards ISO 9001 (quality management), ISO 14001 (environmental management) and ISO 45001 (occupational health and safety). *The new Giraffe park at Schoenbrunn Zoo was awarded with the Vienna Environment Prize 2016. Environmental protection & sustainability We are aware of our responsibility to the environment and always try to live up to our role model function. In compliance with all environmentally relevant legal provisions, we pursue a holistic, sustainable policy in all work processes and activities. This includes, in particular, continuous improvement in energy efficiency and the use of resources. We have introduced an integrated management system to achieve our goals and work on the basis of the applicable regulations to continuously improve the quality, sustainability, safety and health of humans and animals. We are convinced that focused and continuous processing of these subject areas will also ensure the success of our company in the future. *ISO 14001 is the international standard that specifies requirements for an effective environmental management system (EMS). It provides a framework that an organization can follow, rather than establishing environmental performance requirements."	1) IN/216 World Association of Zoos and Aquariums, Spain 2) NG/1538 Zoologischer Garten Köln, Germany 3) NG/25348 Zoo Leipzig GmbH, Germany	<a href="#">Vienna Zoo</a>
3		Stop Ecocide International Ltd	SEI	United Kingdom	<a href="http://www.stopecocide.earth">www.stopecocide.earth</a>	National NGO	22/07/2017	4	Yes, we do. Whenever we're hosting events, it is our policy to order from vegetarian and/or organic caterers as best we can regardless of the price. The certificates that we give out to Earth Protectors is also made of recyclable paper. Christmas gifts that the team received recently were also mindful, ie eco-friendly, biodegradable, vegan, 100% recycled. As we grow in size and influence, we also aim to engage with more partners and service providers who have SDG targets incorporated in their policies.	1) IN/436 Wetlands International, The Netherlands 2) NG/826 Center for Environmental Legal Studies, USA 3) NG/25509 Environmental Law Program at the William S. Richardson School of Law, USA	<a href="#">SEI</a>	<p><b>Decision from the 33rd GCC meeting on 11 May</b>  <b>Defer decision</b> until they clarify their stance on the IUCN Sustainable Use policy, how do they respond to it and whether they have a comparable one. The applicant should clarify also what they are advocating for and clarify the issue of activities in conservation given that they indicate that "in terms of our achievements, your comment about we have not done "conservation activities" is correct, our exclusive focus is on bringing about a change in International law at the International Criminal Court, which would be a global action that would support all other conservation activities."</p> <p>The Chair raised that she is familiar with the work of Peggy Higgins and noted that the Ecocide campaign was aimed at trying to prevent large scale destruction of land such as the replacement of indigenous forest with palm oil plantation, for example. As such, the organisation should be able to say that they are not against sustainable use.</p> <p>The applicant should also be requested to clarify on the two different bodies, i.e. foundation based in NL (as shown on website) and legally registered office in UK. Confirm with the Legal Adviser as necessary.</p> <p>The Secretariat was also requested to communicate names of similar type of Members admitted in the past.</p> <p><b>Background information</b>                      The UK National Committee was contacted. Response received on 11 May 21: I have had an exchange with the IUCN National Committee UK Chair about this proposed Member organisation and we have no issue with the application. "Stop Ecocide International" may also have a contribution to make to the Commission on Environmental Law. I have relayed this information to our Regional Councillor Hilde Eggermont who has a seat on the GCC.</p> <p>Organisation officially registered in 2017 in UK as: Ecological Defence Integrity Ltd. In 2021 name officially changed to: Stop Ecocide Intl. It has a 'sister' organisation, Stop Ecocide Foundation which is registered as a charity in The Netherlands. Official registration and name changed was confirmed by Office of the Legal Adviser on 11 May.</p> <p><i>Note from Secretariat (07.06.21): applicant was contacted and provided clarification which is available by clicking on the link</i></p> <p><b>GCC 10 June: Approve admission of Stop Ecocide International as Member of IUCN following the clarification received by the applicant on sustainable policy and legal entities.</b></p>

One (1) deferred Membership application which received objections

East Europe, North and Central Asia	4	National Hunting and Fishing Association "Union of Hunters and Anglers in Bulgaria" (NHFA „UHAB“)	UHAB	Bulgaria	<a href="http://www.slr.bg">www.slr.bg</a>	National NGO	06/08/1888	17	Sustainable use of the game is the main principle on which the hunting farm in Bulgaria is built. Of course, the aim of hunters is, through their actions, to increase game stocks while protecting biodiversity at the same time. It is clear to all hunters that in order to pursue their hobby (hunting) it is necessary to have healthy and robust game populations. And this can only be achieved through the sustainable use of this resource. There are a number of regulations in our legislation that restrict hunting in various aspects, hunting terms, shooting norms for different species of game or a special	1/ IN/788 1 Federation of Associations of Hunting and Conservation of Wildlife of the European Union, Belgium 2/ IN/1063 International Council for Game and Wildlife Conservation, Hungary	<a href="#">UHAB</a>	<p>Note from Secretariat (07.06.21): the application was submitted by 31 December 2020, circulated on 23 March 2021 and six objections were received from: BirdLife, ECO, Netzwerk Schweizer Parke, ProNatura, SCNAT, ZooSchweiz, The applicant provided a response on 11 May 2021. All documents are available by clicking on the link.</p> <p>-----</p> <p><b>Note from Secretariat 15.6.21</b>                      Regional Councillors and Regional office were contacted. Most responded that they don't know the applicant.</p> <p><b>GCC 10 June: Defer application of UHAB to Bureau for consideration</b></p>
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## INTERNATIONAL UNION FOR CONSERVATION OF NATURE

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

Held by conference call on 14 July 2021

## Decisions

*(Endorsed by the IUCN Council on 2 August 2021)*

### Approval of the agenda

#### BUREAU DECISION B96/1

The Bureau of the IUCN Council,  
Adopts the agenda of its 96<sup>th</sup> meeting. ([Annex 1](#))

### Extension of the Sponsored Members' Program to allow sponsorship of Members participating virtually in Congress

#### BUREAU DECISION B96/2

The Bureau of the IUCN Council,  
Welcomes with appreciation the re-allocation of donor funds to enable to sponsor one delegate per IUCN Member organization from low- and middle-income countries, with voting rights, to participate online in the Congress if they are not able to travel to Congress and thanks the Government of Switzerland for its generosity;  
Approves the addition, to the criteria of the Sponsored Members' Program approved by the Congress Preparatory Committee<sup>1</sup> (1<sup>st</sup> meeting, March 2019), of the requirement that the Members whose participation online is sponsored give a proxy to an accredited Member present at the Congress in Marseille.

### Fall-back plan in case the Congress is cancelled

#### BUREAU DECISION B96/3

The Bureau of the IUCN Council,  
Decides to recommend to Council that it adopts the following decision:

The IUCN Council,

*On the recommendation of* its Congress Preparatory Committee (CPC) further to Council decision C103/2,

**Decides** that, in case the Congress would need to be cancelled at a later stage as a result of a possible deterioration of the health situation in France:

1. All decision items including elections be submitted to an online vote open to all IUCN Members, opening on 22 September 2021 and closing on 6 October 2021 (if Congress is cancelled onsite, both opening and closing dates of the online vote will be pushed back by one week), in accordance with paragraphs c. to g. of Regulation 94 on the understanding that the Election Officer and Deputy Election Officer will oversee the voting process with regard to the elections;

<sup>1</sup> Cf. the [Report of the Congress Preparatory Committee to Council](#) (96<sup>th</sup> meeting, March 2019).

2. If a 2<sup>nd</sup> round is necessary for the election of the President (Rule 81), an additional online vote will be opened as soon as possible after the results of the first online vote will have been announced;
3. The Secretariat will organize a presidential candidates' debate (pre-recorded or virtual) and make the recording available to all IUCN Members via the Congress website prior to the opening of the online vote;
4. Virtual Contact Groups will be organized for a selected number of motions;
5. There will be no process for motions on new and urgent topics (Rules 52 and 53) except if Congress is cancelled onsite, in which case motions submitted until the time of cancellation will be taken into consideration by the Congress Resolutions Committee;
6. The virtual events of the Forum will be maintained and as many of the hybrid Forum sessions as possible will be transformed into purely virtual events in coordination with the Host Country.
7. All session room events that were planned as pure in-person events as well as the exhibition and all related events will be cancelled, except if additional virtualization can be considered where possible and agreed with Host Country.

