



DECISIONS

Dec. #	Council Decision
Agenda Item 2 - Approval of the Agenda	
C/81/1	Council, <u>Adopts</u> the agenda for its 81st meeting (version 11 January 2013). (Annex 1)
Agenda Item 3 - Record of the Approval of Summary Minutes	
C/81/2	Council, <u>Records</u> the <u>approval</u> of the summary minutes of the 79 th and 80 th Meetings of Council and of the decision of the 59 th meeting of the (Interim) Bureau.
Agenda Item 4 - Director General's Report	
C/81/3	Council, <u>Takes note</u> of the report of the Director General on the work of the Secretariat since the 2012 Congress.
Agenda Item 6 - Appointment and role of the IUCN Vice-Presidents	
C/81/4	Council, <u>Appoints</u> the following members of Council as Vice-Presidents of IUCN: (in alphabetical order) <ul style="list-style-type: none"> • Malik Amin Aslam Khan (Pakistan) • Miguel Pellerano (Argentina) • John Robinson (United States of America) • Marina von Weissenberg (Finland)
Agenda Item 7 – Establishment, and appointment of the members, of the Council committees – Consideration of the need to set up Task Forces and related mechanisms	
C/81/5	Council, <u>Approves</u> the Purpose and Terms of Reference, and membership, of the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee of Council, (Annex 3) <u>Appoints</u> the following members of Council as Chairs, respectively Deputy Chairs, of: <ul style="list-style-type: none"> • The Programme and Policy Committee of Council: Jonathan Hughes (Chair) and Jesca Eriyo Osuna (Deputy Chair) • The Finance and Audit Committee of Council: Spencer Thomas (Chair) and Samira Omar Asem (Deputy Chair) • The Governance and Constituency Committee of Council: Mohammad Shahbaz (Chair) and Meena Gupta (Deputy Chair).
Agenda Item 9 – IUCN 2013 Workplan and Budget	
C/81/6	Council, on the recommendation of the Programme and Policy Committee and the Finance and Audit Committee, <u>Approves</u> the IUCN 2013 Workplan as revised; (Annex 2) <u>Agrees</u> to establish a Council study group on increasing IUCN's influence in climate change negotiations. ¹ <u>Approves</u> the IUCN 2013 Budget subject to including the cost of a second Council meeting in 2013 and an additional provision of CHF 250,000 for the Regional Conservation Forums, while maintaining the budgeted surplus of CHF 1m. (Annex 2)
Agenda Item 10 - Admission of new IUCN Members	
C/81/7	Council, on the recommendation of the Governance and Constituency Committee:

¹ The purpose of the 'Council Climate Change Study Group' is to prepare a report recommending how IUCN could strengthen its high level engagement and policy influencing in climate change negotiations and related international processes particularly with respect to opportunities opened by the Durban platform and building on our UN Observer Status, our convening capacity, our membership and our nature based solutions policy portfolio. The membership will be: Brendan Mackey (Chair), Spencer Thomas, Ana Tiraa, Nilufer Oral and Malik Amin Aslam with additional members to be invited from the Secretariat, Commissions and IUCN Members. The group will provide the President with a report in time for the recommendations to be considered by Council and the Director General before the 2013 UNFCCC COP.

Dec. #	Council Decision
	<p><u>Approves</u> the admission of 8 organizations and/or institutions, without objections, applying for membership. (Annex 4)</p> <p><u>Defers</u> the decision on the membership application received from NG/25360 Environmental Protection & Conservation Organisation (EPCO), Mauritius and <u>requests</u> that the Secretariat seek additional information on and from EPCO to allow Council to take an informed decision at its next meeting.</p>
C/81/8	<p>Council, on the recommendation of the Governance and Constituency Committee:</p> <p><u>Approves</u> the amendments to the IUCN Regulations, as revised, in relation to the membership admission process. (Annex 5)</p>
<p>Agenda Item 11 - Outline and process leading to the adoption of a <i>Framework of Action to Strengthen the Union</i></p>	
C/81/9	<p>Council, on the recommendation of the Governance and Constituency Committee:</p> <p><u>Approves</u> the proposed process to develop a <i>Framework of Action to Strengthen the Union</i> by:</p> <ol style="list-style-type: none"> 1. Raising IUCN's profile, leadership and influence within and beyond the conservation community; 2. Strengthening IUCN as an effective Union, including its membership, governance and structure. <p><u>Approves</u> the composition of the Steering Committee for this process as follows:</p> <ul style="list-style-type: none"> • Chair of the Governance and Constituency Committee • Patrick de Heney (Treasurer) – as advisor • (Regional Councillor)² • (Regional Councillor) • (Commission Chair) • Director General • Deputy Director General / Managing Director
<p>Agenda Item 12 - World Conservation Congress - from 2012 to 2016</p>	
C/81/10	<p>Council,</p> <p><u>Took note</u> of the preliminary results of the 2012 Congress evaluation;</p> <p><u>Decides</u>:</p> <ul style="list-style-type: none"> • that the 2016 Congress shall be comprised of: <ul style="list-style-type: none"> ➢ a 3-4 day Forum organized through thematic journeys with a minimum of 15 parallel events; ➢ a 3-4 day Members' Assembly; • that the Secretariat shall consider, with the Host Country, the option of an excursion day; • that a decision on whether the Forum and Assembly should run in an integrated way as in Jeju or "back to back" will be taken at a later stage. For the purpose of the selection process the Secretariat shall work on the basis of an integrated model which means only considering venues that are big enough to have a plenary room plus 15 smaller rooms over 8-10 days; <p><u>Approves</u> the procedure for selecting the 2016 World Conservation Congress venue. (Annex 6)</p>
<p>Agenda Item 13 - Recommendations, if any, from the Council Committees on matters not yet covered by other items of the Council Agenda: <i>Françoise Burhenne Fellowship in Environmental Law</i></p>	
C/81/11	<p>Council, on the recommendation of the Programme and Policy Committee:</p> <p><i>Recognizing</i> Françoise Burhenne-Guilmin's inspiring force behind the scenes of International Environmental Law since the 1960s, her contribution to IUCN's leading position in International Environmental Law, and encouragement and support over the years for numerous researchers and interns at IUCN's Environmental Law Centre (Bonn);</p> <p><i>Expressing</i> its deep appreciation for all that Françoise Burhenne-Guilmin has contributed to the development of Environmental Law;</p> <p><u>Welcomes</u> the proposal from the World Commission on Environmental Law (WCEL) to create the 'Françoise Burhenne Fellowship in Environmental Law' as both a specific way to build further on Françoise Burhenne's legacy of achievement and a way to implement Resolution 8 of the 2012 World Conservation Congress ('Increasing youth engagement and intergenerational partnership across and through the Union'), encouraging the next generation of conservation leaders;</p> <p><u>Requests</u> the Director General, in cooperation with the WCEL, to further develop the proposal and</p>

² The President delegated the designation of the two Regional Councillors and the Commission Chair to the Chair and Deputy Chair of the Governance and Constituency Committee and to Miguel Pellerano (Chair of the Constituency Committee of the previous Council).

