

100th Meeting of the IUCN Council
By conference call, 14 September 2020

DECISIONS¹

Dec. #	Council Decision
Agenda (Agenda Item 1)	
C100/1	The IUCN Council, <u>Adopts</u> the agenda of its 100 th Meeting. (Annex 1)
Additional proposals for consideration by the IUCN World Conservation Congress 2020 (Agenda Item 2)	
C100/2	<p>The IUCN Council,</p> <p><i>On the recommendation of the Governance and Constituency Committee (GCC),</i> <u>Approves</u> the following Council Motions to the IUCN World Conservation Congress 2020 for approval:</p> <ol style="list-style-type: none"> 1. Proposed amendments to the Statutes and Regulations in respect of the functions of the Treasurer; (Annex 2) 2. Towards a comprehensive gender approach at IUCN; (Annex 5) <p><u>Decides</u> to add the item “Towards a comprehensive gender approach at IUCN” to the draft Agenda of the IUCN World Conservation Congress 2020;</p> <p><i>On the recommendation of the Finance and Audit Committee (FAC),</i> <u>Approves</u> the Revised IUCN Financial Plan 2021-24 (Annex 3)</p> <p><i>On the recommendation of the GCC and the FAC,</i> <u>Approves</u> the Revised Membership Dues Guide. (Annex 4)</p>
IUCN World Conservation Congress 2020 (Agenda Item 3)	
C100/3	<p>The IUCN Council,</p> <p><i>Having considered</i> the recommendations of the Congress Preparatory Committee (CPC, 8th Meeting held on 1 September 2020) resulting from its examination of the Secretariat’s analysis and recommendations on available options in case the IUCN World Conservation Congress 2020 could not be held in January 2021 as planned, due to the COVID-19 pandemic,</p> <p><i>Taking into account</i> the support for and recommendations of the Bureau of the IUCN Council (88th Meeting held on 9 September 2020) regarding the CPC’s recommendations, noting that the Bureau had also been informed of the results of the</p>

¹ The definitive wording of decisions is subject to Council’s approval of the summary minutes in accordance with Regulation 52.

	<p>Director General's consultations with the Host Country,</p> <ol style="list-style-type: none"> 1. <u>Decides</u>, based on Article 48 of the Statutes, in light of the exceptional circumstance that as a result of the pandemic caused by Covid-19, it cannot be guaranteed that all IUCN Members and Congress participants will be able to travel to Marseille in January 2021 and meet in all safety, to accept the CPC's and Bureau's recommendations to: <ol style="list-style-type: none"> A. Postpone the Congress to a later date in 2021 to be mutually agreed with the Host Country, and B. Submit the following decision items included in the draft Agenda of the IUCN World Conservation Congress 2020 to an electronic vote of the IUCN Members to be held in the beginning of 2021 in accordance with Article 94 of the Statutes and Article 94 of the Regulations, in order to ensure continuity of IUCN's global operations: <ol style="list-style-type: none"> i. IUCN Programme and Financial Plan 2021-24 ii. Membership Dues Guide iii. Members' Rescission list iv. Appointment of External Auditors v. Financial Statements 2016 to 2019 vi. The motions to amend the Statutes and other governance issues proposed by the IUCN Council vii. Mandates of the IUCN Commissions. C. In respect of point vi. of paragraph B of the present decision, request the Governance and Constituency Committee (GCC), following the close of the online discussion, to submit these motions, as amended during the online discussion or together with proposed amendments, as appropriate, to an electronic vote of the IUCN Members with the exception of: <ol style="list-style-type: none"> a. the motions that warrant debate at the global level during the Congress which will continue to be discussed and voted upon during the Members' Assembly, and b. the motions which have been the subject of such discussion and divergent proposed amendments or that are so controversial that it is, in the opinion of the GCC, not possible to produce a consensus text for submission to a decision by electronic vote prior to Congress, which will be referred to the Members' Assembly for continued debate and vote; 2. <u>Decides</u> to continue its consideration of the question whether the motions referred by the Motions Working Group to the 2020 Congress for continued debate and vote and/or the elections for a new Council that are on the Congress agenda should be submitted to an electronic vote of the IUCN Members in the beginning of 2021 (on the understanding that, if the elections are referred to the electronic vote prior to Congress, also the reports of the President/Council, Director General, Treasurer and Commissions should be considered electronically at that time).
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17.09.2020

100th Meeting of the IUCN Council

By conference call on 14 September 2020

Agenda

Agenda Item 1: Introduction by the President and approval of the agenda

Agenda Item 2: Additional proposals for consideration by the IUCN World Conservation Congress 2020

The following issues require Council approval in order to be distributed to IUCN Members as Congress documents by 7 October 2020 in accordance with Rule 45:

2.1 Amendments to the IUCN Statutes:

The Governance and Constituency Committee (GCC) which met by conference call on 2 September 2020 presents a proposal to amend the Statutes and Regulations in respect of the functions of the Treasurer. This is one of the topics from the Council's Response to the External Review of IUCN's Governance that could be substantially developed or completed ahead of the 2020 Congress, selected by the GCC in February 2020 and endorsed by the Bureau (84th meeting, May 2020).

2.2 Revision of the Financial Plan 2021-24:

The Finance and Audit Committee (FAC) met on 9 September 2020 to consider, among others, the revisions to the draft Financial Plan 2021-24 resulting from the postponement of the 2020 Congress and the impact of Covid-19 on IUCN operations. (Follow-up to FAC72, 28 July 2020, point 4)

2.3 Revision of the Membership Dues Guide 2021-24:

During its meeting of 2 September 2020, the GCC approved the recommendations from the Joint GCC/FAC Task Force on membership dues to revise the Membership Dues Guide as a result of postponing the 2020 Congress. The FAC which met on 9 September 2020 made no further modifications to the Dues Guide as revised by GCC.

2.4 Comprehensive Gender Approach at IUCN

On 2 September 2020, after considering the "Results and recommendations from the survey to IUCN Council, Commissions, Membership Structures and Secretariat" prepared by GCC's Gender Task Force, the GCC decided to propose to Council that it forwards the survey results and TF recommendations to the 2020 Congress for discussion, together with a draft motion to Congress requesting the next Council to develop a comprehensive gender approach at IUCN. In case Council approves the motion to Congress, it will also be asked to approve that the draft Congress Agenda be modified to include this topic. (follow-up to GCC's report to the Council, GCC Report to C98 pp. 12-13 and to Bureau's decision B84/1)

Agenda Item 3: IUCN World Conservation Congress 2020

At its 8th meeting on 1 September 2020, the Congress Preparatory Committee (CPC) examined the analysis and recommendations presented by the Secretariat on available options in case the IUCN World Conservation Congress 2020 could not be held in January 2021 as planned. The Secretariat's paper is attached to the Report of the CPC. At its 88th Meeting on 9 September 2020, the Bureau considered the CPC's recommendations and transmitted them together with its decision to Council in advance of its 100th meeting on 14 September 2020.

Agenda item 4: Follow-up to the 99th Council meeting (11 August 2020)

Any further input from Council members for the Council Working Group on IUCN's response to Covid-19.

Agenda item 5: Celebration of 100th Council meeting and 60th anniversary of WCPA

Sean Southey, Chair of CEC proposes that, in response to Council members' request to celebrate the 100th Council meeting, he introduces and runs, together with Kathy MacKinnon, the new #NatureForAll

Card Game developed at the occasion of WCPA's 60th anniversary and funded by CEC, WCA and Parks Canada.



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

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

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

DRAFT MOTION

The IUCN World Conservation Congress,

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

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

EXPLANATORY MEMORANDUM

The issue

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

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

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

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

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

Council's proposal

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

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

1. The Statutes

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

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

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

2. The Regulations

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

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

Process

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

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

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

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

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

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

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

	<u>iii) confer with the external auditors each year on the annual audit of the financial statements of IUCN;</u>	<ul style="list-style-type: none">ii) provide advice on reserves and risk management strategies;iii) confer with the external auditors each year on the annual audit of the financial statements of IUCN;
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Financial Plan 2021–2024

Draft 7 October 2020

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1. Executive summary

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

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

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

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

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

Scope and objectives

The Financial Plan has the following high level objectives:

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

Financial summary

The Secretariat plans to raise CHF 598m over the period 2021-2024, representing a 21% increase in income compared with the period 2017-2020. Unrestricted income and expenditure is projected to increase modestly by 10%, whereas restricted income and expenditure is projected to increase significantly by 25%, as shown in Table 1.

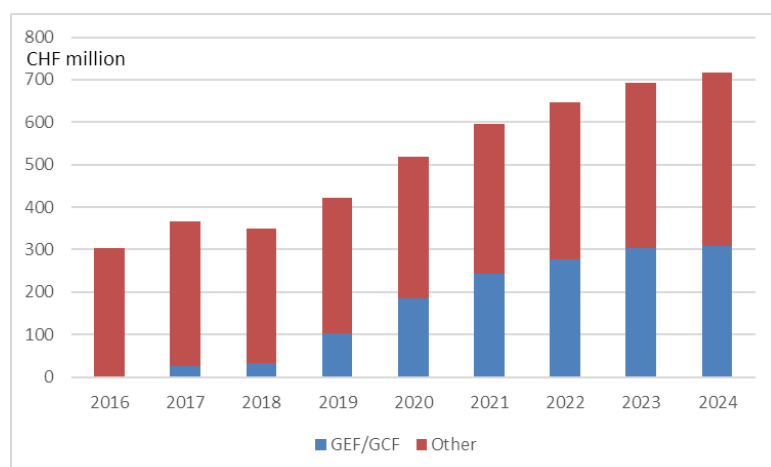
Table 1: Financial Plan summary

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

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

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

Figure 1: IUCN project portfolio



¹ IUCN is an accredited implementing agency for both GEF and GCF

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

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

Table 2: Income targets

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

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

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

2. Strategic context

The Financial Plan 2021-2024 lays out how the IUCN programme of work and statutory objectives will be financed over the period 2021-2024. It takes into consideration risks and opportunities faced by the organisation and aims to ensure financial sustainability over the medium term.

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

- **IUCN Statutes and Council decisions**

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

- **IUCN Programme 2021-2024**

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

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

3. Scope and objectives

The Financial Plan has the following high level objectives:

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

The *IUCN Programme 2021–2024* will be implemented through the combined capacity of its Members and the components² of the Union. This Financial Plan covers the Secretariat's contribution to the implementation of the Programme. It includes funds secured and to be secured through active fundraising and expenditure to be incurred on Programme delivery. It includes expenditure to be incurred by Members and Commissions to the extent that it passes through the accounts of the Secretariat. Contributions from Members towards the implementation of the Programme are expected to be significant but are not included in the Financial Plan. Similarly, voluntary contributions from members of the six IUCN Commissions are not included in the Financial Plan.