**Motion granting postponement of the obligation to pay the 2020 dues to IUCN Members which have been in arrears of paying them as a direct result of the pandemic**

**BUREAU DECISION B96/4**

The Bureau of the IUCN Council,

*Having considered the requests from a number of IUCN Members facing financial difficulties as a result of the Covid-19 pandemic,*

Decides to present to the IUCN Council for decision by email ballot, together with the background material provided by the Secretariat, a proposal that Council, based on Article 48 of the Statutes in light of the exceptional circumstances created by the pandemic, submits to the IUCN World Conservation Congress (Marseille, 3-10 September 2021) for approval of a motion granting postponement of the obligation to pay the 2020 dues to IUCN Members which have been in arrears of paying them as a direct result from the pandemic, and provided they have paid the dues for all previous years, so that these Members may exercise their membership rights during the upcoming Congress;

Requests the Secretariat, if Council so decides, to develop a mechanism to identify IUCN Members meeting the requirements of Council's proposal to Congress in time for the Bureau to approve the mechanism as well as the text of the Council motion.



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

By conference call on 14 July 2021 at 2.00 PM

### Agenda

#### Agenda Item 1: The President's opening remarks and approval of the Agenda

#### Agenda Item 2: IUCN World Conservation Congress

##### 2.1 Council's report to Congress

*Update from the drafting group set up during the 94<sup>th</sup> Bureau meeting on 15 June 2021 (cf. draft summary of B94)*

##### 2.2 Update on IUCN Member participation at Congress, including "Request from the Regional Committee of Eastern and Southern Africa for an extension of the sponsored delegates program to cover virtual participation in Congress for those sponsored members who cannot attend"

*The letter from the Chair of the Regional Committee of Eastern and Southern Africa, dated 13 July 2021, can be viewed [here](#).*

##### 2.3 Member petitions invoking Article 94 of the Statutes

*The updated list of Members petitioning can be viewed [here](#).*

##### 2.4 Fall-back plan in case the Congress is cancelled

*The fall-back plan was presented to Council as document C104/4.1/1.*

#### Agenda Item 3: Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

*Following discussion of this topic during the 92<sup>nd</sup> and 93<sup>rd</sup> Bureau meetings held on, respectively, 12 April and 26 May 2021, the Bureau decided at its 94<sup>th</sup> meeting on 21 June 2021 to present a proposal to Council during its 104<sup>th</sup> meeting to be held on 22 June 2021 (cf. summary of B92 and draft summary of B94). However, the Council meeting was adjourned before the Bureau's proposal was presented for discussion. The Bureau is requested for guidance on how to proceed with this issue.*

#### Agenda Item 4: Any other business announced in advance

## Draft Agenda of the IUCN World Conservation Congress

(2<sup>nd</sup> revision – August 2021)

**Action Requested:** The IUCN World Conservation Congress is invited to CONSIDER and APPROVE the Draft Agenda of the IUCN World Conservation Congress proposed by the IUCN Council in conformity with Rule 45. (Annex 1 hereafter).

### PRELIMINARY NOTES

The Draft Agenda of the IUCN World Conservation Congress published on 11 March 2020 had to be adjusted following the 2<sup>nd</sup> postponement of the Congress and IUCN Members' adoption by online vote on 10 February 2021 of a number of decision items included in the agenda of the Congress such as the IUCN Programme and the Mandates of the IUCN Commissions 2021–2024. For details regarding the electronic vote of IUCN Members that took place in January/February 2021, refer to the [‘decisions for e-vote prior to Congress’](#) page on the Congress website.

Further, on 8 July 2021, the IUCN Council decided to hold the elections exclusively by online vote before the Members' Assembly sittings of 8-10 September 2021, and to adapt the Draft Agenda accordingly.

The revised version that follows hereafter also takes into account that, as a result of the online vote closing in February 2021, it was agreed with the Host Country to shorten the duration of the Members' Assembly from 4 to 3 days.

The purpose of the present Preliminary Notes is to explain how key agenda items will be dealt with during the Members' Assembly.

### 1. Impact of the “hybrid” Congress format on the Members' Assembly

On 8 July 2021, in light of the exceptional circumstances created by the Covid-19 pandemic, and in accordance with the IUCN Statutes, Rules of Procedure and Regulations, the IUCN Council decided the following:

- a) IUCN Council elections shall be held by an online vote open to all IUCN Members eligible to vote (present in Marseille or not).
- b) Voting on motions and decision items other than elections shall take place during the Members' Assembly onsite by the duly accredited delegates of IUCN Members who may carry proxies from eligible Members not able to participate in person. For details, [see the full decision C104/2 here](#).
- c) Contact Groups shall be organized virtually to allow Members off-site to participate in the discussion of content of motions. It will mean that also delegates present in Marseille will have to connect to the virtual contact group meetings from their



electronic devices. The Resolutions Committee will decide in each case whether motions that, after a first reading, prove hard to negotiate in virtual meetings in order to achieve a consensus text, should be discussed in drafting groups meeting in person onsite (Rule 56). More details to be provided soon.

The entire Members' Assembly will be live-streamed and the recordings of each plenary sitting made available for delayed viewing soon after they close. In accordance with Rule 66 (d), a Member entitled to vote but unable to attend the World Conservation Congress may give a proxy to an accredited delegation of a Member entitled to vote or a recognised National or Regional Committee to speak and/or vote on their behalf.

## **2. First sitting of the Members' Assembly**

A short first sitting of the Members' Assembly of 45 minutes, will be held on Congress day 2, i.e. on 4 September 2021, in the morning just before the official opening of the Forum. This sitting is primarily intended to:

- a) Formally table all decision items (including motions referred to Congress by the Motions Working Group, governance motions submitted by Council, urgent and new motions, and the Addendum to the IUCN Programme 2021–2024) for discussion in Contact Groups, that can then be spread over 7 days instead of the 3-day Members' Assembly;
- b) Establish the Congress Committees so that its members can prepare themselves and start their work.

## **3. Discussion of issues of strategic importance for the Union**

During the 2012 Congress and through the external evaluation, the membership voiced a concern that the next Members' Assembly should reserve ample time for in-depth discussion of issues of strategic importance for the Union. This was implemented for the first time in Hawai'i in 2016, where the Council settled on three topics on conserving nature in the face of industrial agriculture; preserving the health of the world's oceans; and building constituencies for nature. To enable this, the majority of motions had been discussed online and voted on electronically prior to the Congress. While confirming the importance of the strategic discussions, the 2016 Congress participants felt they should have been more interactive and linked to the IUCN Programme.

The Agenda allocates 4.5 hours during the forthcoming Members' Assembly for the discussion of three topics (90 minutes per topic) that will contribute to achieving the goals of the [IUCN Programme](#) by enabling all constituent parts to better understand current conditions and dynamics, clarify IUCN's role, strengthen their capacity, and mobilise and engage support from internal and external audiences. The three topics have been strengthened by adding a focus on the impact of COVID-19 on conservation.

A variety of methodologies will be applied across all three strategic discussions, ensuring interaction with the Members' Assembly participants, using electronic communication tools where appropriate. In addition, each discussion is expected to result in a small number of concrete action points.

The three strategic discussion topics are as follows:

## **a) Structuring economies in a post COVID-19 world**

### **Short description:**

As the world emerges from the COVID-19 pandemic, nations and the global community face choices on how to stimulate national economies, provide public finance, generate jobs, and subsidise public and private sectors. Many countries are facing high burdens of debt repayment, and efforts will be made to promote economic growth, and build tax and wealth bases. In the attempt to recover from the pandemic, governmental subsidies might emphasise getting back to 'business as usual' by expanding grey infrastructure (e.g., roads, mining and hydropower), or stimulating the production of food, fibre, and energy.