Dec. #	Council Decision
	implement it subject to available funds.
Agenda Item 13 - Recommendations, if any, from the Council Committees on matters not yet covered by other items of the Council Agenda: Cost structure and cost effectiveness of the Union	
C/81/12	Council, on the recommendation of the Finance and Audit Committee: <u>Requests</u> the Finance and Audit Committee and the Director General to work together on a preliminary collection of data and analysis on cost structure and cost effectiveness of the Union.
Agenda Item 14 - Additional appointments of members of the Steering Committees of IUCN Commissions	
C/81/13	Council, on the recommendation of the Chairs of the respective IUCN Commissions, <u>Appoints</u> the following individuals as additional members of the Steering Committees of: IUCN Commission on Ecosystem Management (CEM) 1. Mr. Stephen Edwards (USA) IUCN World Commission on Protected Areas (WCPA) 2. Mr. Olivier Chassot (Costa Rica) 3. Mr. Vinod Mathur (India) 4. Mr. Laith Al Moghrabi (Jordan) 5. Ms. Elaine Hsaio (USA) 6. Mr. Sudeep Jana (Nepal) 7. Mr. Lloyd Gardner (Virgin Islands) 8. Mr. Bernal Herrera Fernández (Costa Rica) 9. Ms. Elena Nikolaeva (Russia) 10. Mr. Mike Wong (Canada) IUCN Commission on Environmental, Economic and Social Policy (CEESP) 11. Ms. Meretui Ratanuabuabua (Fiji) – Theme on Culture and Conservation 12. Ms. Diana Shand (New Zealand) – Theme on Social & Environmental Accountability of the Private Sector 13. Ms. Elise Hufer (France and USA) – Theme on Culture & Conservation 14. Ms. Kristen Painmilla Walker (USA) - CEESP/WCEL Specialist Group on Indigenous Peoples, Customary & Environmental Laws & Human Rights 15. Mr. Nigel Crawhall (South Africa) – CEESP/WCPA Theme on Indigenous Peoples & Local Communities, Equity and Protected Areas 16. Ms. Rosie Cooney (Australia) - CEESP/SSC Specialist Group on Sustainable Use and Livelihoods 17. Mr. Mersie Ejju (Ethiopia) Regional VC Eastern & Southern Africa 18. Ms. Martha Chouchena Rojas (Switzerland) Regional VC Europe 19. Ms. Nancy Pierina Benites Alfaro (Peru) Regional VC South America 20. Ms. Meher Noshiriwani (Pakistan) Regional VC Asia 21. Mr. Mohammad Shahbaz (Jordan) Regional VC West Asia
Agenda Item 5 - Council's priorities for 2013-16	
C/81/14	Council, <u>Notes</u> the priority actions arising from the Council Retreat ³ and <u>Requests</u> the relevant Council Committees to prepare analysis and recommendations to Council on each priority for consideration/decision at the next Council meeting.
Agenda Item 15.1 - Process for filling the vacancy for Regional Councillor in Asia	
C/81/15	Council, <u>Requests</u> the President to write to all IUCN Members from South and East Asia inviting nominations by 1 March explaining that names from East Asia would be particularly welcome; <u>Requests</u> the President and Vice-Presidents acting as Nominating Committee to review the names received and make a recommendation to Council to be voted upon by electronic mail ballot.
Agenda Item 15.2 - Role, composition and appointment of the Bureau of Council	
C/81/16	Council, <u>Adopts</u> the following amendments to Regulations 57 and 58: 57. The Bureau shall act on behalf of Council on any matters that Council may assign to it and any

³ Resource Mobilization; Framework of Action to Strengthen the Union; (Clarification of the) Role of Council; Strengthening IUCN's leadership role – raising IUCN's visibility, influence and impact; IUCN cost structure and cost effectiveness; Branding, packaging our products and knowledge services.

Dec. #	Council Decision
	<p>urgent matters that may arise under Article 46 (b) to (p) of the Statutes.</p> <p>(a) The Bureau shall consist of the President as Chair, two Vice-Presidents, the Treasurer, one Commission Chair, two Regional Councillors, and the Chairs of the Programme and Policy Committee, the Finance and Audit Committee and the Governance and Constituency Committee the Constituency Committee and the Governance Committee. [...]</p> <p>58. Decisions of the Bureau shall be made by a two-thirds majority of the votes cast and shall be reported in full to the Council. All decisions shall be transmitted to Council members via electronic mail or facsimile within seven days of having been made. If a minimum of five Council members who have not participated in the decision, transmit to the Director General via electronic mail or facsimile their objection to the Bureau decision within fourteen seven days after the decision was initially transmitted by the Bureau, the decision shall be submitted to the Council together with objections raised, for voting. In all other cases, the Bureau decision shall become effective as of the date it was made.</p>
C/81/17	<p>Council, <u>Appoints</u> the following members of Council as members of the Bureau of Council:</p> <ul style="list-style-type: none"> • Zhang Xinsheng, President • Patrick de Heney, Treasurer • Miguel Pellerano, Vice-President • John Robinson, Vice-President • Simon Stuart, Chair IUCN Species Survival Commission, representing the IUCN Commissions • Jonathan Hughes, Chair Programme and Policy Committee • Spencer Thomas, Chair Finance and Audit Committee • Mohammad Shahbaz, Chair Governance and Constituency Committee • Nilufer Oral, Regional Councillor • Mamadou Diallo, Regional Councillor
Agenda Item 15.4 – IUCN Council Global Oceans Focal Person	
C/81/18	<p>Council, <u>Appoints</u> Ms. Nilufer Oral (Turkey) as the IUCN Council Global Oceans Focal Person.</p>
Agenda Item 15 – Appointment of the Legal Adviser	
C/81/19	<p>Council, on the recommendation of the Director General, <u>Appoints</u> Mr. Giuseppe Zaccagnini as Legal Adviser.</p>

01.03.2013



Agenda of the 81st Meeting of the IUCN Council ¹

Colour code: **Setting strategic direction for the Union**
Oversight and general control of the performance of the Union
Fiduciary responsibilities and accountability to IUCN Members

Tuesday, 29 January 2013 – [IUCN Conservation Centre, Gland](#)

Time	Agenda Item/Content	Document
08:30	Item 1: Welcome and introductory remarks by the President	
08:40	Item 2: Approval of the agenda	Document: C/81/2 Council Agenda
08:45	Item 3: Record the approval of Summary Minutes of the 79th and 80th Meetings of the IUCN Council, and of the decisions of the Interim Bureau of 8 December 2012	Document: C/81/3: Summary records of the 79 th and 80 th Council meetings and the decision of the Interim Bureau
08:50	Item 4: Oral report of the Director General including presentation of the 2013 Work Plan and Budget	Documents: C/81/4/1 IUCN 2013 Workplan and Budget C/81/4/2 Information Note 'The IUCN Secretariat: size, organization and costs'
09:50	Item 5: Council's priorities for 2013-16	Document: C/81/5 'Challenges, Goals and Options for IUCN' Presentation of the summary of the Council Retreat on Council's priorities for 2013-16
10:30	Coffee break	
10:45	Item 6: Appointment and role of the IUCN Vice-Presidents	Document: C/81/6: Terms of Reference for the Vice-Presidents
11:00	Item 7: Establishment, and appointment of the members, of the Council committees – Consideration of the need to set up Task Forces and related mechanisms	Document: C/81/7: Purpose/Terms of Reference and membership of the committees of Council: <ul style="list-style-type: none"> • Programme and Policy Committee (PPC) • Finance and Audit Committee (FAC) • Union Development Committee (UDC)
11:30	Visit of the IUCN Conservation Centre and meet the Secretariat staff followed by lunch Guided tour in small groups with multilingual staff	
13:30	Demonstration of IUCN technology supporting Council: IUCN's website, Council Portal, Members' Portal, on-line communication and conferencing tools [software will have been uploaded on Councillors' laptops during the 2 nd day of the Retreat]	

¹ The 81st Meeting of the IUCN Council since the (then called) General Assembly of IUCN re-designed the format and functions of Council in 1977.

14:15	Item 8: Meetings (in parallel) of the Council committees with the following agenda:	
	8.1 Programme and Policy Committee (PPC): <ul style="list-style-type: none"> ➤ PPC agenda in 2013-16 with regard to Raising IUCN's External policy Influence ➤ IUCN 2013 Workplan and Budget with emphasis on the Work Plan ➤ Follow-up to Congress Resolutions 	See Documents: <ul style="list-style-type: none"> - C/81/5 'Challenges, Goals and Options for IUCN' - C/81/4/1 IUCN 2013 Workplan and Budget - C/81/4/2 Information Note 'The IUCN Secretariat: size, organization and costs' - C/81/12 World Conservation Congress: from 2012 to 2016
	8.2 Finance and Audit Committee (FAC): <ul style="list-style-type: none"> ➤ FAC agenda in 2013-16 with regard to Resource Mobilization for IUCN's financial sustainability ➤ IUCN 2013 Workplan and Budget with emphasis on the Budget ➤ Follow-up to Congress decisions and Resolutions ➤ Fiduciary matters: <ul style="list-style-type: none"> ○ Financial forecast 2012 ○ Report of the Head Oversight ○ Report of the Legal Adviser 	See Documents: <ul style="list-style-type: none"> - C/81/5 'Challenges, Goals and Options for IUCN' - C/81/4/1 IUCN 2013 Workplan and Budget - C/81/4/2 Information Note 'The IUCN Secretariat: size, organization and costs'
	8.3 Union Development Committee (UDC): <ul style="list-style-type: none"> ➤ UDC agenda in 2013-16 with regard to Developing the Union and its governance, sustaining its membership, and raising its profile (Union Development Plan) ➤ Membership applications ➤ Congress: Process for the selection of the venue of the 2016 Congress and follow-up to decisions and Resolutions on governance issues 	See Documents: <ul style="list-style-type: none"> - C/81/5 'Challenges, Goals and Options for IUCN' - C/81/10 Membership Issues - C/81/11 Concept note for a Union Development Plan - C/81/12 World Conservation Congress: from 2012 to 2016
18:30	Dinner in the Cafeteria of IUCN	
20:30	Transport to the hotel (10 minutes)	

Wednesday 30 January 2013 [IUCN Conservation Centre, Gland](#)