2. Provide funding to meet the statutory objectives of IUCN

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

3. Provide investment funding to enhance operational capacity

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

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

4. Ensure the financial sustainability of IUCN

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

The Financial Plan seeks to ensure financial sustainability by:

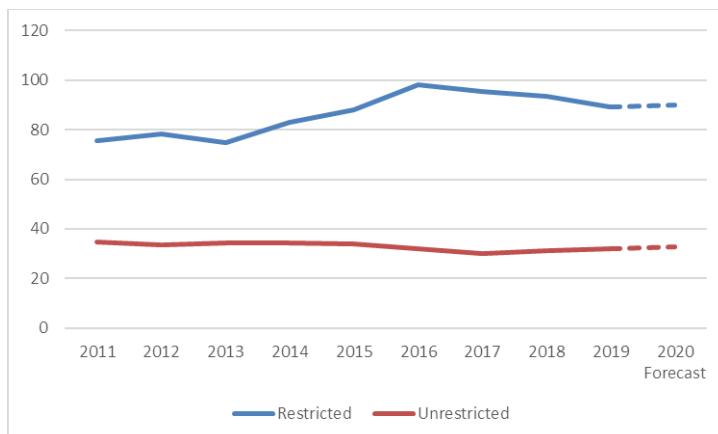
- a) Providing a basis for building unrestricted reserves from the current level of CHF 17.6 million (December 2019) towards a target level of CHF 25 million. This will be achieved by budgeting annual surpluses.
- b) Making adequate provision in annual budgets to cover operational risks.
- c) Ensuring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

4. Historic trends and the current financial situation

Income

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

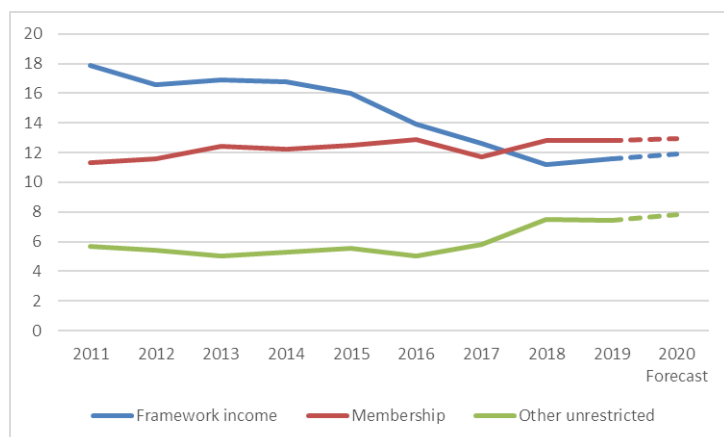
Figure 2: Income trends 2011-20, CHFm



IUCN has 3 unrestricted income streams:

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

Figure 3: Unrestricted income trends 2011-20, CHFm

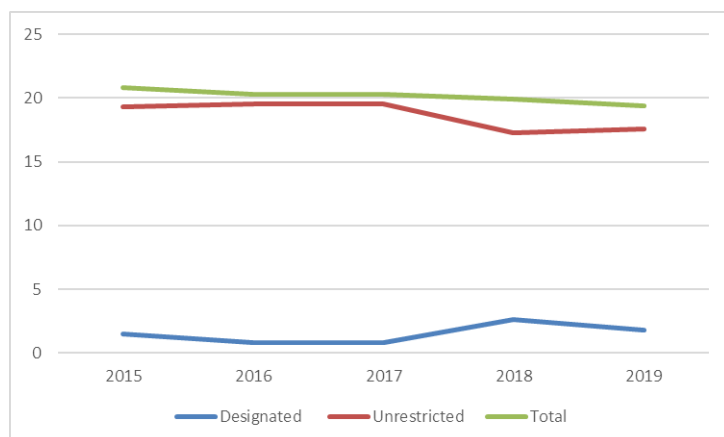


Framework income has shown a steady decline over the last 10 years, whereas membership dues have remained fairly constant. Other unrestricted income is more variable in nature.

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

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

Figure 4: IUCN reserves, CHFm



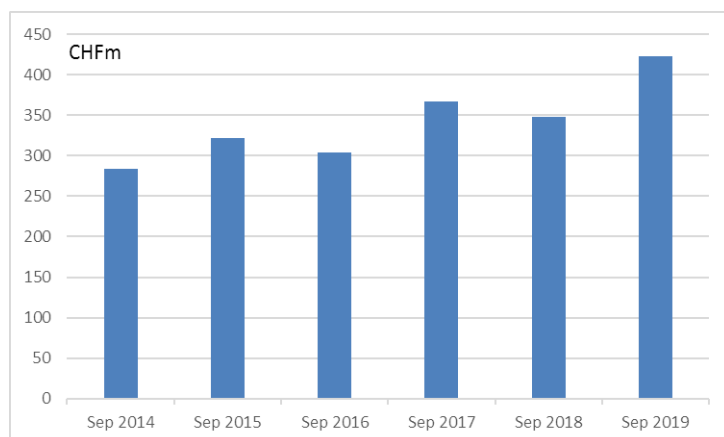
Source: Audited financial statements

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

[Project portfolio](#)

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

Figure 5: Project portfolio evolution

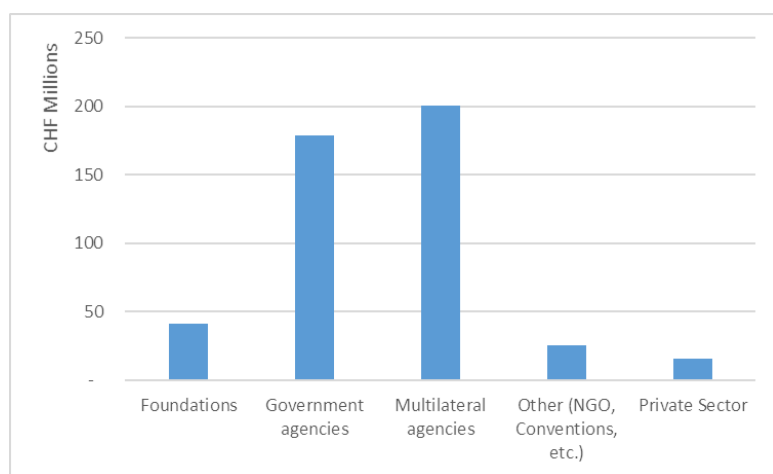


The value of the portfolio has increased steadily from 2014.

Donor diversity

The current portfolio is funded as shown in Figure 6.

Figure 6: Current portfolio by funding source



Source: Project Portal 17 January 2020

Of the current portfolio under implementation, multilateral agencies account for 43% of funding and government agencies (bilateral) 39%. The main multilateral donors are the European Union (EU), Global Environment Facility (GEF) and Green Climate Fund (GCF). The main bilateral donors are OECD DAC³ countries.

5. Assessment of Financial Risks

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

³ Organisation for Economic Co-operation and Development, Development Assistance Committee

Table 3: Financial risks

Risk	Detail	Risk level	Risk mitigation
Framework partners reduce core support to IUCN or convert core support to restricted funding	The current level of framework income is CHF 12m, provided by 7 partners. In the event that framework income reduces, IUCN would need to either reduce costs and activities funded by framework funding or obtain restricted funding for the same activities.	Low to medium	<ul style="list-style-type: none"> • Impactful programme that speaks to framework donor priorities • Effective programme delivery • Reduce dependency on core funds (Operational Plan)
State Members withdraw resulting in a reduction in membership income	80% of Membership income is paid by State Members (CHF 8.5m). If State Members perceive IUCN as not offering value for money they could withdraw.	Low to medium	<ul style="list-style-type: none"> • Membership strategy • Working with State members • Framework for tailored engagement with States and Government Agencies (Operational Plan)
Governance gaps and weaknesses identified in the external review of IUCN's governance are not addressed	IUCN needs to align its governance structures and practices with global best practice, thereby building trust with IUCN partners and donors.	Medium	<ul style="list-style-type: none"> • Plan developed, with timelines, of action to be taken in response to recommendations made
Unplanned losses	Project restricted income accounts for approx. 75% of total income. The portfolio carries an inherent level of risk that could result in the necessity to write off costs considered ineligible by a donor or as a result of cost over-runs.	Medium	<ul style="list-style-type: none"> • Effective controls • Skilled project managers • Periodic review of operational systems and processes (Operational Plan)
Foreign exchange losses	IUCN operates in 40+ countries using a variety of currencies.	Medium	<ul style="list-style-type: none"> • Foreign exchange hedging strategy
Investment losses	IUCN has investments of approx. CHF 16.5m. Volatility in financial markets could lead to investment losses	Medium	<ul style="list-style-type: none"> • Investment strategy that results in low volatility and that is aligned with IUCN risk tolerance.
IUCN organisational structure not optimised for delivery and cost effectiveness	IUCN operates from a headquarters in Switzerland and 40+ country offices, resulting in significant infrastructure costs. Linked to this, there is no clear strategy for determining the geographic "footprint" and regional span of control.	Medium	<ul style="list-style-type: none"> • Overarching organisational strategy to drive HQ, regional and country presence (Operational Plan) • Increase programme volume so as to realise economies of scale • Proactively manage cost base • Increase level of indirect cost recovery through improved project budgeting
Insufficient investment in programme development	New programme initiatives and major projects require investment. This can come from a variety of mechanisms: <ol style="list-style-type: none"> 1. Framework funds 2. Another project with related objectives 3. Project development grants 	Low	<ul style="list-style-type: none"> • Clear assessment of investment requirement before taking a decision on new initiatives • Coherent approach to portfolio development and use of specific funding instruments (Operational Plan)

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

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

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

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

Covid-19 is a significant risk as it could impact resource mobilisation and project implementation. It could also impact the financial result of the 2020 Congress. Postponement could result in a deficit which will need to be charged to reserves. The amount will depend on the circumstances. If the meeting is held on a fixed though later date and attendance and sponsorship levels are similar to previous congresses, the deficit should not exceed CHF 1 million. However, if the meeting is ultimately cancelled, the deficit would be more significant and could reach CHF 5 million, depending on the assumptions made.