However, short-term recovery should not undercut long-term sustainability. The World Economic Forum ranks environmental stresses and biodiversity loss as one of the top risks facing humanity. The response to COVID-19 provides an opportunity to build back in a more sustainable and equitable way. Incorporating nature, including its role as the foundation for economy and human well-being, and into economic planning and stimulus packages. Implementing Nature-based Solutions at scale would allow for more effective management and stewardship of ecosystems and the biosphere in the long-term. Being guided by the Sustainable Development Goals would allow nations to tackle economic and social inequalities, invest in environmentally sustainable jobs, and address the multiple divides, including generational, geographic, ethnic and gender, which have been amplified by the response to the pandemic. How can IUCN influence these decisions, and especially the policy and regulatory framework supporting Nature-based solutions? What role should IUCN play and how?

## **b) Building a culture of conservation through new alliances and strengthening the agency of key actors**

### **Short description:**

The COVID-19 pandemic exposes humanity and its relationships to diverse challenges. It demonstrates societies' shortcomings, not only in how we engage with nature but also in how we engage with each other. It reinforces the potential that still exists to mend our relationship with nature and, in doing so, to revitalise humanities' sense of shared endeavour. We are presented with a choice to collaborate together to address the planetary crises of biodiversity loss, climate change and human insecurity or to stand apart and witness the acceleration of environmental loss.

To achieve the scale of change needed, as evident in this historical moment, we must promote a new 'culture of conservation' in which distinct, and often disparate, groups come together to put the well-being of our world and its inhabitants centre stage. Such a shift requires that we collectively step back from narratives that exclusively focus on wealth acquisition, conspicuous consumption and economic growth and give much greater emphasis to issues such as sustainability, social equity and human well-being. New partnerships and collaboration also demand that all have their voice heard, that different values are acknowledged and respected and different types of agency recognised and encouraged.

Young people and indigenous people are at the forefront of demanding such change. It is critically important that we recognise the agency and leadership of these constituencies and foster new partnerships that can initiate and drive needed change. Engaging with sectoral interests, including local and national governments, business, finance, and health, will also be needed to frame these changes and establish new pathways.

This session will explore the synergies, conflicts, contradictions among different actors and different ways in which decisions are made, and behaviour is being shaped, with attention to intrinsic values, biocultural values, human rights, sustaining livelihoods, well-being, and economic development. The session will zone in on current challenges in the climate emergency and the COVID-19 pandemic to draw lessons to support IUCN be more effective as it seeks to influence governments and other decision makers, citizens, corporates, thinkers, and social movements, at local, national, regional levels and globally to bringing about needed change.

### **c) The influences of biodiversity loss and climate change on public health**

#### **Short description:**

There is increasing evidence that climate change and the biodiversity crisis are inextricably interlinked ([Diaz et al., 2019](#)) and together they present significant challenges to human health, livelihoods and well-being ([UNEP, 2021](#)). The increasing frequency and intensity of extreme climate events, such as heat waves, droughts or flooding, impact on food production and water security and leave communities more vulnerable to disease and natural disasters. Land degradation, habitat loss and fragmentation are linked to loss of traditional medicines and the spread of zoonoses. The current COVID-19 pandemic highlights the need for improved environmental management, better land and water management and the need for coordinated actions across multiple sectors ([IPBES, 2020](#)).

Biodiversity and healthy natural ecosystems, supported by protected areas in and around cities, can provide ecosystem benefits and services that support human health and help communities to cope with climate change. The risk of floods can be reduced, air pollutants filtered, and supply of clean drinking water made more reliable. Ecosystem services can help to reduce the incidence of infectious diseases and respiratory disorders. Furthermore, access to nature offers many other direct health benefits, including opportunities for physical activity, reduction of developmental disorders and improved mental health. These benefits become increasingly important in a world facing increasing climate change and urbanisation. Economic valuations have found that nature provides billions of dollars in cost savings for health services.

The growing recognition of the importance of biodiversity's contribution to human health offers great potential for maximizing synergies between public health, climate change adaptation and nature conservation. Partnerships between conservationists, planners, health authorities and others are critical to maximize these synergies to advance human health policy, practices and systems. They offer an unprecedented opportunity to value and conserve nature, to work across sectors to achieve environmental objectives in the face of climate change and biodiversity loss, and contribute to furthering goals that are essential to human health and well-being. IUCN, with its diverse membership and Commission networks, is well placed to promote a stronger Nature-Health agenda emphasising the linkages between healthy ecosystems and healthy people, as part of nature-based recovery strategies to address climate change, biodiversity loss and land degradation.

## **4. Voting for Elections during the IUCN Congress**

Voting for the IUCN Council elections will take place online by those Members eligible to vote. The vote on elections will be **open on 4 September 2021 at 07h00 UTC and close on 7 September 2021 at 18h00 UTC**. If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), **an additional online vote** will be opened for 24 to 30 hours during the Members' Assembly (8-10 September 2021) in time for the results to be announced before the closing of the Congress.

The online vote will be held under the supervision of the Election Officer and Deputy Election officer. The online voting system will allow elections to be held during Congress in the most secure way possible and under conditions that apply equally to all IUCN Members worldwide.

Use will be made of IUCN's online voting system as we know it from e.g. the vote on motions (October 2020) and the IUCN Programme 2021-24 and other decisions items (February 2021). Authorized Vote Holders (AVH) of all IUCN Members eligible to vote, whether or not they are present onsite in Marseille, will receive the URL to cast their vote online. As always, Members will have an opportunity to designate their AVH and, if they so wish, may designate their Head of Delegation at Congress as the AVH for the online vote on elections.

## 5. The presentation of election candidates

Since elections will be held before the Members' Assembly sittings on 8-10 September, there will be no candidate presentations during the Members' Assembly. Candidates are encouraged to continue making use of their candidate pages on the IUCN Congress [website](#) to promote their candidacy and interact with IUCN Members.

A virtual Presidential candidates' debate (approximately 90') will be organised during the 2<sup>nd</sup> half of August 2021 and the recordings posted on the Congress [website](#). This will provide an equal opportunity to all three candidates, given the uncertainty whether they will be able to attend the Congress in person.

However, should all three candidates for IUCN President be present in Marseille, an additional presidential candidates' debate will be held in person, on 3 September 2021, as part of the Meeting of the National and Regional Committees.

Additional details will be provided in the coming weeks.

All **election results** will be announced during the 3<sup>rd</sup> sitting of the Members' Assembly on 8 September, 2021. They will also be published on the Congress website immediately after their announcement during the Members' Assembly.

## 6. "Marseille Outcomes"

Building on the experience from the "*Hawai'i Commitments*" (2016), the IUCN Council intends to develop the "*Marseille Outcomes*" as a strategic and focused message from the Union to a global external audience.

The *Marseille Outcomes* will be organised around three key themes:

1. **Post-COVID nature-based recovery** with a focus on the role of conservation and natural resources in addressing medium to long-term consequences of the social and economic impacts. The scope of this outcome could embrace both the immediate exigencies of dealing with the pandemic as a health crisis, the longer term (and broadly known) consequences of a global recession as well as the opportunities to re-frame economic development (the so-called "build back better" agenda).

2. **Post-2020 agenda and the biodiversity crisis** channelling the broader conservation communities' voice into the sort of ambition required from CBD COP15 at Kunming and providing the opportunity for the Union to position itself as a key delivery vehicle. IUCN has an acknowledged leadership role to support an ambitious agenda for the protection and

conservation of terrestrial and marine ecosystems by 2030, including through effective and well-connected systems of protected and conserved areas.

**3. The climate emergency** allowing IUCN to send key messages to the Glasgow UNFCCC COP on the links between the climate and biodiversity crises, the options that nature offers to contribute to scaled-up action, both for mitigation and adaptation, and the need for a coherent approach for addressing biodiversity loss, climate change and land/ecosystem degradation.