Time	Agenda Item	Document/Content
08:30	Item 9: Approval of the Work Plan and Budget 2013	Documents: C/81/4/1 IUCN 2013 Workplan and Budget C/81/4/2 Information Note 'The IUCN Secretariat: size, organization and costs' Recommendations from the PPC & FAC
10:00	Break	
10:15	Item 10: Admission of new IUCN Members	Document: C/81/10 Membership Issues Recommendations from the UDC
10:45	Item 11: Outline and process leading to the adoption of a Union Development Plan	Document: C/81/11: Concept note for a Union Development Plan Recommendations from the UDC
11:45	Item 12: World Conservation Congress - from 2012 to 2016: ➤ Evaluation of the 2012 Congress	Document: C/81/12 World Conservation Congress : from 2012 to 2016: <ul style="list-style-type: none"> • Evaluation of the 2012 Congress • Suggestions for the format of the next

	<p>and lessons for the future (format and Member motions)</p> <ul style="list-style-type: none"> ➤ Process for the selection of the venue of the 2016 Congress ➤ Follow-up to the 2012 Congress: <ul style="list-style-type: none"> a. Resolutions and Recommendations b. Congress Resolutions and decisions related to IUCN governance 	<p>Congress</p> <ul style="list-style-type: none"> • Process for the selection of the venue of the 2016 Congress • Update from the 'Advisory Group on motions process and resolutions implementation' established by Res 1 • Follow-up to Resolutions required from Council <p>Recommendations from PPC and UDC</p>
12:30	Lunch in the Holcim Think Tank with presentation of our 'green' building	
13:45	Item 12 (continued)	
14:45	Item 13: Other recommendations from the Committees to Council	Recommendations, if any, from PPC, FAC and UDC on matters not yet covered by other items of the Council Agenda
15:30	Item 14: Additional appointments of members of the Steering Committees of IUCN Commissions	Document: C/81/14: Additional appointments in Commission Steering Committees (on the recommendation of the relevant IUCN Commission Chair)
15:45	Item 15: Organization of the work of Council: <ul style="list-style-type: none"> ➤ Process for filling the vacancy for Regional Councillor in Asia ➤ Role and appointment of the Bureau of Council ➤ Calendar for Council/Bureau meetings 2013-16 ➤ IUCN Council Global Oceans Focal Person ➤ Additional Councillor ➤ Review of the Council Handbook 	Document: C/81/15: Organization of the work of Council
16:30	Item 16: Evaluation of the Council meeting: <ul style="list-style-type: none"> ➤ Lessons learnt/recommendations for future meetings 	
16:45	Item 17: Any other business	
17:00	Adjournment	
17:15	Transport to the hotel (10 minutes by bus) or to the airport (60 minutes by train from door-to-door)	



Annex 2

IUCN 2013 Workplan and Budget

Approved by IUCN Council at its 81st Meeting on 29-30 January 2013

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IUCN 2013 WORKPLAN AND BUDGET

The 2013 Workplan and Budget represents the first year of implementation of the 2013-16 Programme and Financial Plan approved by the 2012 World Conservation Congress. The document has been compiled from individual workplan and budget submissions from IUCN's programmes, regional offices and corporate and support units. The IUCN 2013 Workplan and Budget is primarily a planning tool for the Secretariat and an accountability mechanism for Council. Under the One Programme approach, the Workplan and Budget provides guidance to all IUCN components.

The workplan outlines what IUCN will deliver in 2013 against the Programme Areas and Global Results and has been organized to show intended delivery against the Business Lines and Programme priorities for 2013. The budget presents a consolidation of forecast income and expenditure for 2013, the allocation of core income and a discussion of risks.

From Programme Areas to Programme Priorities

2013 is the first year in the implementation of the IUCN 2013-16 Programme, with its three Programme Areas: Conservation, Governance, and Nature-based Solutions. The Global Programme will consist of a set of *continuing initiatives*, which remain high priority, and a set of *programme development initiatives*, which will be developed *jointly* between Global and Regional Programmes, Commissions and Members as appropriate. The priority-setting has implications for the allocation of IUCN's core revenue, to leverage and account for IUCN's programme priorities. A summary of continuing and new priorities under the three Programme Areas of the 2013-16 Programme includes:

Valuing and conserving nature: The current portfolio ("Continuing priorities") is strong on knowledge products (IUCN Red Lists and Protected Areas) and related policy influencing, and is moving more into results on the ground with programmes such as Save Our Species and The Biodiversity and Protected Areas Management Programme (BIOPAMA), which IUCN will aim to scale up with existing donor contacts. As a priority for 2013, new programme development initiatives are especially needed for the spatial data integration of the flagship knowledge products, including work on Key Biodiversity Areas. A particular task will be to develop the role for IUCN vis-à-vis the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), by providing policy-relevant knowledge from the science and on the ground operations of Commissions, Members and Secretariat.

Under this Programme Area, IUCN is seeking to deliver the global result: *Credible and trusted knowledge for valuing and conserving biodiversity leads to better policy and action on the ground*. The workplans suggest good alignment with this global result, although further emphasis is needed on the dissemination and use of IUCN's flagship knowledge products.

Effective and equitable governance of nature's use: IUCN's current portfolio is deeply engaged with governance issues, but in a fragmented manner through management programmes for the different biomes, empowerment of indigenous peoples, gender policy-strengthening and business engagement. IUCN will build a common approach through a clearer focus on landscapes and seascapes, aided by the spatially focused knowledge products. New programme development initiatives will focus on the social science knowledge products (Natural Resource Governance Framework, and Human Dependency on Nature) and on development of the business line on strengthening policy and governance.

Under this Programme Area, IUCN is seeking to deliver the global result: *Improved governance arrangements over natural resource management strengthen rights and deliver equitable conservation*

with tangible livelihoods benefits. A major effort is needed to enhance coherence between the many IUCN initiatives and projects in this field, in order to achieve this global result during the 2013-16 period.

Deploying nature-based solutions to climate, food and development: The current portfolio is applying nature-based solutions across the world, in both large and small projects. There is scope for significant scaling-up, if programme delivery structures are improved (particularly through closer collaboration between Headquarters, Regions and local Members), and if the programmes are fully supported by IUCN knowledge products. Promoting nature-based solutions through targeted policy-influencing in global and national fora will be essential. Finally, new programme initiatives are needed in land, water and food security; global coast – coastal rehabilitation; and area-based business engagement.

Under this Programme Area, IUCN is seeking to deliver the global result: *Healthy and restored ecosystems make cost-effective contributions to meeting global challenges of climate change, food security and social and economic development.* The workplans submitted by IUCN units point clearly in this direction, but more is needed to strengthen the analytical foundation and launch pilot programmes for nature-based solutions, particularly within land restoration. IUCN will also launch a campaign to familiarize Members and partners with the potential of nature-based solutions to global challenges.

All in all, the workplan which follows will deliver well against these global results. It has been organized by business lines in order to show how the prioritization exercise has translated into the workplan.