6. Operational Plan

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

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

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

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

7. Financial targets

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

Table 4: Financial targets

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

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

8. Financial overview – 2021-2024

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

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

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

Table 5: Income and expenditure summary 2021-2024

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

Income

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

1. Membership dues
2. Framework funding
3. Other unrestricted income
4. Restricted funding for programmes and projects

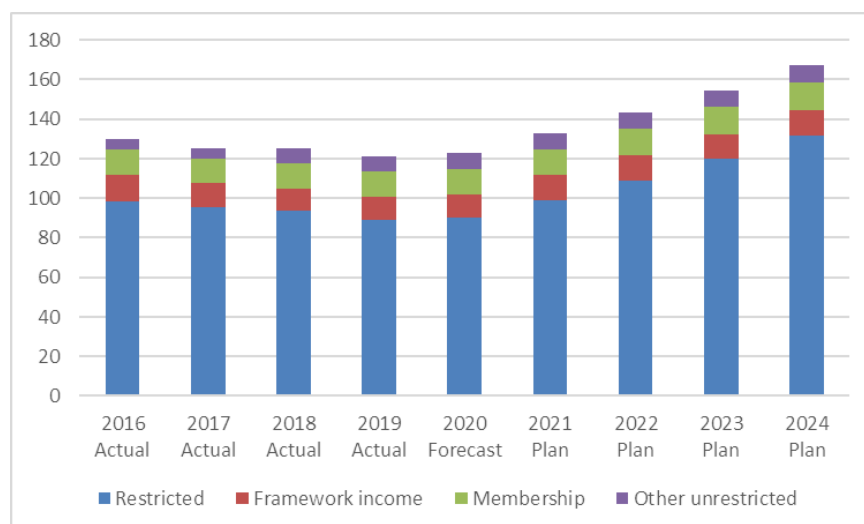
The 4 year totals for these income sources and their comparison to the previous 4 year period are shown in Table 6:

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

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

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

Figure 7: Income evolution 2016-24, CHF million



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

Membership dues

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

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

Framework income

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

Other unrestricted income

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

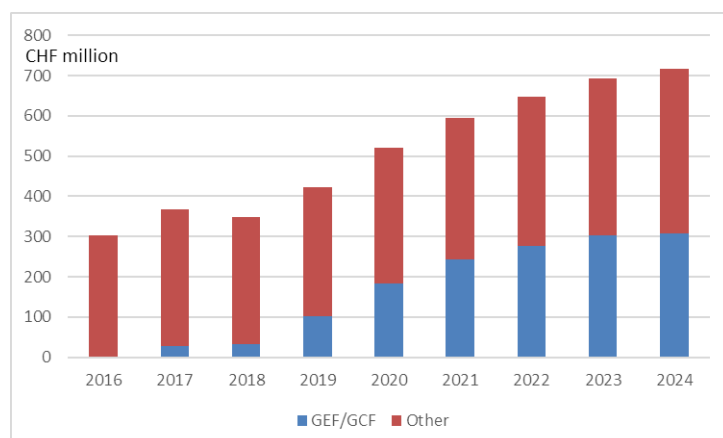
Restricted income

Restricted income is planned to increase by 25% over the 4 year period. This equates to approximately a 10% year-on-year increase. This will be driven primarily by the continued growth of the GEF/GCF portfolio as projects currently in development come on stream. In addition, modest growth in the number and value of projects funded by other donors is expected as a result of a focus on large-scale programmatic initiatives that will deliver against key results and impact areas of the 2021-2024 Programme.

IUCN project portfolio

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

Figure 8: IUCN project portfolio projected growth, CHF million



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

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

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

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

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

Income mix

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

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

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

Expenditure

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

Table 7: Programme expenditure 2021-2024

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

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

9. Investments

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

The following areas of investment are foreseen:

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

IUCN needs to optimise its organisational structure for the efficient and high quality delivery of the 2021-2024 Programme. By exploiting economies of scale, together with a clearer differentiation of roles and responsibilities, IUCN will be better placed to optimise cost recovery for key programmatic and corporate functions from its portfolio thereby reducing reliance on core funding.

2. Implementation of the Information Systems Strategy

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

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

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

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

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

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

5. Portfolio development

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

6. Strengthening resource mobilisation and relationship management

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

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

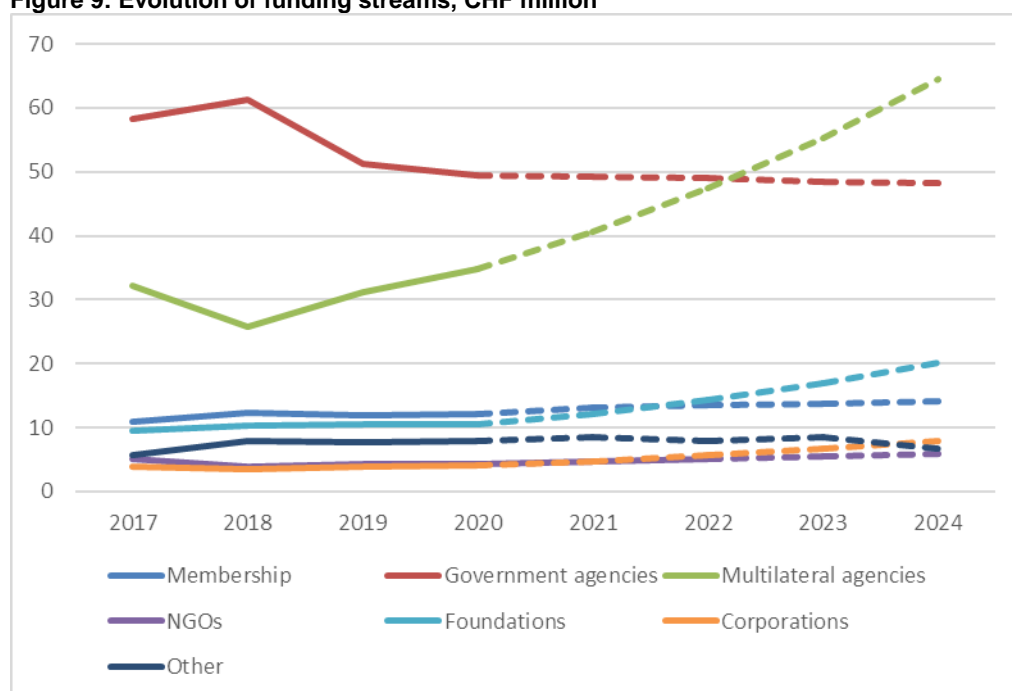
10. Resource mobilisation

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

Historically, IUCN's main source of funding has been Official Development Assistance (ODA), through the provision of unrestricted (core) and restricted (projects and programmes) funding from bilateral government agencies and multilateral agencies. Income from bilateral agencies formed the largest share, representing over 45% of total annual income during the period 2017-2020. During the same period annual income from multilateral institutions grew from 17% to a projected 28% in 2020. Income from philanthropy and the private sector remained stable over the period 2017-2020, representing 8% and 3% respectively.

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

Figure 9: Evolution of funding streams, CHF million



Official Development Assistance from OECD DAC countries and multilateral institutions will remain the largest income source to support the implementation of the IUCN Programme 2021-

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

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

Framework funding:

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

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

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

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

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

Patrons of Nature:

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

Other unrestricted funding:

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

Restricted funding:

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

During 2021-2024 IUCN expects to see a growth of 10% per year in restricted funding. Much of this will be through increased partnerships with multilateral institutions and bilateral agencies, while IUCN will seek to increase its share of support from foundations and the private sector.

Bilateral funding:

Bilateral funding remains IUCN's largest source of funding.

While the level of funding from bilateral agencies is expected to remain stable with a small increase during 2021-2024, IUCN will focus on consolidating and strengthening its strategic engagements with key donors through large-scale initiatives that will deliver against key results and impact areas of the 2021-2024 Programme. At the same time, IUCN will look to diversify its donor base further in order to reduce the risk of dependency on a few large donor countries. In 2019, the five largest bilateral donors were Germany, USA, Sweden, Norway and France. This will be done by engaging with current and potential OECD-DAC donors, while at the same time reaching out to non-OECD DAC emerging donor countries to expand and develop new opportunities for collaboration. In particular, IUCN will seek to increase its level of engagement with smaller donors.

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

Multilateral funding:

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

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

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

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

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

Private sector:

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

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

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

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

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

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

Foundations:

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

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

11. Annual projections 2017–2020

a. Global budget

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

Table 8: Unrestricted and restricted income and expenditure

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

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

b. Unrestricted income and expenditure

i. Membership income

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

Number of Members

Table 9: IUCN Members

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

Value of Membership dues

Table 10: Membership dues

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

During the period 2017–2020, a 2% increase in the number of Members was achieved, driven primarily by an increase in the category National Non-Government Organizations. A decline in the number of Members is expected in 2021 as a result of the withdrawal of Members likely to be rescinded at the 2020 Congress (as a result of non-payment of Membership dues), after which a modest annual increase in the number of Members is expected.

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

ii. Framework income

Table 11: Framework income

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

The value of framework contributions declined by 14% over the period 2017 to 2020. Contributions are projected to increase marginally over the 2021-2024 period.

iii. Other unrestricted income

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

iv. Unrestricted expenditure

Table 12: Unrestricted expenditure

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

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

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

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

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

c. Restricted income and expenditure

i. Restricted income

Table 13: Restricted income

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

ii. Restricted expenditure

Table 14: Restricted expenditure

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

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

d. Balance sheet

Table 15: Balance sheet projections

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

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



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

Proposal for the membership dues

Action Requested:

The IUCN World Conservation Congress is invited to:

1. CONSIDER and ADOPT the IUCN Membership Dues Guide submitted by the IUCN Council, according to Article 20(f) of IUCN Statutes (Annex 1); and
2. MANDATE 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.

EXPLANATORY MEMORANDUM

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

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

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

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



IUCN Membership Dues Guide



SEPTEMBER 2020

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

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Introduction

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

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

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

Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year.

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

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

Applicability of the Guide

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

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

Categories of membership

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

- Category A: States and government agencies;
Political and/or economic integration organisations;
- Category B: National non-governmental organisations;
International non-governmental organisations;
- Category C: Indigenous peoples' organisations; and
- Category D: Affiliates.

For each category, there is a corresponding dues scale. It is one of the functions of the IUCN World Conservation Congress to determine the dues of Members of IUCN (Article 20 (f) of the IUCN Statutes). More information on the calculation and structure of IUCN membership dues can be found in the sections below.

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

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

Membership dues

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

As per Regulation 22² of the IUCN Statutes, the “Scale of assessments for the apportionment of the expenses of the United Nations” is used as a basis to establish the membership dues groups for States, government agencies and political and/or economic integration organisations. The repartition of UN assessment percentages within the IUCN dues groups (Table 1) is decided by the IUCN Council, while the definition of the dues amounts (Tables 2, 3 and 4) is a Congress decision.

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

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

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

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

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

Category A: States

Table 2: States

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

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

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

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

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

Category A: Government agencies and Subnational governments

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

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

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

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

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

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

Government agencies and Subnational governments – Group A:

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

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

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

Membership dues for a government agency where the State IS a Member of IUCN are 3% of those of the State rate, except for government agencies of Groups “0” to 3 who pay the rate based on Group 4⁶. For the appropriate dues group of your agency please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

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

Government agencies – Group B:

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

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

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

In a country where the State IS NOT a Member of IUCN, the government agency pays 25% of the amount of dues payable by the State if it were a Member, except for Group “0” for which the rate of dues is the same as in Group 1⁶. For the appropriate dues group of your agency, please refer to the **IUCN dues groups for IUCN Members in Category A** at the end of this guide.

Category A: Political and/or economic integration organisations

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

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

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

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

Dues for national and international non-governmental organisations and Indigenous peoples' organisations, shown in Table 5, were established according to Regulation 23⁷.

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

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

Re-assessment of membership dues

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

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

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

Membership dues are expressed in Swiss Francs (CHF)

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

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

Category D: Affiliates⁸

Dues for Affiliate Members, shown in Table 6, were established according to Regulation 23^{9–10}.

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

Table 6: Affiliates

	Affiliates
	3,150

Membership dues are expressed in Swiss Francs (CHF)

Payment of dues

When do dues become payable?