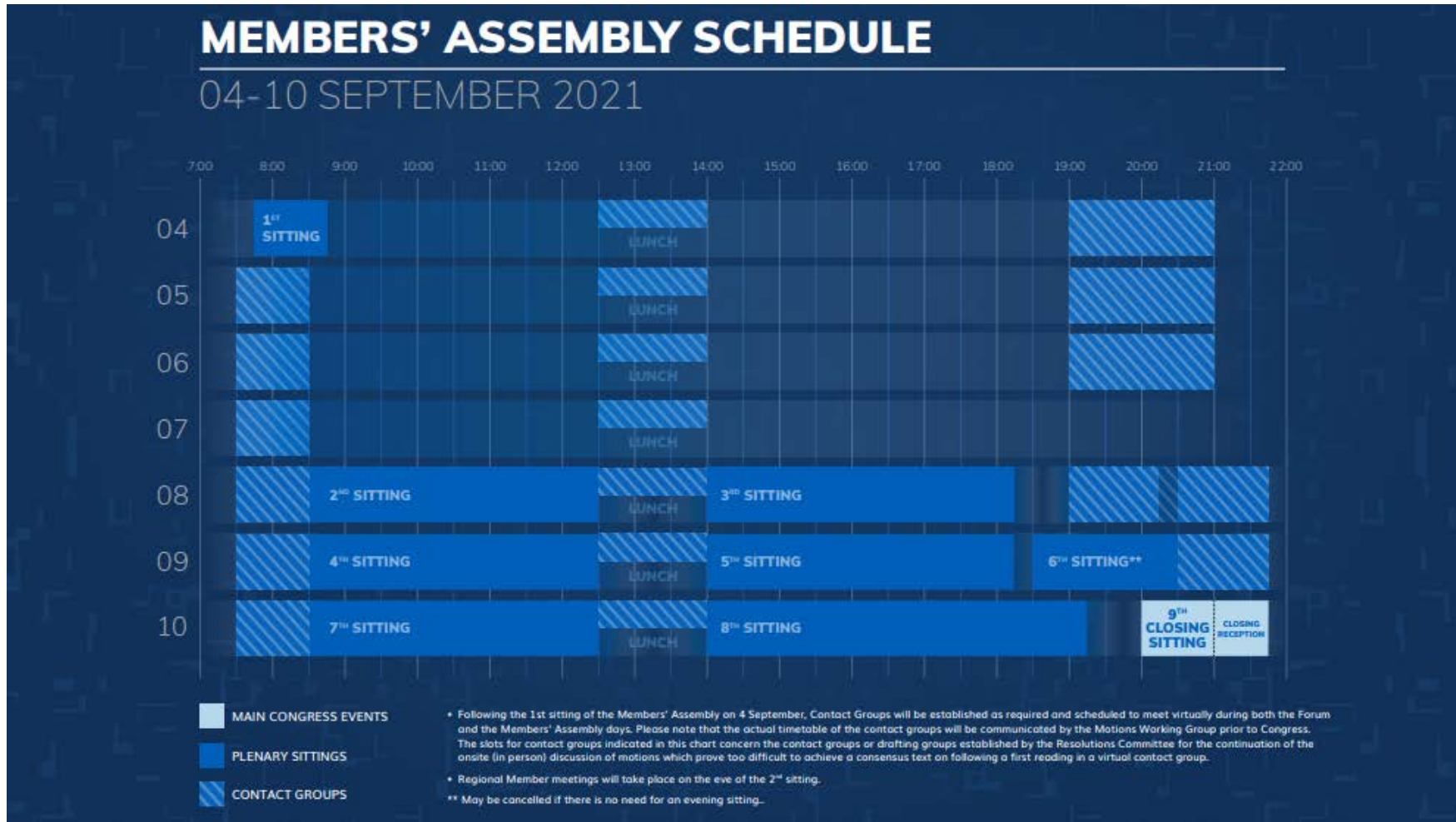
A fourth theme will focus on Partners, Alliances and Agency for Conservation and may either be included as a stand-alone theme or systematically integrated across the other three themes.

The relevant content of the *Outcome* messages will be a combination of forward looking outcomes / commitments that we, as the Union, and our partners would prioritise to work towards as well as significant announcements that key stakeholders might make during the Congress. Without it being a negotiated document, the legitimacy and ownership of the *Marseille Outcomes* among IUCN Members will be enhanced by a transparent informal process, ensuring that its content will be sourced from Congress outputs such as the Summits, the High-Level Events, the Forum events and the motions adopted by the Congress.

The *Outcome* messages will therefore be developed in “real time” by a small working group set up in the framework of the Council’s Congress Preparatory Committee which will provide an opportunity for IUCN Members to comment on a draft of the *Marseille Outcomes* that will then be subsequently “welcomed by acclamation” towards the end of the Members’ Assembly.



Draft Overview of the IUCN World Conservation Congress  
Marseille, France





**IUCN WORLD CONSERVATION CONGRESS**

**3–11 September 2021, Marseille, France**

**Draft Agenda  
of the IUCN World Conservation Congress**

**Preliminary Meetings**

**2 September 2021**

**Commission Steering Committee meetings** (subject to confirmation by the Commission Chairs, noting that some of the Commissions will be holding their Steering Committee meetings virtually prior to Congress).

14:00-18:00 Meeting of the IUCN Council

**Day 1 – 3 September 2021**

08:30-12:30 **Meeting of IUCN National and Regional Committee** representatives and Country Focal Points (open meeting)<sup>1</sup>

**Commission Steering Committee meetings** (subject to confirmation by the Commission Chairs, noting that some of the Commissions will be holding their Steering Committee meetings virtually prior to Congress)

17:00-19:00 **Opening Ceremony of the IUCN World Conservation Congress**

19:45-21:45 **Opening Reception of the IUCN World Conservation Congress**

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<sup>1</sup> A global meeting of the National and Regional Committees will be held as requested by Resolution WCC-2012-Res-005. A report on the outcomes of the meeting of the National and Regional Committees will be presented during the Members' Assembly during the 5<sup>th</sup> Sitting. According to Article 20 of the IUCN Statutes, the Congress shall receive and consider, among others, the reports of recognised Regional Committees and Fora. As was the case for the 2016 Congress, this reporting obligation will be fulfilled by offering all National and Regional Committees space on the IUCN Congress website to publish their reports



## Forum and Exhibition<sup>2</sup>

All forum events can be viewed on the [Congress website](#)

Details of the Congress Themes can be viewed [here](#)

### Day 2 – 4 September 2021

- 8:00-8:45      **1<sup>st</sup> Sitting of the Members' Assembly**
- 1.1 Opening remarks by the IUCN President
  - 1.2 Appointment and first progress report of the Congress Credentials Committee
  - 1.3 Adoption of the Agenda
  - 1.4 Appointment of the Resolutions, Finance and Audit, Governance, and Programme Committees of the Congress
  - 1.5 Presentation by the Resolutions Committee about the schedule of Contact Groups for all motions including motions to amend the Statutes and other IUCN governance issues, about the process for motions on urgent and new topics, and submission for adoption of the Procedures and Code of Conduct for Contact Groups.
  - 1.6 Presentation of the “Marseille Outcomes” process
  - 1.7 Council Motion granting postponement of the obligation to pay the 2020 dues to IUCN Members which have been in arrears of paying them as a direct result of the pandemic<sup>4</sup>

9:00 (07h00 UTC<sup>3</sup>)      **Opening** of the online vote on elections<sup>5</sup>

Forum and Exhibition

### Day 3 – 5 September 2021

Forum and Exhibition

### Day 4 – 6 September 2021

Forum and Exhibition

### Day 5 – 7 September 2021

Forum and Exhibition

18:30-20:30      Regional Members meetings<sup>6</sup>

20:00 (18h00 UTC)      **Closing** of the online vote on elections

## Contact Groups<sup>7</sup>/Social events

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<sup>2</sup> Exhibition will run in parallel with the Forum and partly with the Members' Assembly

<sup>3</sup> Or after the end of the 1<sup>st</sup> sitting of the Members' Assembly, whichever is later. The adoption of the Council motion referred to in agenda item 1.7 may postpone the opening of the online vote on elections by 3 to 6 hours, to be confirmed during the 1<sup>st</sup> Sitting of the Members' Assembly.

<sup>4</sup> Approved by the Bureau of the IUCN Council on 14 July 2021 (decision B96/4) and endorsed by the IUCN Council on 2 August 2021.

<sup>5</sup> The online vote on elections will close on 7 September 2021 at 18h00 UTC

<sup>6</sup> Regional Members meetings will take place on the eve of the 2<sup>nd</sup> Sitting of the Members' Assembly

<sup>7</sup> Contact Groups will be established as required and scheduled to meet virtually during the Forum and the Members' Assembly days. Please note that the actual timetable of the contact groups will be communicated by the Motions Working Group prior to Congress.