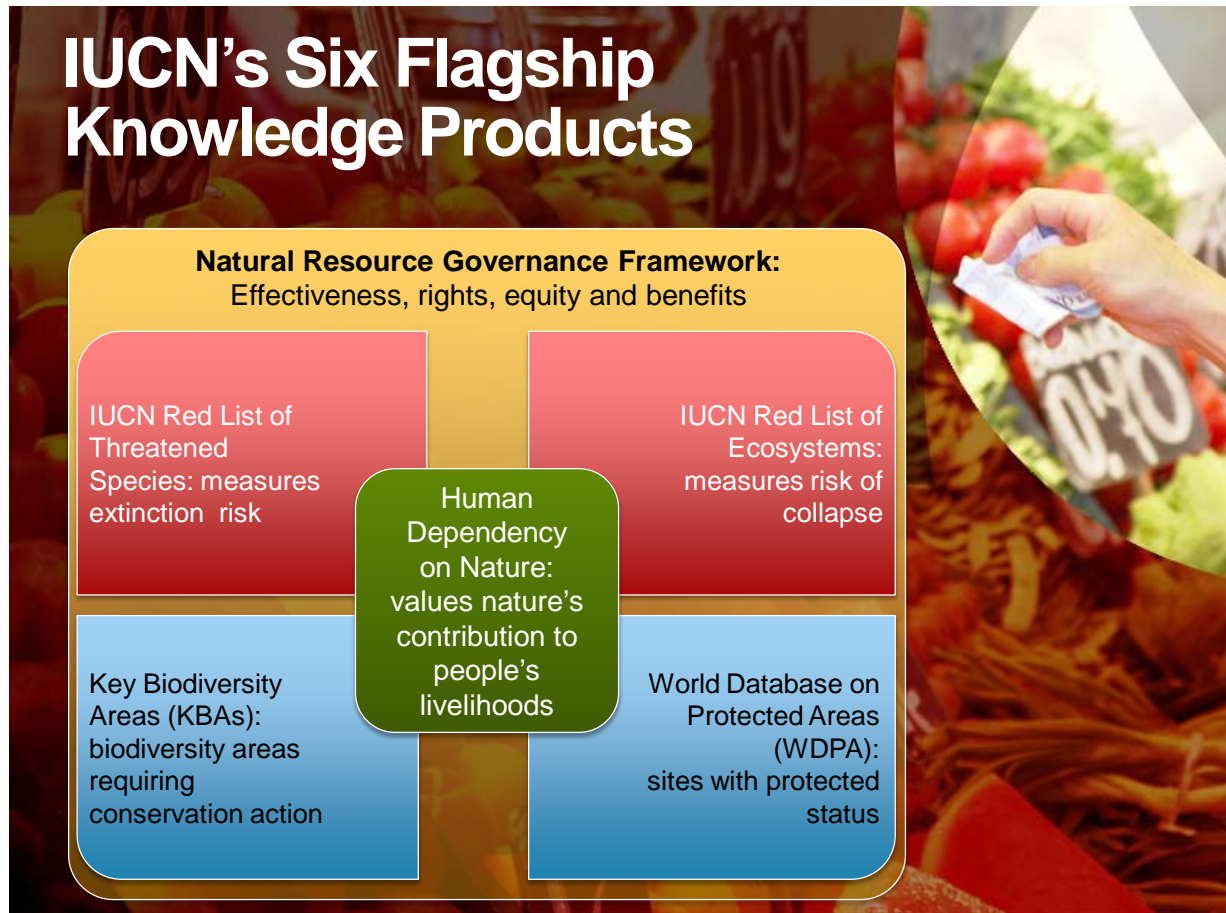
Programme Priorities 2013

The IUCN Programme 2013-16 included a set of priorities, which have been used for work planning under the first three of IUCN's four business lines. The IUCN business lines are:

- 1) ***Providing knowledge products:*** To expand its flagship knowledge products, IUCN must prioritize and invest in selected products, follow-up on the application of its knowledge, and explore the market for each knowledge product. The Secretariat and six Commissions play a key role in this business line.
- 2) ***Delivering results on the ground:*** With its extensive network of Members, National and Regional Committees, Commission members and Regional and country offices, IUCN already delivers results on the ground. IUCN needs to demonstrate better its actual impact on biodiversity conservation and nature-based solutions.
- 3) ***Strengthening policy and governance:*** This business line leverages and exploits IUCN's niche and offers both the biggest potential and the biggest challenges under the new business model. Specific, fundable activities and the required capacities to deliver must be developed for this business line.
- 4) ***Engaging and leveraging the Union:*** This business line supports the influence on policy and action of the entire Union, complementary to its Programme. Ways are needed to enhance and supplement Membership dues, which at present cannot fully finance the capacities, structures and processes of the Union.

1. Providing Knowledge Products

While knowledge provision is central to all IUCN activities, notably the work of the six Commissions¹, the IUCN Programme 2013-16 emphasizes six flagship knowledge products, around which the 2013 workplan is built:



IUCN Red List of Threatened Species (continuing priority)

In 2013, IUCN will continue to expand the taxonomic coverage of the IUCN Red List of Threatened Species at the global level focusing on under-represented taxa such as plants, invertebrates, freshwater and marine fish and pollinators. Regional species assessments will include tree species in Central Africa, marine fish in West Africa, freshwater species in South America, vascular plant species in West Asia, coral reef fish in Oceania, pollinators, marine fish and medicinal plants in Europe. Updates to national Red Lists for Bangladesh, Sri Lanka and Brazil have been prioritized for 2013. Supporting analyses on threats to species from climate change and invasive species will also be completed.

¹ Recognizing that CEC's advice is cross-cutting within its mandate, including communication, capacity development and change management.

IUCN will also improve the capacity to undertake scientifically rigorous Red List Assessments by expanding coverage of the Red List Training Programme linked to new assessments planned for 2013, which will include potentially hundreds of trainees. IUCN will also seek to improve use of the IUCN Red List of Threatened Species by improving the information management technologies, making the Red List more accessible to users worldwide (particularly non-scientific users) and improving integration of species data into other IUCN tools, such as the Key Biodiversity Areas standard.

The IUCN Red List of Threatened Species is a key source of information for IUCN's policy advice to international environmental agreements such as the Convention on Biological Diversity (particularly the Strategic Plan for Biodiversity and the Aichi Targets), the Convention on the International Trade on Endangered Species (CITES) through the important IUCN/TRAFFIC Analyses of the Proposals to Amend the CITES Appendices, the Convention on Migratory Species and the new Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services.

Protected Areas and the World Database on Protected Areas (continuing priority)

IUCN will undertake a major update of the World Database on Protected Areas (WDPA) in 2013, focusing on improving data quality and integrating management effectiveness and species data. The update will dramatically improve the usefulness of WDPA for conservation planning and management of protected areas. In addition, IUCN will produce a Green List of Protected Areas focusing on protected areas which are well managed and linked to this, a new Conservation Outlook Assessment for natural and mixed World Heritage sites. Linked to both knowledge products, IUCN will also document the biodiversity outcomes of selected protected areas in Africa, the Caribbean and Oceania. The Green List of Protected Areas will be integrated with green outcomes from the IUCN Red List of Ecosystems and the Key Biodiversity Areas.

IUCN Red List of Ecosystems (continuing priority)

As one of IUCN's newer knowledge products, the Red List of Ecosystems is still under methodological development and testing designed to ensure strong scientific rigor. IUCN expects to complete ten country level Red List of Ecosystem assessments in 2013, mainly in the Americas. Recently secured funding will focus on the assessments, creating methodological rigor and increasing capacity for applying the methodology.

Natural Resource Governance Framework (new priority)

How decisions are made and who participates in the decision-making process are fundamental determinants of the effectiveness and fairness of natural resource management and conservation. Currently there is no common framework to help guide practitioners and policy-makers on how best to advance tangible improvements in natural resource governance or to assess, more generally, the effectiveness of existing governance arrangements. In 2013, IUCN will start to fill this gap with work on the Natural Resource Governance Framework. Drawing relevant guidance from IUCN resolutions (for example, the rights-based approach and the non-regression principle) the first year of activities will begin with establishing a working conceptual framework and focus on exploring and testing robust methodologies. Emphasis will be placed on designing and testing approaches that are compatible with other IUCN flagship knowledge products and – at least initially – are applicable at the landscape level. The application of the framework will generally be in terms of identifying and guiding feasible and progressive step change in natural resource policy, legal interpretation and institutional arrangements over the short to medium term (2 – 4 years).

As a new knowledge product, the potential for early alignment with on-the-ground activities of IUCN's regional and global programmes such as Water and Forests will be a priority. Integration of this framework in ongoing and new IUCN-supported field programmes will help reinforce a uniform approach to natural resource governance, while providing ample opportunity to test the methods and tools under the Framework.

Human Dependency on Nature Assessment Framework (new priority)

Similarly, the work on the Human Dependency on Nature Assessment Framework will commence in 2013, using a survey based tool to measure household dependence on wild resources in order to inform policy making at various levels, particularly related to food and water security. The knowledge generated will inform efforts aimed at poverty reduction, nature conservation and sustainable development at the same time. The Forest programme will continue its analysis of the dependency of local communities on forest resources as a contribution to this work.

This tool is intended to complement the Natural Resource Governance Framework. There is also considerable potential for alignment of IUCN Programmes, particularly in the Regions, to this new knowledge product, since many programmes work to empower communities on the sustainable use of natural resources. It will be a priority in 2013 to fundraise for this work and ensure that the necessary alignment is created.

Key Biodiversity Areas (new priority)

As the datasets on the IUCN Red List of Threatened Species, the IUCN Red List of Ecosystems and the World Database on Protected Areas are enhanced and created, IUCN will focus on the development of the Key Biodiversity Areas Standard, which will provide a methodological basis for the integration and overlay of the datasets, as well as a common planning standard for conservation planning. The Key Biodiversity Areas are likely eventually to be presented both in a database of their own and integrated with IUCN's other flagship knowledge products.

In 2013, the intention is to focus on ensuring that the methods and standards underlying Key Biodiversity Areas are agreed and compatible with the three datasets and to begin testing in one or more of the Regions.

Other knowledge products

IUCN continually strives to improve the knowledge base on what works in conservation in order to influence policy and practice. In 2013, IUCN will focus on delivering new knowledge on a range of topics that include: the potential contribution of forest landscape restoration to farming systems and watershed management; the maintenance and application of indigenous knowledge in conservation; practical application of nature based solutions to ecosystem-based adaptation, disaster risk reduction and resilience; the role of oceans in the carbon cycle in the context of risks and opportunities related to climate change mitigation and adaptation; the role of seamount ecosystems in the context of governing the Indian Ocean; coral reef status reports; the economic case for nature-based solutions to global challenges; a new Environmental Gender Index; insights into cooperation for transboundary water governance; a water risk framework for business, and markets and legal frameworks supporting the Nagoya Access and Benefits Sharing Protocol.