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

Invoices, issued in Swiss Francs, are prepared and dispatched during the last quarter of the preceding year, i.e. dues for 2022 should be received no later than 1 January 2022; dues for 2023 should be received no later than 1 January 2023, etc.

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

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

If the dues of a Member are two years in arrears, the matter shall be referred to the World Congress¹¹ which may rescind all the remaining rights of the Member concerned. Such rescission shall be on such terms as the World Congress may determine”;

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

How can dues be paid?

Members

Dues shall be paid in Swiss Francs (CHF) or any other freely convertible currency. In countries where IUCN is represented by a Regional, Country or Project Office, payment of dues may be made to the IUCN Office in local currency, as per Regulation 25 of IUCN Statutes¹².

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

⁹ Regulation 23: *“Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council”.*

¹⁰ Decision made by the 17th General Assembly of IUCN in San Jose, Costa Rica.

¹¹ Decision may be made during the World Conservation Congress or by electronic vote in-between Congresses.

¹² Regulation 25 of IUCN Statutes: *“Dues shall be paid in Swiss francs or any other freely convertible currency according to the scales established by the World Congress, unless the Director General has agreed with the Member in question that payment in local currency or provision of facilities, goods and services in lieu of dues may be accepted because this will release for use by IUCN a sum equivalent to the assessed dues of the Member in question”.*

For payments which are not made in CHF, Members are requested to use the same daily exchange rates as IUCN: <http://www.oanda.com/currency/live-exchange-rates/>, which will help to avoid major exchange rate differences when the payment is processed in IUCN accounts. Any exchange rate loss/gain or other difference in payment will be adjusted in the Member's next year's invoice.

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

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

For payments by credit card, membership dues of amounts up to 5,000 CHF can be settled by credit card* via the member profile page on the [Union Portal](#)¹³. Only Visa and MasterCard payments are accepted. Transaction charges for credit card payments will be borne by IUCN.

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

Applicant Member organisations

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

Adhesion of States

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

Payments details

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

Account name:	IUCN, International Union for Conservation of Nature and Natural Resources
Bank Address:	UBS Switzerland AG Place St. François 16 CH-1002 Lausanne Switzerland
IBAN/Bank account	IBAN CH23 0024 3243 3350 3501 W Swift Code: UBSWCHZH80A Currency: Swiss Francs

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

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

¹³ please refer to section 4.15 of the [Union Portal Guide](#)

IUCN dues groups for IUCN Members in Category A

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

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

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



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

Developing a comprehensive gender approach at IUCN

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

DRAFT DECISION

The IUCN World Conservation Congress,

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

Requests the next IUCN Council to:

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

EXPLANATORY MEMORANDUM

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

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach in the organization, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and

coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

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

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

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



Developing a comprehensive gender approach at IUCN

Results and recommendations from the survey to IUCN Council, Commissions, membership structures and Secretariat

Prepared by the Gender Task Force (GTF)

July 2020

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INTRODUCTION

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

The general objective of the GTF is to strengthen IUCN as an institution that implements a gender-responsive approach⁴ in the organisation, governance and policy of the Union. Taking a gender-responsive approach in IUCN means identifying gender gaps of different kinds and coordinating response measures to address and improve them. Gender mainstreaming will contribute to IUCN's institutional culture of respecting and promoting women's rights and gender equality, both as global imperatives in their own right and as fundamental building blocks to the achievement of IUCN's mission.

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

METHODOLOGY

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

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

¹ See more information on IUCN's commitment to gender in Annex 1.

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

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

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

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

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

GENDER MAINSTREAMING ACROSS IUCN

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

IUCN COUNCIL

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

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

In order to better understand gender mainstreaming within the IUCN Council, the GTF selected 16 Regional Councillors (5 women and 11 men) to respond to the survey, of which nine (56%) replied. An analysis of IUCN statutes, procedures and other documentation, as

⁵ [IUCN Statutes and Regulations](#)

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

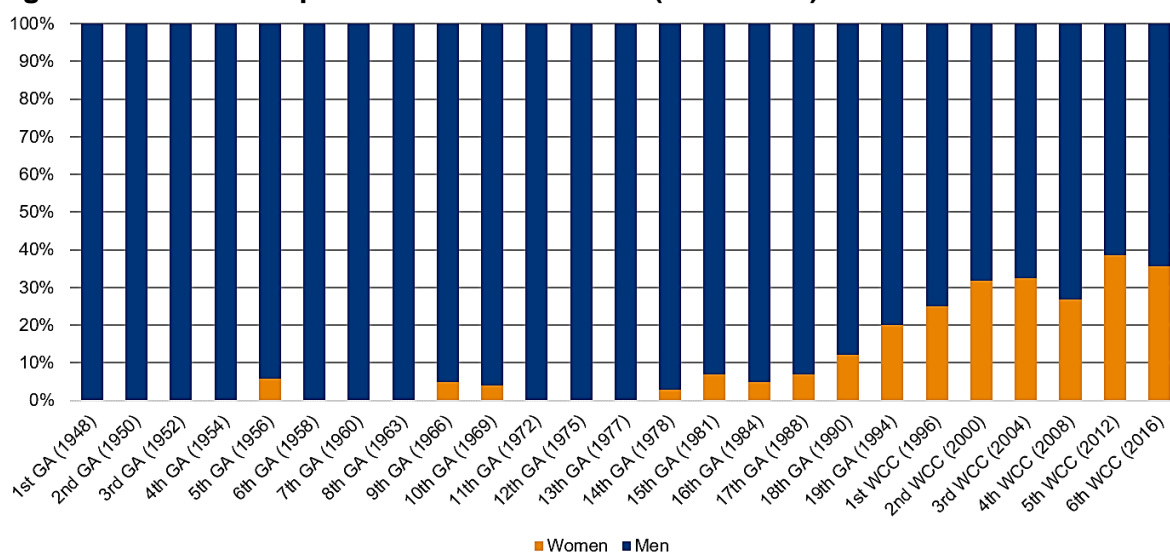
⁷ [IUCN Statutes and Regulations](#)

well as an analysis of the composition of the Council since its creation, complement Councillors' responses regarding (1) the composition and criteria for selection in terms of equal participation of women and men in the Council and in its committees and task forces, and (2) the changes to policies and/or procedures that can promote and support gender balanced representation.

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

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

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

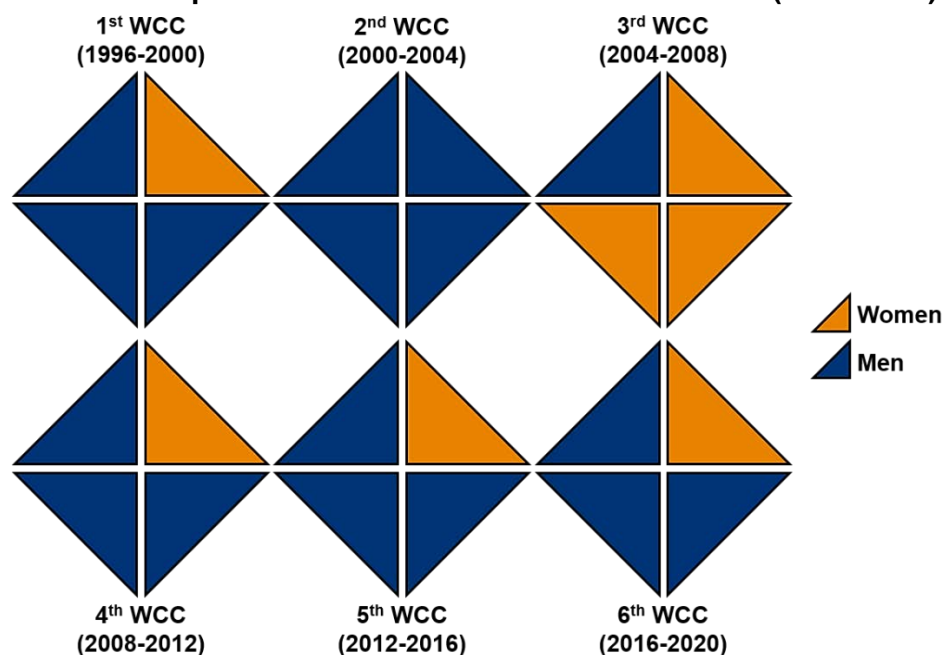


GA – General Assembly, WCC – World Conservation Congress. Figure 1 includes all members of the Council as identified in the document on the [membership of the IUCN Council since 1984](#), including other important positions that are not strictly part of the Council, such as the Director General, the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

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

⁸ [IUCN Statutes and Regulations](#)

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



WCC – World Conservation Congress

The number of women selected as vice presidents depends first on their selection as Regional Councillors, which varies across regions⁹. In order to strengthen women's participation, a set of guiding recommendations were adopted prior to the last Congress, as recorded in the IUCN Council Handbook:¹⁰

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

Similarly,

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

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

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

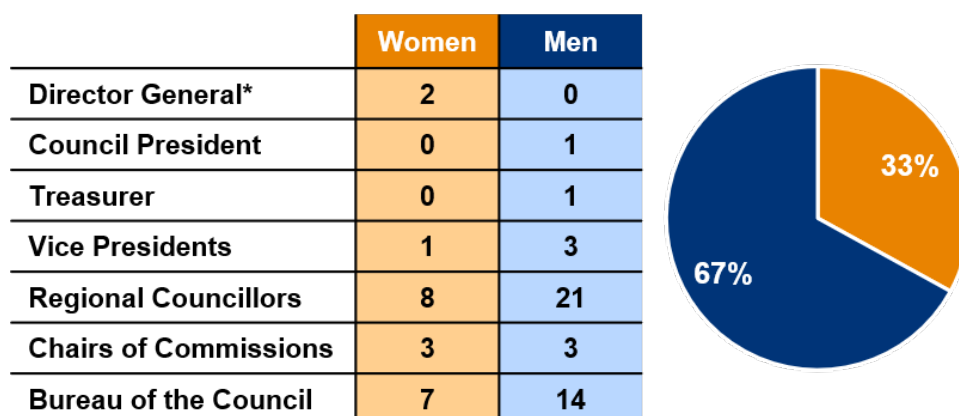
⁹ See Annex 3

¹⁰ [IUCN Council Handbook](#)

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

¹² [IUCN Council Handbook](#)

Figure 3: Gender composition of the 2016–2020 IUCN Council



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

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

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

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

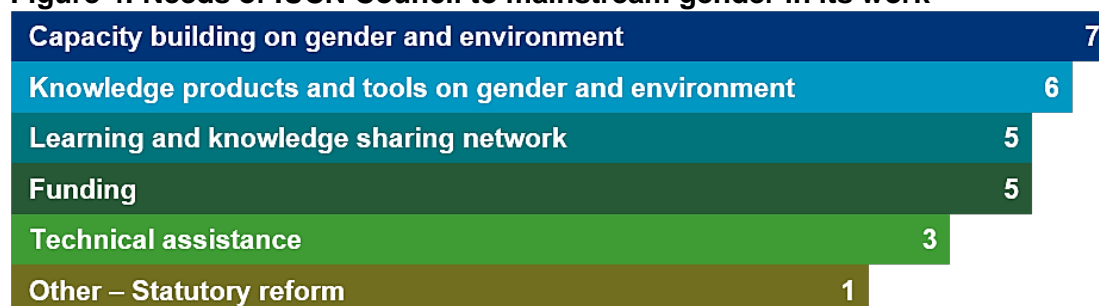
Council members’ suggested steps and actions to be considered to improve the equitable representation of women and men in the Council and its subsidiary bodies include: reform of the statutes, rules of procedure and other guiding documents so as to provide clearer and concrete recommendations on gender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