## Members' Assembly

All documents of the Members' Assembly listed per agenda item can be viewed on the [Congress website](#)

All motions adopted by IUCN Members by electronic vote ending on 21 October 2020 can be viewed [here](#)

All items adopted by IUCN Members by electronic vote ending on 10 February 2021 can be viewed [here](#)

### Day 6 – 8 September 2021

#### 8:30-12:30 2<sup>nd</sup> Sitting of the Members' Assembly

- 2.1 Director General's Report and introduction of the discussions of issues of strategic importance for the Union
- 2.2 Discussion of issues of strategic importance for the Union and reports from the Summits<sup>8</sup>:
  - 2.2.1 Report on the results of the *IUCN One Nature, One Future Global Youth Summit*
  - 2.2.2 Report on the results of the *IUCN Summit for Cities, Local Authorities and Subnational Governments*
  - 2.2.3 Strategic discussion on: **The influences of biodiversity loss and climate change on public health**
- 2.3 Report of the IUCN President and Council

#### 14:00-18:15 3<sup>rd</sup> Sitting of the Members' Assembly

- 3.1 Report from the Election Officer on the results of all elections <sup>9</sup>
- 3.2 Update of the Resolutions Committee on progress of the discussions in Contact Groups, followed by discussion and vote on motions
- 3.3 Reports of the following IUCN Commissions including Awards established by these Commissions: WCEL, WCPA, SSC
- 3.4 Presentation of the laureate(s) of the John C. Phillips Memorial Medal and the Harold Jefferson Coolidge Memorial Medal, and approval of the laureate(s) for Honorary Membership of IUCN

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<sup>8</sup>As part of the strategic discussions, the Summit reports will be reported under the strategic topic where they are most relevant.

<sup>9</sup> If a second round for the election of the President is needed in accordance with Rule 81, paragraph (i.), **an additional online vote** will be opened for 24 to 30 hours during the Members' Assembly (8-10 September 2021) in time for the results to be announced before the closing of the Congress.

## Day 7 – 9 September 2021

### 8:30-12:30 **4<sup>th</sup> Sitting of the Members' Assembly**

- 4.1 Discussion of issues of strategic importance for the Union and reports from the Summits (continued):
  - 4.1.1 Report on the results of the *World Summit of Indigenous Peoples and Nature*
  - 4.1.2 Strategic discussion: **Structuring economies in a post COVID-19 world**
- 4.2 Reports of the following IUCN Commissions including Awards established by these Commissions: CEESP, CEM, CEC
- 4.3 Update of the Resolutions Committee on progress with discussion in Contact Groups, followed by discussion and vote on motions

### **Contact Groups/Social events**

### 14:00-18:15 **5<sup>th</sup> Sitting of the Members' Assembly**

- 5.1 Discussion of issues of strategic importance for the Union and reports from the Summits (continued):
  - 5.1.1 Report on the results of the *CEOs Summit*
  - 5.1.2 Strategic discussion: **Building a culture of conservation through new alliances and strengthening the agency of key actors**
- 5.2 Report of the Programme Committee and adoption of the draft Addendum to the IUCN Programme 2021–2024 '*Impacts and implications of the COVID-19 pandemic and human health on the IUCN Programme Nature 2030*'
- 5.3 Report on the meeting of all recognised National and Regional Committees

### 18:30-20:30 **6<sup>th</sup> Sitting of the Members' Assembly** <sup>10</sup>

- 6.1 Update of the Resolutions Committee on progress of discussion in Contact Groups, followed by discussion and vote on motions

### **Contact Groups<sup>11</sup>/Social events**

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<sup>10</sup> This sitting may be cancelled if there is no need for an evening session.

<sup>11</sup> Contact Groups will be established as required and scheduled to meet virtually during the Forum and the Members' Assembly days. Please note that the actual timetable of the contact groups will be communicated by the Motions Working Group prior to Congress.

**Day 8 – 10 September 2021**

08:30-12:30 **7<sup>th</sup> Sitting of the Members' Assembly**

7.1 Finances of IUCN:

7.1.1 Update from the Director General on the finances of IUCN

7.1.2 Report of the Treasurer on the finances of IUCN

7.1.3 Report of the Congress Finance and Audit Committee and approval of the Audited Financial Statements for the year 2020

7.2 Discussion and adoption of “*Developing a comprehensive gender approach at IUCN*”

7.3 Update of the Resolutions Committee on progress with the discussions in Contact Groups, followed by discussion and vote on motions

**Contact Groups**

14:00-19:15 **8<sup>th</sup> Sitting of the Members' Assembly**

8.1 Final report of the Congress Governance Committee and vote on any motions on IUCN governance including amendments to the Statutes that have not yet been voted on

8.2 Final report of the Resolutions Committee, followed by discussion and vote on motions (continued)

8.3 Presentation and welcome by acclamation of the *Marseille Outcomes*

20:00-21:00 **9<sup>th</sup> Sitting of the Members' Assembly**

9.1 Recognition of outgoing members of the IUCN Council

9.2 Message from the President Elect

9.3 Closure of the IUCN World Conservation Congress by the outgoing President (including a closing speech from a representative of the Host Country)

21:00-21:45 **Closing reception**

**11 September 2021**

9:00-17:00 **Meeting of the newly elected IUCN Council**



IUCN WORLD CONSERVATION CONGRESS  
3-11 September 2021, Marseille, France

## Grace period for payment of the 2020 membership dues in light of the exceptional circumstances created by the Covid-19 pandemic

**Action Requested:** The World Conservation Congress is invited to CONSIDER the following draft decision proposed by the IUCN Council.

### DRAFT DECISION

The IUCN World Conservation Congress,

*Having considered* the proposal from the IUCN Council in response to the requests from a number of IUCN Members facing financial difficulties as a result of the Covid-19 pandemic;

**Decides**, in light of the exceptional circumstances created by the pandemic, to grant to the IUCN Members listed in the Annex<sup>1</sup> to this motion which have declared to be in arrears of paying the 2020 membership dues as a direct result of the pandemic while being in order with payment of the dues for all previous years, a grace period for the payment of the 2020 dues until 31 December 2021 and exceptionally to suspend the application of article 13 (a) of the Statutes until the end of such grace period, thereby allowing those IUCN Members to exercise all their membership rights including in connection with elections, voting and motions from the entry into effect of this decision until the end of the grace period.

**Decides** that this decision enters into effect from the end of the 1<sup>st</sup> Sitting of the Members' Assembly on 4 September 2021.

### EXPLANATORY MEMORANDUM

#### Council's proposal

In response to requests from a number of IUCN Members facing financial difficulties as a result of the Covid-19 pandemic, the IUCN Council, on the proposal of its Bureau, proposes that IUCN Members which are in arrears of paying the 2020 membership dues as a direct result of the pandemic while being in order with payment of the dues for all previous years, should be granted a grace period for the payment of the 2020 dues until 31 December 2021, so that they may exercise their membership rights during the upcoming Congress ([Bureau decision B96/4](#), endorsed by Council on 2 August 2021, [decision C/XXIV](#)).

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<sup>1</sup> To be established and published following the deadline for submission of applications (20 August 2021).

Because the IUCN Statutes do not foresee a possibility to grant an exception to Article 13 of the IUCN Statutes on the consequences on Members rights of the non-payment of membership dues and to undo the suspension of a Member's rights resulting from non-payment, the IUCN Council, on the proposal of its Bureau, decided to submit its proposal to the World Conservation Congress for decision.

The rationale for the proposal, as well as the concerns expressed by the Secretariat and the Legal Adviser on this proposal, are presented in the extracts of the Summary of the 94<sup>th</sup> Bureau meeting and of the Summary Minutes of the 96<sup>th</sup> Bureau meeting. (attached hereafter)

The proposal, if approved, would entail a reduction of IUCN's income in the order of CHF 215,000 on the assumption that all 83 Members who have not paid the 2020 membership dues while in order with all dues of previous years would not pay the 2020 dues before the end of 2021.

### **Process**

With the agreement of the Bureau, the Secretariat applied the following mechanism to determine which IUCN Members could benefit from the grace period, should Council's proposal be adopted by IUCN Members:

- a. the Secretariat invited the 83 IUCN Members who have not paid the 2020 membership dues while in order with all dues of previous years (status as at 2 August 2021) to post on a Union Portal page, by 20 August 2021, a declaration on their honour that such non-payment is a result of the Covid-19 pandemic, together with the request that they be granted a grace period ending on 31 December 2021 to pay their dues and that the application of Article 13 (a) of the Statutes be suspended until the end of such grace period;
- b. all Member declarations received in the Union Portal page by 20 August 2021 are attached to the present motion<sup>2</sup> and have been published as an official Congress document.