IUCN also seeks to enhance the basic science underpinning conservation. In addition to the Red Lists of Threatened Species and Ecosystems, IUCN will generate basic science on the range, extent and identity of biological invasions pertinent to conservation of species and ecosystems, including those related to freshwater, marine and island contexts, and will enhance its existing knowledge base on topics such as environmental law through ECOLEX.

2. Delivering Results on the Ground

REDD+/Landscape Restoration (continuing priority)

For both REDD+ and Forest Landscape Restoration, IUCN is seeking to ensure that activities are pro-poor and biodiversity friendly. Under the Bonn Challenge, IUCN is hoping to secure pledges for 40 million hectares of new restoration in 2013 against a medium term goal of 150 million hectares by 2020. IUCN is also committed to demonstrating how forest landscape restoration can happen at the national level and will deliver a national forest landscape restoration strategy in one country. For REDD+ activities, IUCN is aiming to influence the UN-REDD and the Forest Carbon Partnership Facility regimes to ensure that all activities related to REDD+ are pro poor. Both areas of work represent tremendous potential for growth and will be the focus of fundraising efforts in 2013.

A key part of ensuring the implementation of sound forest landscape restoration and REDD+ strategies is the attention given to issues of gender and social equity, as well as the economic arguments that underpin these approaches. IUCN will promote the mainstreaming of gender and economic valuation approaches in this work. Similarly, REDD+ is highly dependent on appropriate legal frameworks, so IUCN will deploy its legal expertise globally to ensure that countries engaged in this work are supported from the legal angle.

Mangroves for the Future (continuing priority)

IUCN's Mangroves for the Future is a well-established initiative focused on providing a collaborative platform for the many countries, sectors and agencies tackling the challenges to coastal ecosystem conservation and livelihood sustainability. Covering nine core countries in Asia, the focus in 2013 will be on introducing resilience to climate change and natural hazards into the initiative with particular focus on improving the knowledge base on coastal resource management, economic and environmental values of mangroves, developing resource-sharing mechanisms benefitting traditional coastal communities, building on-the-ground models on coastal resource sharing, implementing field projects in particular to address the resilience component at the community level, and building the capacity of local communities and NGOs.

Protected Areas (continuing priority)

IUCN works extensively through its Members on the establishment and improved management effectiveness of protected areas in all IUCN regions. In 2013, the focus will be on improving the capacity for effectively managing protected areas in Africa, the Caribbean and the Pacific through the new BIOPAMA project. IUCN will also support capacity building for developing effective legislation for protected areas through a new guide and targeted capacity building activities.

Protected areas also have great potential for ecosystem restoration and ecosystem based adaptation, something which IUCN will demonstrate in Papua New Guinea in 2013 and beyond.

IUCN serves as a key advisor to the World Heritage Convention, providing independent evaluations of all new natural World Heritage nominations, reporting on the state of conservation of existing World Heritage sites and a gap analysis on biodiversity related to World Heritage. These are all ongoing activities aimed at strengthening the World Heritage system and the return on this investment for biodiversity conservation. In 2013, IUCN will seek to strengthen this work by publishing a Conservation Outlook Assessment aimed at drawing attention to strengths and weaknesses in the conservation of World Heritage sites in order to improve their management. IUCN will deliver guidance in 2013 on the application of the rights-based approach in World Heritage sites.

IUCN has prioritized the establishment of large marine managed areas and marine protected areas for the Indian Ocean and Polar Regions. In 2013, the focus will be on establishing the conceptual and legal basis for these areas of protection, a process which is long and complex.

Save Our Species (continuing priority)

In 2012-13, Save Our Species (SOS) will expand its work with US\$ 2.5 million in funding for 25 new projects. Dolphins, dugongs, manatees, gibbons, rhinos, tigers and many other lesser known yet similarly threatened species such as river turtles, Asian crocodiles, flying foxes, myriad freshwater fish and plant species are going to benefit from what will be the second round of species conservation projects within the SOS initiative.

The new SOS projects will be implemented by NGOs across the Americas, Africa and Asia, starting immediately. They will focus on a broad range of species groups that have been assessed by the IUCN Red List, including small marine mammals, freshwater African fish, tropical terrestrial Asian vertebrates and cycads – one of the world's oldest plant groups. The projects will address conservation needs of some of our most threatened species such as the vaquita, the world's smallest dolphin which is Critically Endangered in its only home, the Gulf of California or the Javan and Sumatran rhinoceroses, also in urgent need of support and protection.

Ecosystem-based Adaptation (continuing priority)

In 2013, IUCN will focus on leveraging learning from the global portfolio on ecosystem-based adaptation and disaster risk reduction. IUCN will demonstrate the application of theory and practical strategies for building resilience to water related impact of climate change in West Asia, Africa and Asia. In West Asia in particular, the demonstrations will be used to support the development of climate resilience strategies at local levels and lessons used to inform national and regional climate change policies. In Africa and Meso-America, IUCN will supplement the demonstration work with targeted capacity building for governance.

IUCN will document and promote the value of ecosystem services for disaster risk reduction, identifying important ecosystem functions that need to be restored, protected and sustainably used for risk reduction. Existing environmental governance systems, such as protected areas, World Heritage sites and Integrated Coastal Zone Management will also be promoted for risk reduction. Addressing governance options, including facilitating mechanisms such as policy alignment and integrated operational frameworks across sectors and between national and sub-national authorities, as well as locally owned action plans, is key to successful delivery. IUCN will work on the ground in Asia, West Africa and Central America and with a range of external partners that includes the UN International Strategy for Disaster Reduction, the Food and Agriculture Organization and United Nations Educational, Scientific and Cultural Organization.

Land, Water and Food Security (new priority)

As a new priority, the focus in 2013 will be on establishing a new initiative on nature-based solutions for water, land and food security in the green economy. The initiative is designed to build on tools and approaches for sustainable land and water management from previous IUCN programmes (particularly the Water and Nature Initiative and the Livelihoods and Landscapes Strategy), through their application to national and regional strategies for economic development. The initiative aims to enable integration of investment in management of landscapes and natural infrastructure into large-scale investment in development corridors, initially in Africa and then other regions of the world, as a demonstration of how to make green economy principles operational.

Activities will be further strengthened by innovation and testing of new analytical tools for assessment of options for use of natural water infrastructure in building climate change resilience and their application to decision making in river basin development. Wider uptake to policy will be promoted by facilitation of dialogue on nature-based solutions in cross-sectoral deliberations over solutions for the water, food and energy security nexus. Land, water and food security is a major priority for fundraising in 2013.

Global Coasts (new priority)

As a new initiative, the focus in 2013 will be on programme development in Africa, Asia, the Americas and the Mediterranean with a focus on coastal zone management, climate change adaptation and disaster risk reduction and marine spatial planning. IUCN will promote natural solutions to coastal risk management building coordinated response using marine spatial planning and integrated coastal management approaches.

IUCN will continue to promote nature based solutions to climate change through restoration of coastal intertidal ecosystems and better management of open ocean resources, as healthy fish populations are an important carbon sink in addition to being a source of food security.

IUCN will focus on building a network to support coastal work, linking with established initiatives such as Mangroves for the Future and establishing policy links with a variety of processes, in particular, the Aichi Targets. Securing funding for the Global Coasts Initiative is a major priority for 2013.

Area-based Business Engagement (ongoing priority)

The bulk of IUCN's area-based business engagement delivering results on the ground will focus on exploring the validity and utility of a Net Positive Impact approach with large footprint industries Holcim, Shell and Rio Tinto. With Rio Tinto, IUCN will develop two verification pilot studies. A water risk framework for business and additional economic analyses underpinning the business case will be completed in 2013, providing additional tools in support of Net Positive Impact.

IUCN will work with the tourism industry and other local stakeholders in the Indian Ocean to protect coral reef communities from poor industry practice, tourism pressure and other stress through the establishment of new Marine Managed Areas.

There are several examples of specific business engagements across IUCN, which include integrating biodiversity conservation aspects into Tata Steel's field level operations, ecological restoration and monitoring of Holcim quarries in Vietnam and Sri Lanka and Lebanon. New initiatives will start in 2013

focusing on influencing large footprint industries including mining, oil and agribusiness in South Africa and other locations, and with United Paper Manufacturing in Europe on their Biodiversity Programme.