Implementation of gender-responsive considerations and needs

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

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

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



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

IUCN COMMISSIONS

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

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

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

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

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

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

Gender composition of IUCN Commission Chairs and Steering Committees

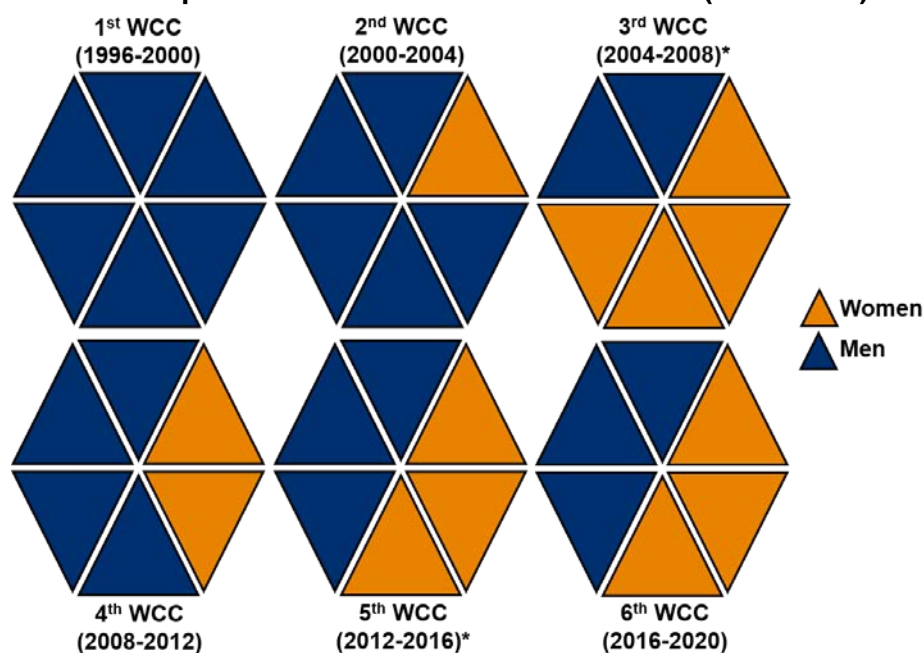
Each Commission is led by a Chairperson who provides strategic guidance to the Commission's work. This person is elected at the World Conservation Congress and serves until the next Congress where nominations are opened and elections take place (before the first Congress in 1996, these nominations and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

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

¹⁶ IUCN: https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf

¹⁷ IUCN Statutes, including Rules of Procedure of the World Conservation Congress, and Regulations (Statutes last amended 27 September 2016, Rules of Procedure last amended 27 March 2019, and Regulations last amended 11 February 2020)

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



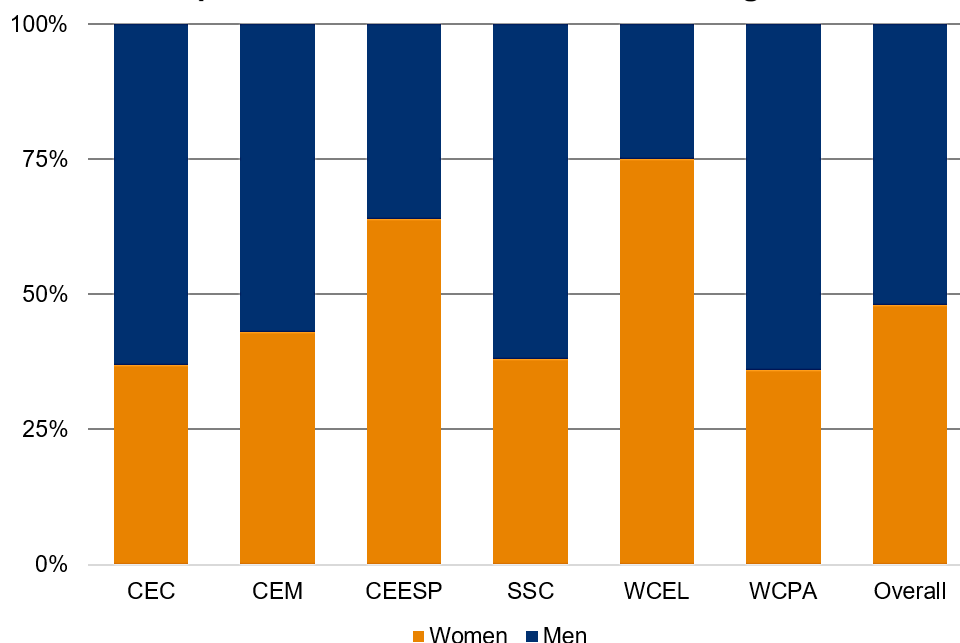
WCC – World Conservation Congress

*Indicates IUCN Programme periods where there was a substitution of a Commission Chair that affected gender composition. For instance, in 2004, the gender composition of Commission Chairs was 3 women and 3 men, but in 2006, Denise Hamú took over as Chair of the CEC, making the gender composition 2 men and 4 women.¹⁸

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

¹⁸ IUCN. https://www.iucn.org/sites/dev/files/content/documents/c-hist_1948-2016.pdf

Figure 6: Gender composition of IUCN Commissions' Steering Committees



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

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

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

Gender composition of IUCN Commission members and specialist groups

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

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

¹⁹ [IUCN Commission Mandates 2017–2020](#)

²⁰ [CEESP Bylaws \(approved 12 June 2019\)](#)

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

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

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

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

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

Gender considerations in the work of IUCN Commissions

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

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

²¹ See [UN Free and Equal definitions](#)

²² [Code of Conduct of the members of IUCN Commissions](#)

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

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

²³ [CEESP Gender](#)

²⁴ [IUCN Commission Mandates 2017-2020](#)

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

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

²⁷ [WCEL Early Career Specialist Group](#)

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

intergenerational partnerships in the work of the Commission and IUCN, and fosters intra- and inter-generational knowledge exchange and collaboration.²⁹

IUCN NATIONAL AND REGIONAL COMMITTEES

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

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

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

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

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

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

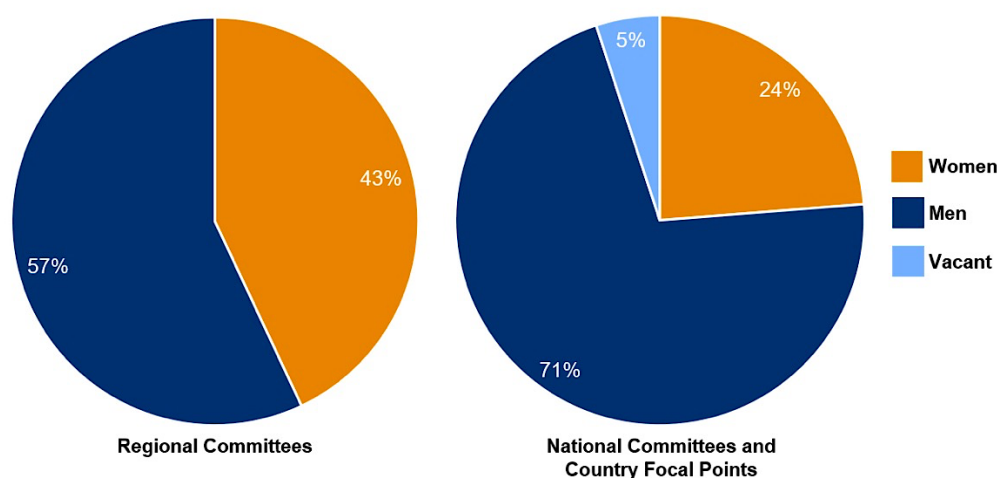
An analysis of Regional Committee Chairs, National Committee Chairs and Country Focal Points showed that about 25% of National Committee Chairs, or Country Focal Points for those that do not have a National Committee, are women. For Regional Committees, there is more of a gender balance with about 43%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

²⁹ [WCPA Young Professionals Network](#)

³⁰ [IUCN Statutes and Regulations](#)

³¹ [IUCN National and Regional Committees: A Global Directory](#)

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



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

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

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

Gender mainstreaming in working agendas of National and Regional Committees

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

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

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

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

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

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



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

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

When asked about their knowledge of how IUCN is supporting knowledge generation, capacity building and learning on gender-responsive action, the majority of IUCN Member respondents confessed to not being aware of it. Only a few were aware and highlighted the usefulness of

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

Gender mainstreaming within IUCN Member organisations

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

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

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

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

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

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

IUCN SECRETARIAT

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

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

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

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

An additional section presents survey results on:

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

Programme and project planning and approval systems

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

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

Project Guidelines and Standards (PGS)

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

- Module #1 of PGS includes a Gender Annex.³⁵ It also mentions that “[p]rojects comply with Environmental and Social Safeguards in order to minimise negative environmental and social impacts; and Gender is mainstreamed into all field operations.”
- Module #2 Project Identification and conceptualisation includes information about the Project Gender Equality Strategy and Gender Marker;³⁶ the Stakeholder Analysis Template³⁷ requests gender disaggregation; and the Concept Template has a section at the beginning to register the scale of the gender marker.³⁸
- The PGS home page has a complete sub-module 3.8 about gender mainstreaming for all project phases and based on the gender policy of IUCN.³⁹ The latest version of the gender mainstreaming tool is going to be available in December 2020.