### **Entry into force**

To allow IUCN Members concerned by the present Council motion to vote on elections and other matters during Congress, it is submitted to the Members' Assembly for consideration and decision at its 1<sup>st</sup> sitting on 4 September 2021.

Therefore, if approved the motion shall enter into effect from the end of the 1<sup>st</sup> Sitting of the Members' Assembly on 4 September 2021, on time for the online vote on elections opening on 4 September 2021.

Based on advice from the IUCN Legal Adviser, the motion requires a two-thirds majority of the votes cast in Cat. A and a two-thirds majority of the votes cast in Cat. B and C combined (Art. 107 of the Statutes) because such decision would mean suspending the application of Art. 13 (a) of the Statutes or not applying this statutory provision in a concrete situation due to the exceptional circumstances of the pandemic. Such exceptional decision would have the same effect as an amendment in the concrete case and could therefore only be adopted with the same majority as for an amendment of Art. 13 of the Statutes.

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<sup>2</sup> To be established and published following the deadline for submission of applications (20 August 2021).

Should the motion be approved during the 1<sup>st</sup> Sitting, the Secretariat will make adjustments to the various Congress systems to correct the accreditation data of these Members in line with the decision, which feeds into the online voting system for elections and the onsite electronic voting system for motions and other decisions. This will allow the IUCN Members who benefit from the grace period to cast their vote during the online vote on elections opening on 4 September 2021, and to cast their vote on any other decision item from the 2<sup>nd</sup> sitting of the Members' Assembly onwards (opening on 8 September 2021), either by their delegation present onsite or by proxy.

These adjustments may imply a delay of opening the online vote on elections by 3 to 6 hours, while the closing of the online elections remains at 18h00 UTC on 7 September 2021.

### **Consequences on IUCN Members' rights in case of adoption**

The IUCN Members listed in the Annex to this motion are encouraged to pay their dues for both years 2020 and 2021 by 31 December 2021 because after that date, the grace period will be over.

This means that by application of Article 13 (a) and (b) of the Statutes, those IUCN Members:

- i. having paid the 2020 but not the 2021 dues by the 31<sup>st</sup> of December 2021 will be considered as being one year in arrear, which entails *ipso facto* the suspension of their rights in connection with elections, voting and motions as from the 1<sup>st</sup> January 2022;
- ii. not having paid the 2020 and the 2021 dues by the 31<sup>st</sup> of December 2021 will be considered as being two years in arrears, which may lead - in addition to the suspension stated in i) - to the rescission of all remaining rights, subject to a World Congress decision.



## INTERNATIONAL UNION FOR CONSERVATION OF NATURE

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

Held by conference call on 15 June at 2 PM UTC and 21 June 2021 at 10 AM UTC

### Extract from the Summary

[...]

#### **Agenda Item 6: Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic**

Enrique Lahmann, Global Director Union Development Group and Sandrine Friedli Cela, Legal Adviser repeated the highlights from their presentation made during the 93<sup>rd</sup> Bureau meeting. (*B93/2 PPT Members facing difficult financial situations*)

During the discussion, some Bureau members acknowledged that less Members than anticipated were affected by this issue and adopting special measures might open the door for more requests.

Other members of the Bureau were of the view that a number, albeit small, of IUCN Members were facing significant distress as a result of the pandemic which justified a response given the exceptional circumstance of the pandemic. Among the solutions mentioned were:

- a) a Council decision to postpone the obligation to pay the dues for 1 year for Members formally requesting it. If they were unable to pay within 1 year, then normal statutory requirements would again prevail;
- b) a Council decision to submit a motion to Congress for approval during the 1<sup>st</sup> sitting of the Members' Assembly allowing postponement of dues for the Members facing financial distress as a direct result of the pandemic. This would require a mechanism allowing Members to successfully petition in advance of the Congress so that, if approved by Congress, they can exercise their Member rights during Congress.

The Global Director Union Development Group reminded the Bureau of the fact that, statistically, there was no difference between the number of Members in arrears before and after the beginning of the pandemic and that, in fact, more dues have been received in 2021 than at this same time in 2020. When Council approved the Membership Dues Guide 2022-24 in September 2020, it also established a lower dues category for Members with less income, as well as a motion to Congress requesting the next Council to study the issue of Members facing financial difficulties (including as a result of the pandemic). He suggested that, before taking a decision, the Secretariat studies the practical issues such as the mechanism by which to identify Members who would be entitled. Also, if it depended on a decision of the Congress, it could not apply to the Members voting online for elections if they were opened prior to the Members' Assembly. He also raised a capacity issue for the Secretariat because, so close to the beginning of the Congress, the entire Membership Unit (1.6 FTE) was fully engaged in preparations for the Congress.

The Legal Adviser reminded the Bureau that Article 13 of the Statutes provided the automatic suspension of a Member's rights if their dues are one year in arrears and that it was the Members' prerogative to provide exceptions to the Statutes. A Council decision could be contested at the Congress for non-conformity with the Statutes, in particular by Members who are facing problems to pay their dues for reasons other than the pandemic.

The IUCN President cautioned that, while it was acceptable for Council and Congress to request the next Council to study how to address for the long term the issue of Members facing financial problems, ignoring the impact of the pandemic on IUCN's Members would raise ethical and political issues and badly affect IUCN's credibility. While individual cases of Members not paying, e.g. because of economic reasons, could be dealt with on a case by case

basis, it was different for the problems caused by the pandemic which is a global crisis. He suggested that in the proposal [*described in littera b) above*], Members would qualify only if they had been in order with paying their dues prior to 2020.

On the proposal of the IUCN President, the Bureau decided to present this proposal [*described in littera b) above*] to the Council at its 104<sup>th</sup> meeting together with the background material provided by Secretariat and that the Secretariat be given time to study a mechanism.

### **BUREAU DECISION B94/3**

The Bureau of the IUCN Council,

*Having considered the requests from a number of IUCN Members facing financial difficulties as a result from the Covid-19 pandemic,*

Decides to present to the IUCN Council for its consideration at its 104<sup>th</sup> meeting, together with the background material provided by the Secretariat, a proposal that Council submits to the IUCN World Conservation Congress (Marseille, 3-10 September 2021) for approval a motion granting postponement of the obligation to pay the 2020 dues to IUCN Members which have been in arrears of paying them as a direct result from the pandemic, so that these Members may exercise their membership rights during the 2021 Congress;

Requests the Secretariat, if Council so decides, to develop a mechanism to identify IUCN Members meeting the requirements of Council's proposal to Congress [*in time for the Bureau to approve the mechanism as well as the text of the Council motion*].



**94<sup>th</sup> Meeting of the Bureau of the IUCN Council, 15 and 21 June 2021**

**List of attendees**

**PRESIDENT**

- Zhang Xinsheng

**VICE-PRESIDENTS**

- John Robinson
- Ana Tiraa

**TREASURER**

- Nihal Welikala (only present on 15 June 2021)

**REPRESENTATIVE OF THE COMMISSION CHAIRS**

- Antonio Benjamin, Chair of the World Commission on Environmental Law

**CHAIRS OF THE STANDING COMMITTEES OF THE IUCN COUNCIL**

- Jennifer Mohamed-Katerere, Governance and Constituency Committee (GCC)
- Ayman Rabi, Finance and Audit Committee (FAC)
- Jan Olov Westerberg, Programme and Policy Committee (PPC)

**REGIONAL COUNCILLORS**

- Mamadou Diallo
- Jenny Gruenberger

**DIRECTOR GENERAL**

- Bruno Oberle

**OTHER PARTICIPANTS:**

Sandrine Friedli Cela, IUCN Legal Adviser

Enrique Lahmann, Global Director Union Development Group

Louise Imbsen, Governance Assistant

Luc De Wever, Senior Governance Manager, Secretary to Council



Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

## Important facts and figures

- Based on a proposal from Council, approved in September 2020 (100<sup>th</sup> Council), Members approved, by online vote in February 2021, the Dues Guide, including the dues reassessment process (taking effect in 2022) and gave a mandate to the 2021-2024 Council to study the issue of Members facing difficult financial situations (slide 2)
- Members facing difficult situations to pay their 2020-2021 dues, will have until 2024 to regularize their dues situation until they are withdrawn by rescission (Art.13 of the Statutes)
- Figures from past years do show that there have always been issues of Members facing difficulties to pay their dues (slide 3 and 4). Making an exception now will create a precedent.



Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

## Decision on membership dues – 10 February 2021

The IUCN Members, by electronic vote taking place from 27 January to 10 February 2021:

*On the proposal of the Council,*

1. Approved the IUCN Membership Dues Guide in accordance with Article 20 (f) of the Statutes (Annex hereafter); and
2. Mandated the 2021–2024 Council to:
  - CONTINUE THE WORK achieved by the 2016–2020 Council on:
    - a. the issue of dues for venue-based organisations and government agencies;
    - b. the issue of the value of membership and Members facing difficult financial situations and not being able to pay their dues; and to
  - SUBMIT both proposals to IUCN Members by electronic vote before the next Congress.



Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

## Dues payments analysis for 30 Members in Mexico (incl. ST), 1 in Poland and one in Vanuatu (incl. ST) who sent a request to waive their dues

### Membership dues status

Member dues paid up/incl. 2021:	12
Member dues paid up/incl. 2020:	18
Member dues unpaid for 2020 (and prior) - in rescission	2

### Payments processing (checked back to 2015)

Regular payments (incl. 2 new Members)	21
Irregular payments (incl. Mexico and Vanuatu States & 2 Members in rescission)	11

### Membership dues status (for all Members)

Dues status	#Members	in order (dues paid up to/incl.2020)	not in order (not eligible to vote)	% not in order
<b>May 2021</b>	<b>1472</b>	<b>1252</b>	<b>219</b>	<b>15%</b>
May 2020	1348	1169	179	13%
May 2019	1378	1133	245	18%

### Financial results Jan-April 2021 (actuals)

2021	6.6 M (CHF)
2020	5.2 M (CHF)



Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

## Members with rescinded rights

Category	Bangkok 2004	Barcelona 2008	Jeju 2012	Hawai'i 2016	Online vote 2018	Online vote 2021
States	11	14	10	17	6	12
Government Agencies	11	7	12	14	15	13
National NGOs	106	89	91	111	57	83
International NGOs	10	3	6	13	1	4
Indigenous Peoples' organisations						1
Affiliates	7	2	3	6	3	3
<b>Members on the rescission list</b>	<b>145</b>	<b>115</b>	<b>122</b>	<b>161</b>	<b>82</b>	<b>116</b>
<b>Total number of Members</b>	<b>1,060</b>	<b>1,141</b>	<b>1,272</b>	<b>1,394</b>	<b>1,461</b>	<b>1,461</b>
<b>Percentage of Members on the rescission list</b>	<b>13.7%</b>	<b>10.1%</b>	<b>9.6%</b>	<b>11.5%</b>	<b>5.6%</b>	<b>7.9%</b>
<b>Total number of Members withdrawn one year after Congress</b>	<b>80</b>	<b>87</b>	<b>78</b>	<b>87</b>	<b>53</b>	
<b>Percentage withdrawn Members out of those from the rescission list</b>	<b>55.2%</b>	<b>75.7%</b>	<b>63.9%</b>	<b>54.0%</b>	<b>64.6%</b>	<b>0.0%</b>



Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic

## Legal considerations

(Summary of legal advice from January 2020)

- All IUCN Members have an obligation to pay their membership dues (Stat. 12 c) (iii) and Reg. 24); Membership dues contribute to the income of IUCN (Stat. 85)
- The Statutes do not foresee any exception to this rule that would apply in exceptional circumstances. To the contrary, the non-respect of such obligations triggers the same consequences for all IUCN Members.
- The suspension of the right of Members in connecting with elections, voting and motion and the withdrawal of members whose right have been rescinded by the Congress decision is automatic (Stat. 13). Council has no margin of appreciation. Council may however decide the date of submission of rescission list to online vote (every 2 years).
- The criteria for the application of Stat. 48 are not met. Figures show that circumstances are not exceptional compared to previous years. Granting an exception would have an impact on the financial plan already approved by IUCN Members, it would be in contradiction with the Members' decision (Jan. 2021) giving a mandate to the next Council and would set a precedent.



## INTERNATIONAL UNION FOR CONSERVATION OF NATURE

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

Held by conference call on 14 July 2021 from 2 to 5 PM UTC

### Extract from the Summary Minutes

[...]

#### **Agenda Item 3: Members facing difficult financial situations and unable to pay their full dues as a result of the pandemic**

The IUCN President recalled that on 21 June, the Bureau decided to propose to Council on 22 June that it submit a motion to Congress for approval during the 1<sup>st</sup> sitting of the Members' Assembly allowing postponement of dues for the Members facing financial distress as a direct result of the pandemic. This would require a mechanism allowing Members to apply in advance of the Congress so that, if the motion is approved by Congress, the Members whose application was successful, can exercise their Member rights during Congress. However, the Council meeting of 22 June was adjourned before the Bureau's proposal could be presented for discussion.

The Director General advised Council and Bureau to stick to the normal procedures for the following reasons:

1. Legal concerns: according to the views of the Legal Adviser expressed at the previous Bureau meeting, the Statutes provide no space for a decision of Council or the Secretariat to lift the requirement to pay the dues nor to undo the suspension of a Member's rights as a result of non-payment;
2. Logistical concerns: in the short period before Congress the Secretariat has no capacity to design and implement new procedures;
3. Political concerns: the Secretariat should not be taking the decision whether to agree or disagree with a Member that its non-payment of dues is directly related to Covid. The Secretariat should not be put in a situation where it risks to be blamed for granting some Members the right to vote while denying it to others.

The Global Director Union Development Group added that, in February 2021, IUCN Members already adopted the Council motion approving the Dues Guide 2022-24 including a mandate to the next Council to continue examining the issues of Members facing financial difficulties and unable to pay the dues. In addition, following the introduction of the new method of calculating the dues adopted by Council, the Secretariat is already analysing approximately 600 financial statements which it has received from as many Members. To adopt a new procedure would mean to undo a lot of work already undertaken. Of the 32 Members who requested consideration of the difficulty to pay their dues, 30 have already paid the 2020 dues.

During the discussion, the following points were made:

- A member of the Bureau advised to let the Secretariat and next Council roll out the processes already agreed by Council and not to create new problems at this late moment prior to Congress;
- Other members of the Bureau emphasized the need to be responsive to exceptional circumstances facing a number of Members. The assumption is that it would only apply to a very small number of Members which may include those Members which have already written with a request but possibly also others who have not done so.
- A Bureau member observed that Council and the Secretariat have, for far too long, been unsympathetic to Members not able to pay their dues. The pandemic makes this a breaking point for many of them.

- Discussing the technicalities of the proposal, the Bureau members supporting it considered that it might require an amendment to the existing procedures to allow for exceptional circumstances. The Secretariat would not be asked to make a determination about the validity of an application, as Members should be honour-bound to make the appropriate request based on the exceptional circumstances and it will be incumbent upon Council to accept it. This exceptional situation will require decisions to be taken applying wisdom more than strict criteria.

The Director General observed that the Statutes do not allow for such a decision but that Bureau and Council take the decisions they consider necessary and explain them to the Congress. However, the Director General requests that Council makes the determination in each case. While it will provide to Council the required administrative support, the Secretariat will not have the capacity nor the right to make the determinations.

The IUCN President concluded that, with one abstention, there was agreement in the Bureau to approve the proposal. The proposal only concerns the 2020 dues and is conditional upon payment of the dues of all previous years. It is based on the exceptional circumstances defined Article 48 of the Statutes. The Council should work with the Secretariat when implementing the decision in a reasonable and prudent manner.