Other results on the ground

Other highlights from the IUCN workplan include conservation action and examples of innovative governance mechanisms. For example, on conservation action, IUCN will focus on marine species based conservation, including western grey whales, manta rays and sharks

Projects in Latin America, Africa and Asia focusing on **local governance and management of natural resources** will deliver a variety of biodiversity benefits from improved management, protection and restoration while providing nature-based solutions to climate change, food security and economic development. These projects will provide governance lessons that will underpin the development of the Natural Resource Governance Framework and provide opportunities to test that framework, including the scope of benefits to biodiversity and local communities.

IUCN will continue to implement a **payment for ecosystem services** system supporting reforestation, fire prevention, soil and water conservation in the Coahuacan Basin in Mexico covering thousands of hectares. The local regulations provide a compensation system for the use of ecosystem services by the local population.

IUCN will work with **indigenous peoples** groups in the Amazon in order to secure the conservation of these territories, thereby increasing the coverage of indigenous lands managed for conservation outcomes.

3. Strengthening Policy and Governance

Strategic Plan for Biodiversity and Aichi Targets

IUCN's Programme is fully aligned to support the Strategic Plan for Biodiversity and the Aichi Targets. IUCN will support Parties to the Convention on Biological Diversity in the development of revised National Biodiversity Strategy and Action Plans and support the use of the "Explanatory Guide to the Nagoya Protocol on Access and Benefits Sharing." IUCN will continue to provide specific guidance to the Convention and will contribute to the achievement of the Aichi Targets using the IUCN Red List of Threatened Species, Key Biodiversity Areas Standards and the IUCN Red List of Ecosystems and on the topics of protected areas and World Heritage, invasive species, marine, economics and rights and indigenous peoples' issues. IUCN will also continue the process of mainstreaming gender in the Convention and the implementation of the Strategic Plan and Aichi Targets.

At the national level, IUCN's Regional Offices assist Parties to the Convention in meeting their obligations through strategic planning, advice, capacity building and technical assistance.

Gender

IUCN supports the mainstreaming of gender considerations into all of the Rio Conventions: the Convention on Biological Diversity, the UN Framework Convention on Climate Change and the UN Convention to Combat Desertification. This is a multi-year influencing strategy and in 2013, the emphasis will be on creating actionable activities to support gender mainstreaming. IUCN's Regional Offices work with Parties to the Conventions to implement and build capacity for gender mainstreaming.

World Heritage

IUCN has a specific and ongoing role in supporting the World Heritage Convention that includes evaluations of new natural World Heritage nominations, state of conservation reporting and priority setting and gap analysis for new World Heritage nominations. In 2013, IUCN will deepen its ability to support Parties through IUCN's regional structures in Africa, Asia, Meso-America and West Asia.

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

IUCN is the leading, objective advisor to CITES, both through the SSC and the Secretariat, and participates intensively in all CITES processes, including the Conference of the Parties, Standing Committee, Animals Committee and Plants Committee. In view of the rapidly rising levels of illegal wildlife trade and the importance of the use of wild species for human livelihoods, CITES remains a key policy priority for IUCN.

United Nations Framework Convention on Climate Change

As part of its ongoing work in the climate change negotiations, IUCN will continue to promote pro-poor and pro-biodiversity aspects of REDD+ policy and its implementation. IUCN will also promote protected areas and other conservation measures as a natural solution to address climate change. In the medium-term, IUCN aims to feed lessons from land restoration programmes into the negotiations on climate change mitigation and adaptation as a crucial contribution towards closing the so-called implementation gap between global negotiations and results on the ground.

Other policy and governance

Six countries participating in the European Forest Law Enforcement and Governance project will implement pilot projects to continue to develop a quantitative estimate of the wealth contributed by forest resources to local communities, which in turn, will provide data to help decision makers design more effective local policies.

IUCN worked in 2012 to help the new Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) process define its structure and modalities and in 2013 will focus on defining the working relationship and expectations between this new body and IUCN.

Similarly, IUCN worked in 2012 to gain accreditation with the Global Environment Facility as an implementing agency. If approved, IUCN will define a programme of work to meet the procedural requirements of the GEF, including generating a first generation of projects to be funded under the GEF.

Conclusions and Next Steps

This workplan is a composite of 23 programme-level workplans, covering IUCN's Global Thematic Programmes, Commissions and Regional Offices. The analysis that underpins the workplan seeks to establish the degree to which the programme level workplans will deliver the Programme priorities identified for 2013. Overall, there is a good degree of fit, however with some important gaps that will be filled in 2013:

- **Providing knowledge products:** IUCN will need to ensure alignment between all programmes working on governance issues and the new Natural Resource Governance Framework and Human Dependency on Nature framework. Once further developed, use of the Key Biodiversity Areas

Standard will be emphasized. This gap will be filled through a combination of leadership by global thematic programmes and targeted fundraising to ensure joint activities.

- **Delivering results on the ground:** The new priorities of the Land, Water and Food Security nexus and the Global Coasts Initiative are still under design, so not all programmes are currently aligned. This gap will be filled through a combination of leadership by global thematic programmes and targeted fundraising to ensure joint activities. There will also be an emphasis in 2013, on increasing the visibility of the Save Our Species portfolio with regional partners and ensuring alignment with Regional Programmes.
- **Strengthening Policy and Governance:** The new policy engagements identified as priorities for 2013, the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) and the Global Environment Facility (GEF) will be developed as the situation becomes clearer. IUCN is awaiting input from both bodies before further planning and prioritization is undertaken. In the case of IPBES, IUCN will primarily supply scientific knowledge and advice, while for the GEF, IUCN will primarily operate as a project implementing agency.

One Programme Engagement

IUCN has measured the extent of engagement and collaboration between the Secretariat, Members and National/Regional Committees in delivery of the Programme since 2010. Across all IUCN programmes in 2013, approximately 50% of the work will be delivered with Members, 40% with Commissions and 5% with National/Regional Committees. Since 2010, this level of One Programme engagement represents a strong upward trend.

In 2012, IUCN collected data on how Members are typically engaged, noting that the role of Commissions has always been apparent in joint workplans with the Secretariat. Typically, vis-à-vis Members IUCN acts as a:

- **Convener and facilitator** of governments and civil society, across a range of sectors and in transboundary situations, all in support of biodiversity conservation and natural resource management.
- **Coordinator and joint implementer** making use of Members' capacities in implementation of major IUCN initiatives such as supporting REDD+, coastal management and mangrove restoration, forest landscape restoration and protected areas.
- **Grant-maker and fundraiser** through notable grant-making schemes in Meso-America (the Solidarity Alliance Fund), Central Africa (Central Africa Regional Programme for the Environment), Asia (Mangroves for the Future) and globally through the Save Our Species fund.
- **Capacity builder:** IUCN builds capacity in Members through joint implementation and through more formal training opportunities for topics such as Red List Assessment and Protected Areas Management Effectiveness.
- **Advisor** to civil society and governments in multilateral environmental agreements, and through technical assistance to a range of activities.

IUCN's Operations

The main functions of IUCN's Headquarters based management, Union development, corporate support and Programme support units are described here along with their main priorities for 2013. The same functions are also briefly described for Regional and Outposted offices.

Directorate

The **Directorate**, which includes the Director General, the Deputy Director General and their staff, is responsible for providing overall leadership, management and strategic direction to IUCN's globally distributed Secretariat, ensuring that the Secretariat serves the IUCN Members and Commissions and mobilizes adequate resources. The Directorate is also responsible for IUCN's visibility globally. In 2013, the Directorate will focus on promoting the concept of nature-based solutions in key international policy events, positioning IUCN in the broader international environmental governance landscape, leading IUCN's engagement with key multilateral environmental agreements, ensuring the development and roll out of the Union Development Plan, implementing institutional adjustments necessary for an efficient and effective IUCN, securing framework partnerships and completing a business development exercise in support of the Business Model.

The **Oversight Unit** manages the risk register on behalf of IUCN and undertakes internal audit in support of risk assessments. The Unit is also responsible for monitoring compliance of policies and procedures. These functions are ongoing and any operations deemed "high risk" are prioritized for audit and investigation in 2013.

The **Office of the Legal Advisor** is responsible for providing legal advice and services to IUCN covering contract negotiation, review and clearance, governance, legal status of offices, claims and litigation and intellectual property rights. In addition to ongoing work related to contracts, the unit will focus in 2013 on building the legal capacity within IUCN, updating legal procedures and clarifying legal status for key locations around the world.

The **Global Communications Unit's** role is to raise IUCN's profile, communicate its brand and niche, while effectively positioning IUCN's knowledge products, communicating results on the ground and promoting the concept of nature based solutions to climate change, food security and development challenges. In 2013, the unit will develop a broad communications campaign on nature based solutions, work with the Commission on Education and Communication to help IUCN deliver against Aichi Target 1 and assist in specific policy influencing events.