Environmental and Social Management System (ESMS)

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

³² [IUCN ESMS.](#)

³³ [Gender-related tools.](#)

³⁴ [Presentation on gender mainstreaming.](#)

³⁵ [Module #1 PGS Gender Annex.](#)

³⁶ [Gender equality strategy and gender marker.](#)

³⁷ [Stakeholder analysis template.](#)

³⁸ [Concept template.](#)

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

⁴⁰ [IUCN ESMP Template.](#)

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

How systems are being used by programmes and projects

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

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

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

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

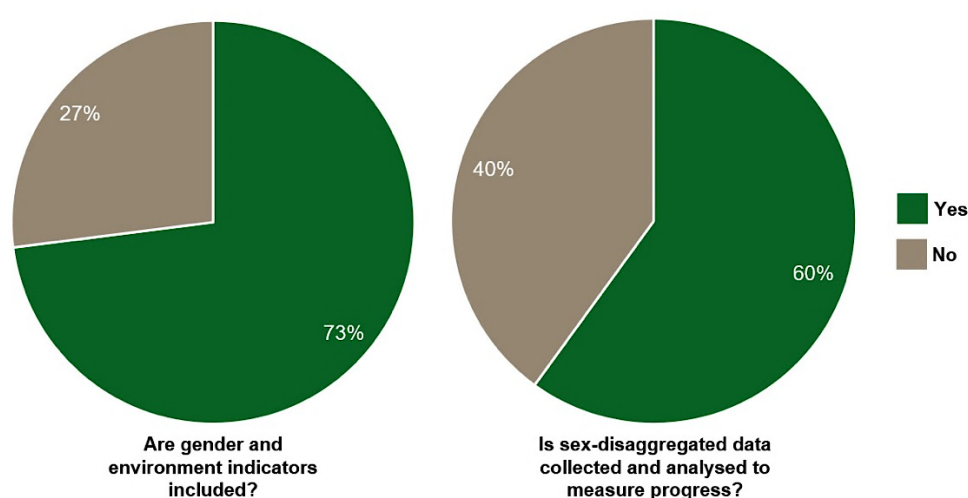
Gender-responsive project design, implementation and M&E

The Secretariat has received training about PGS, PAAS and ESMS, which includes the information in these processes about gender mainstreaming and risk analysis in the design of projects and programmes. Eighty-two per cent of respondents confirmed using gender

⁴¹ [ESMS IUCN Standard on Indigenous Peoples.](#)

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

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



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

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

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

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

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

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

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

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

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

Programme monitoring and evaluation systems

The recently developed Programme and Project Portal for IUCN is a searchable project database and project management information system. It generates reports for project managers, programme managers, senior management and donors based on IUCN's project

portfolio, which can provide insight into gender considerations in projects across IUCN. For example:

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

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

Gender knowledge generation and capacity building

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

- Related to gender and fisheries, through the development of the IUCN-USAID publication *Advancing Gender in the Environment: Gender in Fisheries - A Sea of Opportunities*, it has been possible to raise awareness, engage colleagues and also use it as training material for various projects, for example those led by IUCN in Central America and in Mozambique.⁴⁴
- Various series of webinars⁴⁵ and a MOOC on gender-environment issues⁴⁶ have been developed and implemented and are available online for everyone in IUCN (and externally) to access.
- New knowledge is developed and applied via internal agreements. For example, the collaborative work by an internal agreement between GPGR and the Global Forest Programme has allowed for generation of new knowledge on Gender and Forest Landscape Restoration.⁴⁷
- The IUCN gender team's development of the Climate Change Gender Action Plans (ccGAPs) methodology and gender analyses are regularly used and applied across

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

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

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

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

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

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

countries and informed the GCF Readiness-phase supported gender project in Pakistan. The IUCN GPGR gender team also uses some of the background information from across many projects to advise and make recommendations for other IUCN projects (e.g. for GCF projects).⁴⁸

- IUCN's 2020 publication on gender-based violence and environment linkages was widely shared across the Union and triggered a number of specific follow-up requests for information and support.⁴⁹ For example, as requested by several staff and IUCN Members, the team produced a guidance note on gender-based violence and environment linkages in the context of COVID-19.⁵⁰ Additionally, gender-based violence components are also being integrated into other projects, including in a coastal resilience and climate change project in Mozambique and in a USAID fisheries project in Indonesia. Knowledge is regularly shared with Members as well (e.g. Conservation International and WWF safeguard units).
- Environment and Gender Information (EGI) data and analyses are used in multiple project proposals.⁵¹
- The Natural Resources Governance Framework (NRGF) is an IUCN initiative created for the purpose of providing a robust, inclusive and credible approach to assessing and strengthening natural resource governance, at multiple levels and in diverse contexts. Its overarching goal is to set standards and guidance for decision makers at all levels to make better and more just decisions on the use of natural resources and the distribution of nature's benefits, following good governance principles, such that improved gender-responsive governance will enhance the contributions of ecosystems and biodiversity to equity and sustainability.⁵²

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

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

Human Resources unit

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

⁴⁸ [Climate Change Gender Action Plans \(ccGAPs\)](#)

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

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

⁵¹ [IUCN EGI Platform](#)

⁵² [IUCN NRGF](#)

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

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

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

The Human Resources unit ensures that staff are aware of and comply with organisational gender policies by having training compliance requirements for all staff. Some are at the start of employment and others are annually, including through an annual quiz to refresh staff knowledge of the Protection from Sexual Exploitation, Sexual Abuse, and Sexual Harassment Policy. In addition, the department's regular review of the gender pay gap and the Human Resources unit analytics in gender diversity ensure that gender-responsive action is maintained. IUCN also ensures that its policies and guidelines are reviewed by the IUCN Legal Adviser and a solicitor to ensure that the organisation follows all the legal requirements, and are updated if and when necessary. IUCN is part of a Human Resource network (45

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

⁵⁴ [IUCN Talent Acquisition Policy \(2018\)](#)

⁵⁵ https://portals.iucn.org/union/sites/union/files/doc/code_of_conduct_and_professional_ethics_final_en_april_2013.pdf

⁵⁶ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20834

⁵⁷ https://portals.iucn.org/union/sites/union/files/doc/policy_on_protection_from_sexual_exploitation_abuse_and_harassment_-_2019.pdf

⁵⁸ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20873

⁵⁹ https://hrms.iucn.org/iresy/index.cfm?event=document.download&document_id=20868

organisations: IOs, INGOs, private foundations in Switzerland) with which it exchanges and shares best practices on a regular basis. The department records and investigates breaches to our policies and where necessary makes the necessary changes/adjustments.

RECOMMENDATIONS

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

IUCN COUNCIL

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

being the heads of IUCN Member organisations, women's (and other underrepresented people's) participation, engagement and leadership should be particularly encouraged. The IUCN Council should consider facilitating mechanisms and processes to raise awareness on gender and social inclusion and build the capacities of its Members for a more diverse representation at the Council and to effectively mainstream gender within the structures and work of all IUCN bodies. The World Conservation Congress, for example, can provide spaces for this.

IUCN COMMISSIONS

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

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

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

IUCN NATIONAL AND REGIONAL COMMITTEES

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

practices from previous Members at the Committee board can help them better mainstream gender in the Committee. Additionally, networks can be created across regions to mainstream gender, for example a network of Gender Focal Points from Committees, so that Members with more experience can support others. The IUCN Council should support the creation of these spaces and communications channels and can even take a facilitating role for those networks across regions. Communication should also be strengthened with Commissions and the Secretariat, particularly with the GPGR, as many respondents were not aware of the knowledge generation, capacity building and learning produced and provided to IUCN Members by this Programme.

IUCN SECRETARIAT

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

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

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

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

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

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

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

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

IUCN has been ahead of the curve in its recognition of gender equality as a driving force for effective, equitable and sustainable environmental solutions. Since 1984, women's issues and gender concerns have been given high priority through various decisions of IUCN Members' Assemblies and World Conservation Congresses (WCC). In 1996, a Resolution was passed "to integrate a gender perspective across the IUCN Programme." In 1998, the IUCN Council adopted a Gender Policy and an Action Plan and appointed a Global Senior Gender Adviser. Since then, IUCN's Members have passed additional resolutions⁶⁰ on gender at every Congress. The IUCN Gender Policy is updated every 4 to 10 years, most recently in 2018.⁶¹

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

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

Continuing with the recognition of women, in 1998, the IUCN Political Declaration underlined: "Gender equity and equality are fundamentals to human rights, and social justice fulfilments, and a condition to sustainable development."⁶⁶ And in 2000, the World Conservation Congress in Amman, approved a resolution to ensure that "gender equity is mainstreamed in all of the Secretariat's actions, projects, and initiatives."⁶⁷ As a result, tools, mechanisms and advocacy for gender sensitivity in natural resource conservation, were promoted by developing guidelines, and gender assessments, for policy makers on gender issues. Since 2005, IUCN's Gender Programme, specifically "focusses its work on gender and climate change in the context of the Global Gender and Climate Alliance (GGCA), which was established in 2007, at the UNFCCC COP14, in which IUCN was among the founding organisations along with Women's Environment and Development Organization (WEDO), UN Development Programme (UNDP) and UN Environment Programme (UNEP)."⁶⁸

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

⁶¹ This information is primarily based on the IUCN 2016 [Course of Action on Gender](#) and the [IUCN Gender Equality and Women's Empowerment Policy](#).

⁶² *Women and Environment in the Third World*; Alliance for the Future, Irene Dankelman and Joan Davidson, 1988.

⁶³ *ibid*

⁶⁴ *Ibid*

⁶⁵ *ibid*

⁶⁶ *Gender and Climate Change: An introduction* edited by Irene Dankelman, 2010.

⁶⁷ Resolution 2.28 from Amman, operative paragraph 2b.

⁶⁸ *Gender and Climate Change: An introduction*. Edited by Irene Dankelman, 2010.

The 2007 Policy on Gender Equity and Equality defines gender, recognises the different roles of men and women in relation to natural resources, focuses on poverty reduction, and mentions the MDGs.⁶⁹ The development and implementation of this Gender Policy “signifies IUCN’s ongoing commitment to integrating a gender perspective in policies, programmes, and projects, as well as in its institutional structure”. The Course of Action also emphasises that “IUCN can and should take significant steps internally to enhance how gender equality and women’s empowerment principles are being proactively addressed and integrated in programmes, project planning, procedures and resource allocation for increased efficiency and effectiveness.”⁷⁰

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

Implementation

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

Capacity building

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

The CAG was a guiding document to strengthen the process of gender institutionalisation⁷¹ in IUCN. It built upon the IUCN institutional foundation and the actual gender equality commitments worldwide. The CAG was also proposed as a living document, needing to be updated and adjusted according to the changing context of the Union, but also as a result of the accomplishment of the actions. Since its implementation in 2016, the advancement of its implementation has not been reviewed until now. It was considered important for the Task Force of the IUCN Council’s Governance and Constituency Committee (GCC) to advance in the implementation of the CAG as an input for the development of a Comprehensive Gender Approach at IUCN. The process for the assessment of the CAG implementation was done by contacting the responsible entity according to each of the actions.

IUCN’s 2018 *Gender Equality and Women’s Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work* states that “Gender Equality and Women’s Empowerment Policy recalls, reaffirms and further strengthens IUCN’s commitment to realising gender equality and women’s rights and empowerment and puts into place requirements for embedding a gender-responsive approach into its Programme and project portfolio”.⁷² The Policy provides a comprehensive rationale to gender mainstreaming, defines its objective, and provides an implementation framework. The Policy also has a series of definitions on gender and gender-related terms.

⁶⁹ IUCN Policy on Gender Equity and Equality, May 2007.

⁷⁰ IUCN Course of Action on Gender, May 2016.

⁷¹ Gender institutionalisation occurs when the gender approach is integrated into a habitual practice within an institution. It is an institutional deconstruction and construction process that seeks equality among people. The aim of this process is the creation of a fair culture that values and recognises the role and contribution of men and women in the organisation or institution and the incorporation of habitual and institutionalised activities and behaviour designed to reduce gender gaps.