#### **BUREAU DECISION B96/4**

The Bureau of the IUCN Council,

*Having considered the* requests from a number of IUCN Members facing financial difficulties as a result of the Covid-19 pandemic,

Decides to present to the IUCN Council for decision by email ballot, together with the background material provided by the Secretariat, a proposal that Council, based on Article 48 of the Statutes in light of the exceptional circumstances created by the pandemic, submits to the IUCN World Conservation Congress (Marseille, 3-10 September 2021) for approval of a motion granting postponement of the obligation to pay the 2020 dues to IUCN Members which have been in arrears of paying them as a direct result from the pandemic, and provided they have paid the dues for all previous years, so that these Members may exercise their membership rights during the upcoming Congress;

Requests the Secretariat, if Council so decides, to develop a mechanism to identify IUCN Members meeting the requirements of Council's proposal to Congress in time for the Bureau to approve the mechanism as well as the text of the Council motion.



96<sup>th</sup> Meeting of the Bureau of the IUCN Council, 14 July 2021

List of attendees<sup>1</sup>

**PRESIDENT**

- Zhang Xinsheng

**VICE-PRESIDENTS**

- John Robinson
- Ana Tiraa

**TREASURER**

- Nihal Welikala

**REPRESENTATIVE OF THE COMMISSION CHAIRS**

*[Antonio Benjamin, Chair of the World Commission on Environmental Law, had sent apologies]*

**CHAIRS OF THE STANDING COMMITTEES OF THE IUCN COUNCIL**

- Jennifer Mohamed-Katerere, Governance and Constituency Committee (GCC)
- Ayman Rabi, Finance and Audit Committee (FAC)
- Jan Olov Westerberg, Programme and Policy Committee (PPC)

**REGIONAL COUNCILLORS**

- Mamadou Diallo
- Jenny Gruenberger

**DIRECTOR GENERAL**

- Bruno Oberle

**OTHER PARTICIPANTS:**

Enrique Lahmann, Global Director Union Development Group and Congress Director  
Louise Imbsen, Governance Assistant  
Luc De Wever, Senior Governance Manager, Secretary to Council  
Pamela Grasemann, Congress Manager (Item 2)

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<sup>1</sup> Bureau members who left the meeting before it was finished had given a proxy to another member of the Bureau. During the discussion of agenda items 1 and 2, nine Bureau members were present or represented by proxy. During the discussion of Agenda Item 3, five members of the Bureau were present and two represented by proxy.

## Six new Membership applications submitted by 31 March 2021 (GCC Defer/for discussion)

IUCN Statutory region	#	Organisation name	Acronym	IUCN Statutory State	Website	Member Category	Establishment date	Years of work in conservation	Answer to sustainability use policy question	Letters of endorsement from IUCN Members, National/Regional Committees, Councillors, Honorary Members	Detailed application	Due diligence process by Councillor	Due diligence process by National/Regional Committee
South and East Asia	1	China Association of Traditional Chinese Medicine	CATCM	China	<a href="http://www.catcm.org.cn/">http://www.catcm.org.cn/</a>	National NGO	20.12.2000	20 years	CSTCM is participating in the national survey of medicinal animal and plant resources, and assisting the government to develop a sustainable using suggestion. Meanwhile, we are assisting National Medical Products Administration to evaluate the wild medicinal resources involved in new drugs. For those enterprises which have great demand of medicinal animal and plant must establish submit a detailed sustainable using proposal to ensure that it does not pose a threat to wild resources.	1) NG/1618 Nanjing Institute of Environmental Sciences, MEE, China 2) NG/25611 Guangzhou Green City Environmental and Cultural Development Center, China	<a href="#">CATCM</a>	No	No
West Asia	2	Jordan Outdoor Sports Association	JOSA	Jordan	<a href="http://www.josaep.com">www.josaep.com</a>	National NGO	14.05.2014	7 years	Our views are that JOSA is duty bound by its bylaws to ensure that any use of wildlife (Plant or Animal) by the public in general or any of its members is replenished in accordance to the guidelines set forth by the Jordanian Ministry of Agriculture and the Jordan Ministry of the Environment. This is a main objective of JOSA as evidenced by its various wildlife (Fish, Chukar and Tree) replenishment activities.	1) NG/454 Royal Society for the Conservation of Nature, Jordan 2) NG/25684 Horizon for a Green Environment, Jordan	<a href="#">JOSA</a>	No	No
East Europe, North and Central Asia	3	National Hunting and Fishing Association "Union of Hunters and Anglers in Bulgaria" (NHFA „UHAB“)	UHAB	Bulgaria	<a href="http://www.slr.bg">www.slr.bg</a>	National NGO	06/08/1888	17 years	Sustainable use of the game is the main principle on which the hunting farm in Bulgaria is built. Of course, the aim of hunters is, through their actions, to increase game stocks while protecting biodiversity at the same time. It is clear to all hunters that in order to pursue their hobby (hunting) it is necessary to have healthy and robust game populations. And this can only be achieved through the sustainable use of this resource. There are a number of regulations in our legislation that restrict hunting in various aspects, hunting terms, shooting norms for different species of game or a special regime for the use of certain species, which guarantee the stability of their populations. In addition, hunters carry out several activities that support wildlife (biodiversity) during difficult moments.	1/ IN/788 1 Federation of Associations of Hunting and Conservation of Wildlife of the European Union, Belgium 2/ IN/1063 International Council for Game and Wildlife Conservation, Hungary	<a href="#">UHAB</a>	No	No
West Europe	4	Turtle Sanctuary	TS	France	<a href="https://www.turtle-sanctuary.org/">https://www.turtle-sanctuary.org/</a>	National NGO	09.03.2018	3 years	Yes We sign memorandums of understanding with universities, national parks and other local and national institutions to promote the transmission of knowledge and methodologies developed and adapted to suit local characteristics, both cultural and institutional.	1) NG/25576 Turtle Conservancy, USA 2) NG/25775 Association Beauval Nature pour la Conservation et la Recherche, France	<a href="#">TS</a>	No	No
	5	We are here Venice	WahV	Italy	<a href="https://www.weareherevenice.org/">https://www.weareherevenice.org/</a>	National NGO	18.5.2015	3 years	We are here Venice belongs to the Italian network for sustainable development (ASViS), which is dedicated to communicating and implementing the UN Agenda 2030 SDGs. We are continuously exploring opportunities to minimise the ecological footprint of our outreach materials (stickers, posters and brochures). We also have a strict policy of using local businesses and providers whenever possible. In terms of available human resources, we are doing all we can to reverse the gender imbalance, have a fair wage policy and try to be Friday-free, to maximise quality of life.	1) Istituto Superiore per la Protezione e la Ricerca Ambientale, Italy 2) Consiglio Nazionale delle Ricerche, Italy	<a href="#">WahV</a>	No	No
	6	Asociación Desenvolvemiento Rural "Mariñas-Betanzos" ("Mariñas-Betanzos" Rural Development Association)	ADRM	Spain	<a href="http://www.marinabetanzos.gal">http://www.marinabetanzos.gal</a>	National NGO	23.07.2008	13 years	The Mariñas-Betanzos Association established a Biosphere Reserve Management Plan (2013-2022) with specific actions based on providing advice and on incorporating knowledge in traditional activities, in order to ensure the sustainable use of resources. This Plan is being adapted in line with new demands and changes on both local and global levels. Support initiatives are being carried out to ensure natural resources are used fairly and in an environmentally sustainable manner.	1) NG/24956 Centro de Extensión Universitaria e Divulgación Ambiental de Galicia, Spain 2) NG/1583 Aula del Mar - Malaga Asociación para la Conservación del Medio Marino, Spain	<a href="#">ADRM</a>	No	J.B. Lopez, Coordinator of the Technical office of the IUCN Spanish Committee

## One membership application deferred for decision by GCC by e-mail correspondence

East Europe, North and Central Asia	3	Fundația Conservația Carpathia (Foundation Conservation Carpathia)	FCC	Romania	<a href="https://www.carpathia.org">https://www.carpathia.org</a>	National NGO	02.12.2009	11 years	We provide subsidised, sustainably-sourced firewood in disadvantaged and minority communities, to combat increasing pressure on forests due to rising wood prices. We have reduced the incidence of poaching and human-wildlife conflict events through our rapid intervention teams, and have developed and implement best practices which ensure the rational and evidence-based management of wildlife, in contrast to the predominant unsustainable hunting system. 1,200 students and teachers have been sensitised to sustainable use through our environmental protection projects.	1) NG/69 Frankfurt Zoological Society, Germany 2) ING/1347 Stiftung Europäisches Naturerbe - EuroNatur, Germany	<a href="#">FCC</a>	No	No
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