Union Development

The **Union Development Group** is responsible for supporting Members, the World Conservation Congress and the governance functions of the IUCN. The Group supports the process of admitting new Members, the mobilization of Members, the development of their capacities and the deployment of information systems to support their work. In 2013, the Group will prioritize the development of the Union Development Plan, decentralization of certain Member functions to Regional Offices, and strengthening networking capabilities of Members.

The **Governance Unit** is primarily responsible for enabling the functioning of IUCN's Council, Members Assembly and the activities of the President. In 2013, the unit will focus on the functioning of Council and the induction of a new Council and President.

Service Functions

The **Strategic Partnerships Unit** supports the implementation of the Programme and the organization through mobilization of funds to cover core functions, in particular the core framework agreements with IUCN's main donors. The Unit also plays a role in expanding the resource base and coordinating fundraising globally. In 2013, the focus will be on finalizing the negotiation of framework agreements for the 2013-16 period, expanding the number of framework donors and ensuring that major fundraising efforts are well coordinated.

The **Global Finance Unit** is responsible for all aspects of managing and accounting for IUCN's financial resources, including leading the financial planning and budgeting process, providing financial management information and services, promoting cost effective use of IUCN's financial resources through policies and procedures while providing a control framework and treasury management process to safeguard financial resources and minimize risk. In 2013, the focus will be on supporting the implementation of the Enterprise Resource Planning (system) and improving the control and procedural framework through the establishment of new procedures and standards for time management, cash management and travel. The Global Finance Unit will also implement a global cash management system and describe IUCN's cost structure to facilitate fundraising, budgeting and reporting.

The **Human Resources Management Group** implements IUCN's human resources policies and procedures worldwide with the purpose of attracting and retaining a qualified and motivated workforce. The Group has responsibility for managing HQ based staff directly. Both functions include maintenance of global compensation policies, managing recruitment processes, payroll maintenance, ensuring liaison between staff and management, implementing the Planning and Performance system and maintaining a position evaluation system. In 2013, priorities include implementing new HR policies, continuing the process of post classification and performance appraisal, finalizing deployment of the Human Resources Management System and ensuring that all local Conditions of Service are current.

The **Internet Applications Team** leads on the development and implementation of the architecture and structure of IUCN's knowledge management web based portals, including the Constituency Relationship Module, the Human Resources Management System and the ERP and more widely, all web based applications. The work in 2013 will focus on development, testing and deployment, as well as roll-out to four regional offices. The **Internet Technology Services Unit** maintains IUCN's IT infrastructure while providing support to IUCN staff. In addition to ongoing maintenance, the unit is tasked with ensuring collaboration with IUCN's other projects related to ERP, the Constituency Relationship Module and the Human Resources Management System. In 2013, a disaster recovery plan will be proposed to IUCN management.

The **General Services Unit** is responsible for managing the HQ building and providing practical services to HQ based staff. In 2013, in addition to ongoing services, the unit will manage the first phase of a major renovation of the Jura building.

Programme Support

The **Planning, Monitoring and Evaluation Unit** is responsible for setting standards and tools for the IUCN Programme, preparing Programme Reporting, and developing capacity for planning, monitoring and evaluation in programme and project officers in order to strengthen planning, delivery and reporting on the IUCN Programme. The unit is the custodian for several processes and systems, including evaluation, project appraisal and approval of the four-year planning process. In 2013, the unit will focus on rolling

out the project appraisal and approval system, finalizing and rolling out the project guidelines and standards, further methodological development supporting the Programme result and impact indicators for 2013-16, finalizing evaluations of the World Conservation Congress and World Heritage Programme and undertaking a major new capacity building initiative internally.

The **Capacity Development Unit** focuses on enabling the implementation of the IUCN Programme by supporting the delivery of IUCN's value proposition and One Programme Charter. The unit will contribute to the Union Development Plan in 2013, define capacity building needs for the Programme and help build IUCN's capacity as a potential Global Environment Facility implementing agency.

Regional and Outposted Offices

IUCN is in the process of standardizing its approach to operational support in the **Regional Offices**. For 2013, Regional Offices were requested to plan and budget for operational functions related to management and leadership, office management and logistics, programme coordination, human resources, finance, information systems, communications, policy and membership support. All offices will focus in 2013 on business development under the IUCN business model, aligning Regional Programmes to the Global Programme priorities under the IUCN Programme 2013-16, supporting roll-out of the ERP, taking on decentralized membership support functions, ensuring consistency in application of finance and human resources policies and procedures and raising the profile of IUCN through targeted communications activities.

IUCN's **outposted offices** include four in Europe and one in the United States of America. In Europe, outposted offices in Malaga, Belgrade and Tbilisi fulfil a programmatic niche, as described above. The purpose of the Brussels office is to support policy influencing and fundraising. Policy influencing for conservation action includes the European region itself, and also in European overseas entities. In early 2013, IUCN will recruit a new Director to lead the Brussels office and promote IUCN science and knowledge to feed into EU policy-making and the implementation of nature-based solutions.

The outposted office in **Washington DC, USA** provides a variety of services to Headquarters including representation of the Director General in the United States, management and hosting of programme staff and funds, fundraising support (which includes administration of the 501c3 mechanism), Membership outreach and support to Commissions and outreach to US institutions and multilateral institutions located in the United States. In 2013, the focus will be on strengthening the fundraising functions with USAID, US based Foundations, the US Voluntary Contribution and the 501c3 mechanism. In 2013 IUCN will recruit a new Director to lead the Washington DC office.

Annual Progress Monitoring by IUCN's Secretariat

The IUCN Secretariat will monitor and report to Council on a series of issues and indicators related to delivering the IUCN Programme and operating as a Union (see table below):

- Progress on achieving Programme results;
- Use of resources for Programme priorities;
- Meeting fundraising targets from all sources;
- Implementation of the One Programme Charter;
- Performance results by units in the global Secretariat.

The indicators below will be supported by a Programme baseline in 2013 to allow the measurement of progress over the 2013-16 period. Reporting against this framework will occur annually.

Annual progress monitoring issues and indicators, 2013-16

Performance category	Progress issue	Selected progress indicator	Methodology / Data
<i>Progress on achieving Programme results²</i>	Conservation status of species	Use of The IUCN Red List of Threatened Species	Number of exports of data from The IUCN Red List of Threatened Species
	Conservation status of ecosystems	Area of well-managed protected areas	Extent, representativeness and connectivity of protected areas
	Nature-based solutions to selected global challenges	Area of landscape sustainably managed for climate change adaptation	Assessment of extent of landscape sustainably managed, protected or restored for climate adaptation ³
<i>Use of resources for Programme priorities</i>	Adequate Secretariat funding & capacity for Programme Areas	Share of total funds and human resources allocated to Programme units	As the list of Programme priorities becomes established, the progress indicator will be updated
	Adequate funding of Global Programmes, Regions, Corporate, respectively	Share of core funds going to Global Programmes, Regions, and Corporate Services, respectively	Ten year trends as well as projections for next year and the upcoming four-year Programme
	Adequate funding of Commissions for Programme Areas	The use of total funding of Commissions collectively and individually	Share of different funding sources, and break-down of the use of funds by purpose and Programme Area
<i>Meeting fund-raising targets from all sources</i>	Progress on core funding from existing and new donors	Trends and forecasts in Membership dues, framework grants & new income sources	Donor-specific trends and prospects. Assessment of fund-raising scope under the 1 st and 3 rd business lines
	Increased funding for results on the ground (2 nd business line)	Leveraging core income for individual Global Programmes and individual Regions	Establishing leveraging ratios for the past ten years and projections for next year
	Increased funding for knowledge, governance of the environment	Fund-raising achievements and prospects for the 1 st and the 3 rd business lines	Concrete examples of funding of flagship knowledge products and services of environment governance
<i>Implementation of the One Programme Charter</i>	Broad participation in Programme delivery	Extent of collaboration with and involvement of Members, National / Regional Committees and Commissions	Assessment of percentage and value of work delivered with and through each component and number of Members, National / Regional Committees and Commissions involved
	Leveraging the funding capacity of the Union	Resources leveraged / cofinancing by Commissions and Members for IUCN activities and projects	To be developed
	Capacity-building of Members and National / Regional Committees	Capacities built for Programme implementation	Develop benchmark measuring capacity-building efforts delivered by Secretariat ⁴
<i>Performance results by units in the global Secretariat</i>	Achievement of unit results & milestones	Completion of annual work plans by organizational unit	Achievement of results by both programme and service units
	Financial performance of organizational unit	Trends and prospects of surplus/deficit against budget	Data for the past three years and forecast for next year
	Fund-raising by programme units	Leveraging core income for the programme unit / Region	Eventually setting threshold for fund-raising by different programme units
	Application of three business lines by unit	Alignment of unit portfolio with the three business lines	Analysis of the specialization among units under the business model

² The three proposed results indicators cover the IUCN Programme 2013-16, though not specifically the second Programme Area: "Equitable and Effective Governance of Nature's Use". The reason for this is that IUCN's "natural resource governance framework", which underlies results monitoring for this Programme Area, has yet to be developed.