⁷² Gender Equality and Women’s Empowerment Policy: Mainstreaming gender-responsiveness within the IUCN programme of work. Approved by the IUCN Council at its 95th Meeting (C/95/8, October 2018)

ANNEX 2: SCOPE OF WORK FOR THE GENDER TASK FORCE

Introduction

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

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

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

This Document: Defining a scope for the work of the task force

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

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

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

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

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

Key bodies and priorities for focus

a. IUCN Governance and Constituent parts

One part of the work assigned to the TF is to explore how the gender responsive approach can be integrated into IUCN governance. This is a key area of innovation that the TF can help to pursue in IUCN. In order to advance gender inclusion in a more systematic way the Task Force can consider certain issues as they relate to:

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

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

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

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

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

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

b. IUCN Secretariat

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

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

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

Human Resources unit: Gender institutionalisation requires a cultural organisation change and the Human Resources unit is an important actor in this. Thus, another proposed focus is on the measures put in place by the Human Resources unit to promote an inclusive working environment as well as capacities to monitor and ensure compliance with measures that contribute to a gender inclusive enabling working environment.

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

Next steps

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

Defining a coordination mechanism

The GTF will need to define focal points and a coordination mechanism to pursue its work. This will require further internal organisation (and potentially expansion) of its members for distribution of responsibilities; identification of focal/contact points from the identified IUCN bodies and units for communication and information gathering; and refinement of coordination processes.

Development and implementation of survey

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

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

Indicative guiding questions

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

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

Figure 11. Women and men elected as Africa Regional Councillors

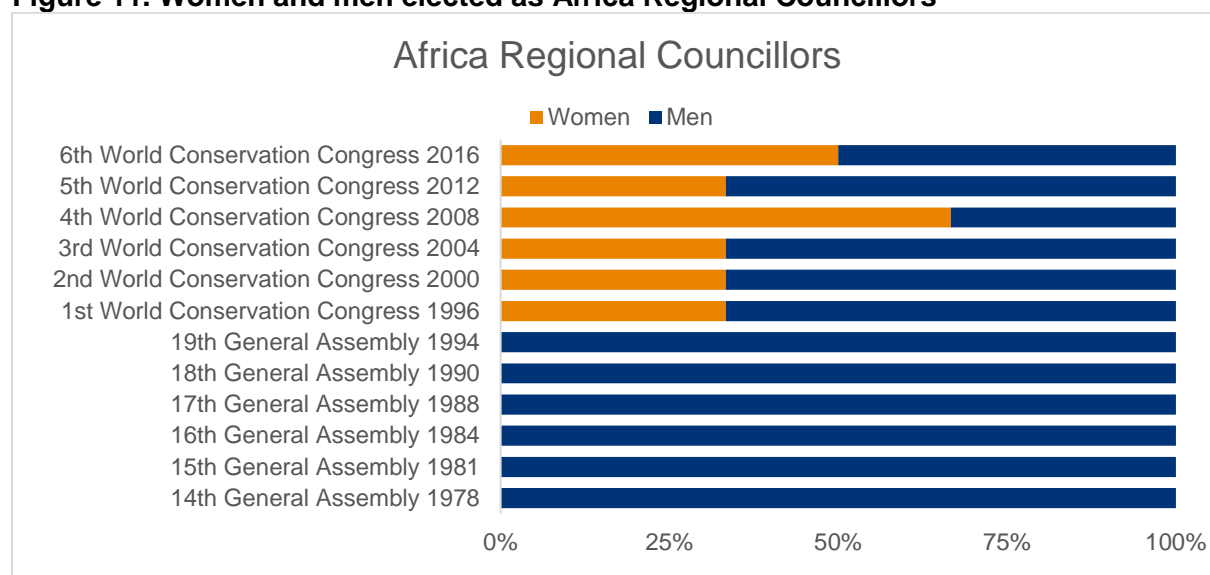


Figure 12. Women and men elected as Meso and South America Regional Councillors

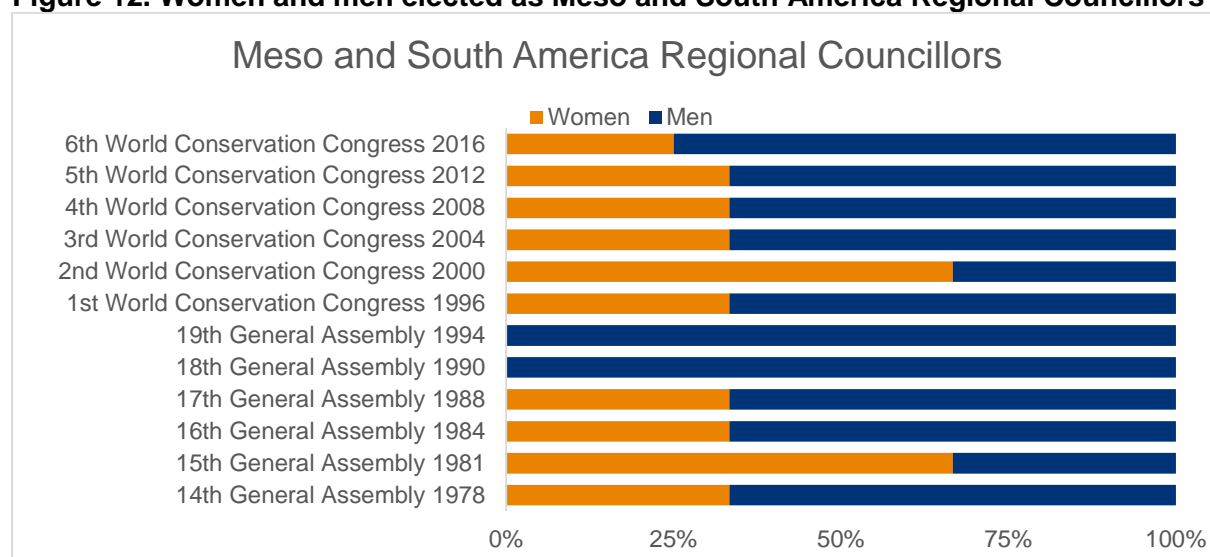


Figure 13. Women and men elected as North America and the Caribbean Regional Councillors

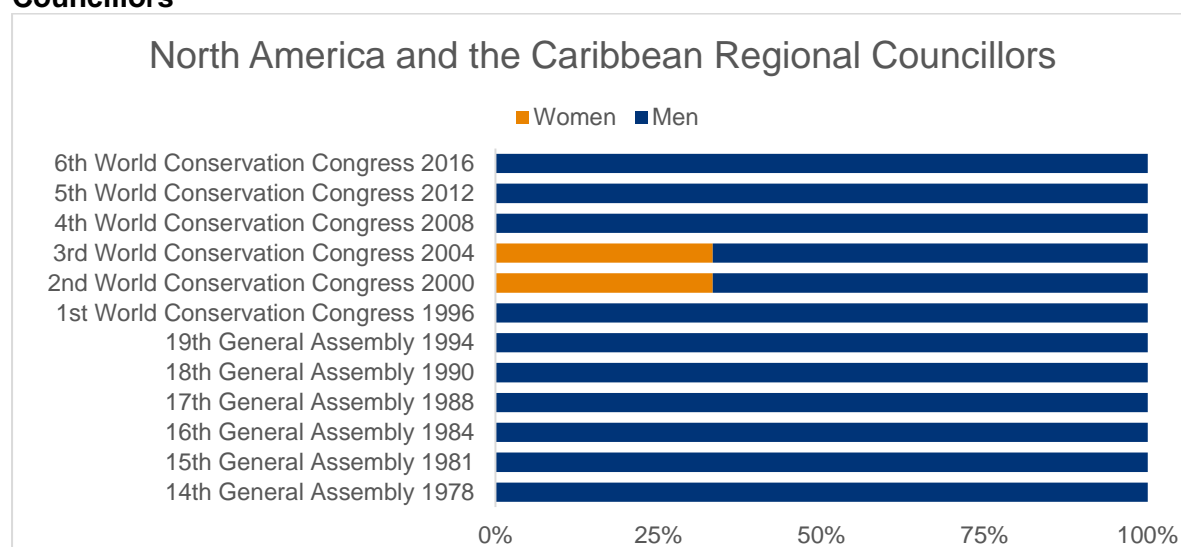


Figure 14. Women and men elected as South and East Asia Regional Councillors

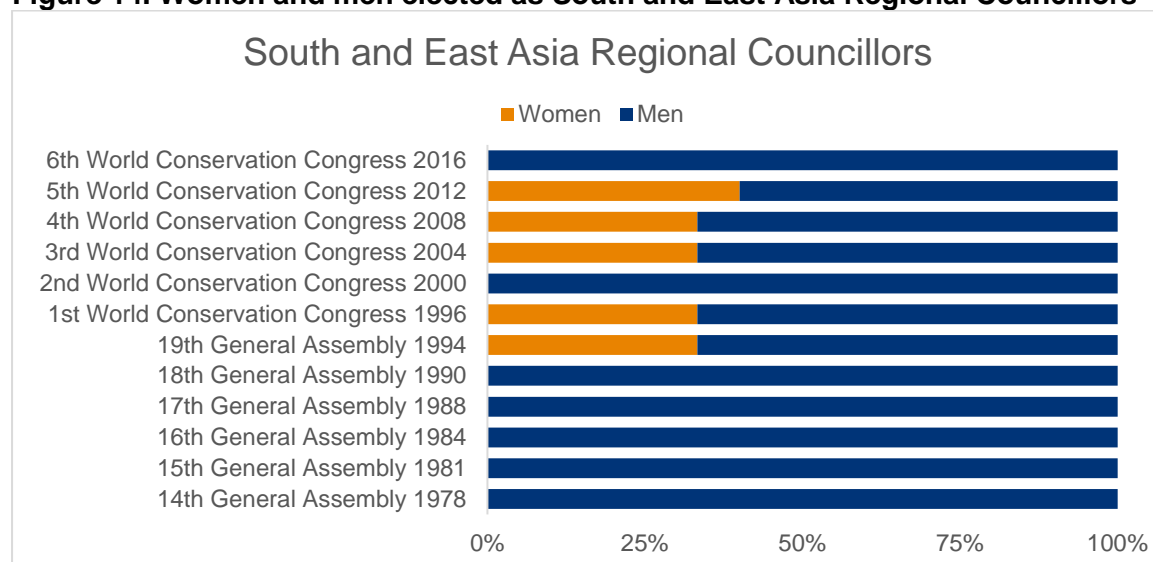


Figure 15. Women and men elected as West Asia Regional Councillors

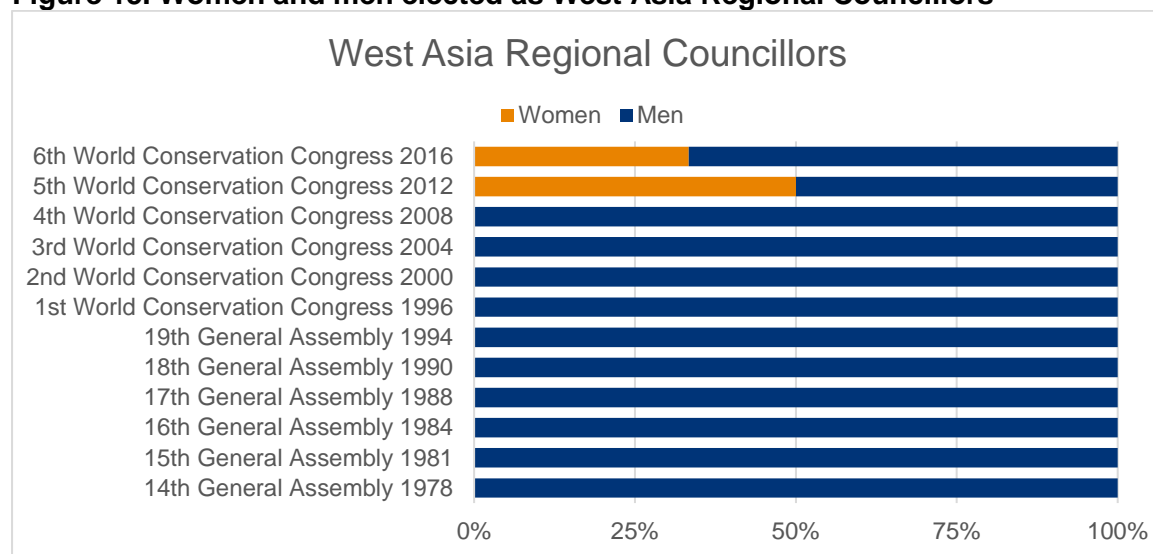


Figure 16. Women and men elected as Oceania Regional Councillors

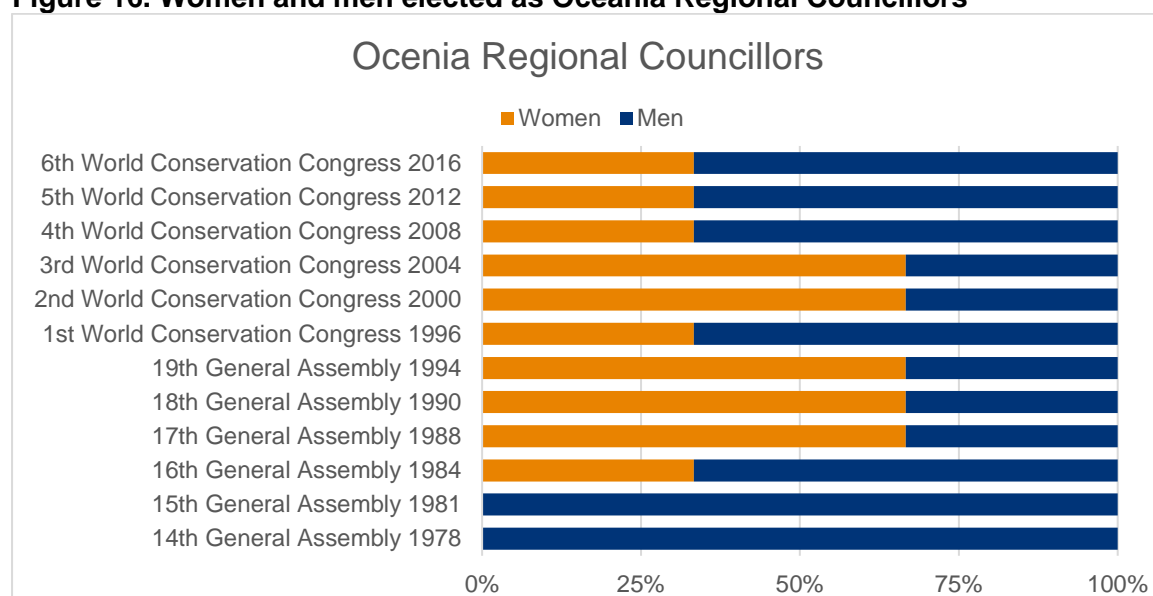


Figure 17. Women and men elected as East Europe, North and Central Asia Regional Councillors

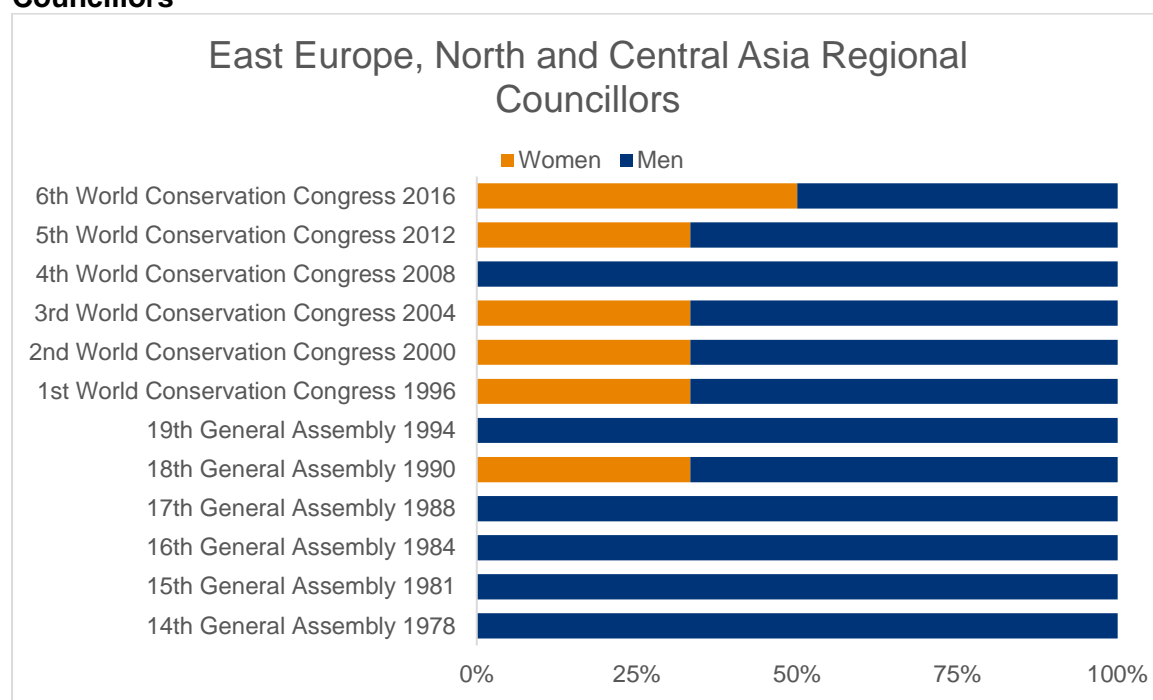


Figure 18. Women and men elected as West Europe Regional Councillors

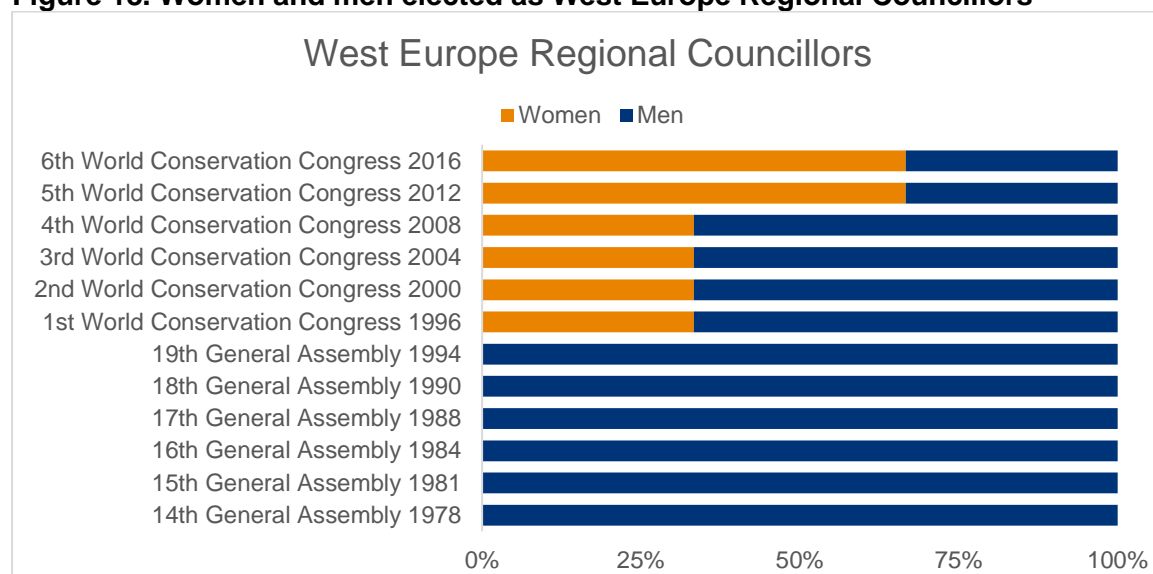


Figure 19. Women and men elected as Additionally Appointed Councillors

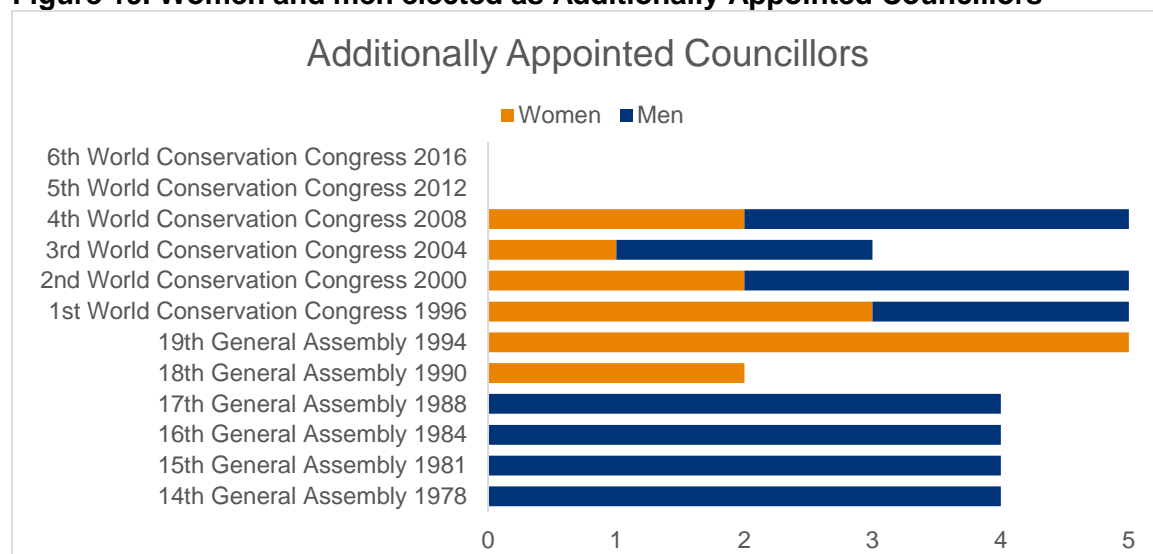


Figure 20: Ratio of women to men for all IUCN Regional Councillors (1978–2016)