³ This indicator will have to be applied on a case-by-case basis initially, until a sufficient data base has been established.

⁴ CEC would help advice towards developing such a benchmark.

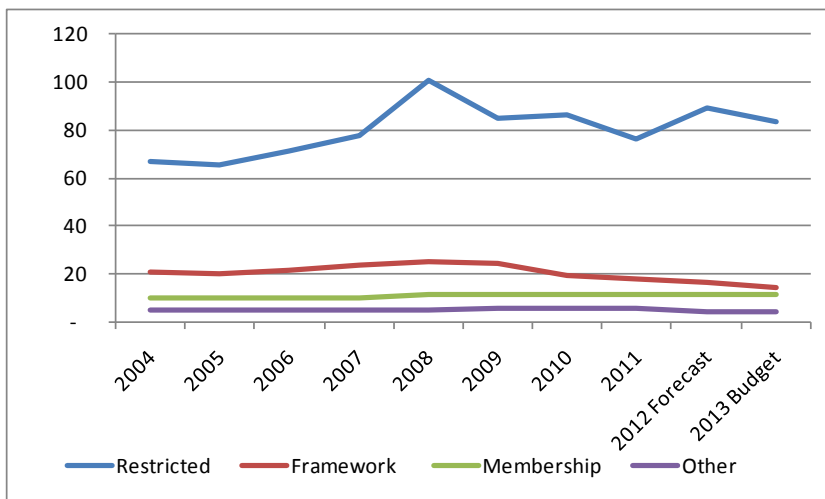
BUDGET 2013

Background

The economic recession which started in 2008 continues to affect many Western economies. This has resulted in a decline in framework funding⁵ (institutional funding) received by IUCN as several countries reduced their allocations for conservation and the environment and/or changed their allocation practice to achieve more specific political goals.

Over the period 2008 to 2012 framework income fell from CHF 23.5m to CHF 16.6m and is projected to fall to CHF 14.4m in 2013. Over the same period, Membership income remained relatively constant at just over CHF 11m and project income showed a moderate increase and is forecast to reach a level of CHF 88m in 2012. IUCN is also seeing changes to donor funding patterns with several traditional donors showing a preference to fund programmatic work with targeted impacts rather than provide institutional funding. Fig 1 shows funding trends over the period 2004 to 2013.

Fig 1: Income trends



Faced with the continuing decline in framework income IUCN took action in September 2012 to reduce its cost base by approximately CHF 3m through the implementation of various institutional adjustments. Although cuts were made across the board, the majority of the costs were borne by Headquarters-based corporate functions and linked to improvements in operational efficiency. Regional and Global programmes were protected to the extent possible to ensure that capacity was maintained to deliver the 2013-16 Programme.

⁵ Framework funding is multi-year commitment from governments and private donors/partners, which is not tied to particular programmes or projects.

The new Business Model which recognises the risk of long-term decline in framework funding and seeks to align the business lines with new funding opportunities among new and traditional donors will be fully implemented in 2013. IUCN intends to package its knowledge products, delivery programmes and services better to match the more targeted, ear-marked funding preferred by many donors.

Summary

A total budget of CHF 115m is proposed for 2013. This is based on Membership dues invoiced for 2013 of CHF 11.4m, an expected level of framework income of CHF 14.4m, and expenditure on projects currently under implementation or under negotiation of CHF 84.8m.

Table 1 summarizes the 2013 budget compared to the 2012 forecast, 2011 actual results and the Financial Plan approved by the 2012 Congress.

Table 1: 2013 Budget Summary

CHF m	2011 Actual	2012 Forecast	2013 Budget	Year 1 of 2013-16 Financial Plan
Membership dues	11.3	11.4	11.4	
Provision for unpaid dues	(0.9)	(0.9)	(0.6)	
Net Membership dues	10.4	10.5	10.8	11.0
Framework income	17.9	16.6	14.4	18.0
Other income	6.3	5.5	4.6	5.0
To be raised	-	-	1.3	
Total core Income	34.6	32.5	31.2	34.0
Cost recovery from projects	20.8	27.6	30.2	31.0
Total Secretariat Income	55.4	60.1	61.4	65.0
Operating expenditure	56.5	60.1	59.2	63.0
Provisions	0.9	2.1	1.2	1.0
Total Secretariat expenditure	57.4	62.2	60.4	64.0
Surplus/(deficit)	(2.0)	(2.0)	1.0	1.0
Project expenditure net of cost recovery	55.3	60.6	54.6	57.0
Total Secretariat expenditure and project activities	112.7	122.8	115.0	121.0

The budgeted result for 2013 is a surplus of CHF 1m, in line with the Financial Plan approved by Congress. In order to achieve this result, CHF 1.3m of income from sources yet to be identified will need to be raised during 2013.

Although the Financial Plan surplus of CHF 1m is maintained in the proposed 2013 Budget, there are significant variances in specific income and expenditure lines. Framework Income is budgeted at CHF 14.4m vs. CHF 18m in the Financial Plan, primarily a result of the withdrawal of the Netherlands

Government as a framework partner. As a result of the reduction in Framework Income, Secretariat expenditure has been revised down.

The budgeted level of project expenditure is also slightly below that envisaged in the Financial Plan (CHF 84.8m⁶ vs. CHF 88m). However, this may be revised upwards during the course of 2013, depending on fund-raising success and the signing of new project agreements.

Income

Membership dues

Gross Membership dues are budgeted at CHF 11.4m (2012: CHF 11.4m). The value is based on the Membership at the time of the 2012 Congress and excludes rescinded Members. An inflation increase of 2.4% has been applied as approved by Congress. Nothing has been budgeted for Members who may join during 2013.

A provision of CHF 0.6m has been budgeted for unpaid Membership dues. This is higher than in 2011 and 2012 when CHF 0.4m was budgeted, but lower than the actual provision of CHF 0.9m made in each of those years. In both 2011 and 2012 it was necessary to provide for outstanding dues from State Members hit by economic recession. These Members have subsequently been rescinded and are not included in the budget.

Framework income

Framework income is budgeted at CHF 14.4m (2012: CHF 16.6m). Table 2 below shows a breakdown of expected framework income.

Table 2: Framework income

CHF m	2011 Actual	2012 Forecast	2013 Budget
Denmark	3.4	3.3	3.2
Netherlands	3.2	3.3	-
Norway	2.3	2.4	2.5
Sweden	3.0	2.7	2.8
Switzerland	2.1	2.1	2.2
France	0.9	-	0.9
MAVA Foundation	1.0	1.0	1.0
Spain	0.1	-	-
Finland	0.9	0.8	0.8
United Arab Emirates	1.0	1.0	1.0
Total Framework income	17.9	16.6	14.4

⁶Project expenditure, CHF 84.8m = Project expenditure net of cost recovery, CHF 54.6m + cost recovery, CHF 30.2m

At the time of preparing the 2013 budget, framework agreements had not yet been signed with Norway, Sweden, France and Finland, though all of these partners have confirmed their intention to provide funding in 2013 and onwards.

No amounts have been budgeted for new framework partners that may join IUCN in 2013.

Other income

Other income is budgeted at CHF 4.6m. This comprises various items as shown in table 3. The key items are Swiss Government tax rebates of CHF 1.5m (the value of tax exemptions received in respect of expatriate staff at Headquarters), and rent and service fee income of CHF 0.9m received from RAMSAR and other tenants in the HQ building. Swiss Government tax rebates show a slight decline compared to 2012 as a result of the reduction in the number of expatriate staff at Headquarters, whereas rent and service fee income shows a slight increase due to the renting of additional space in the new Headquarters building. All available space in the new building has now been rented.

Other sundry income includes rent, service fees and other sundry income received by the regions (CHF 1.3m). Deferred income (CHF 0.7m) relates to donations received in respect of the new HQ building⁷.

Table 3: Other income

CHF m	2011 Actual	2012 Forecast	2013 Budget
Swiss Government tax rebates	1.7	1.6	1.5
Rent and service fees - HQ building	0.7	0.8	0.9
Unrestricted donations	0.3	0.4	0.2
Deferred income - HQ buildings	0.7	0.7	0.7
Other sundry income	2.3	1.3	1.3
Release from designated reserves	0.6	0.7	-
Total other income	6.3	5.5	4.6

Other sundry income was significantly higher in 2011 as it included some internal charges between different offices. Similar charges have been excluded from the 2013 budget as they do not represent income received from 3rd parties.

Cost recovery from projects

Cost recovery represents the value of IUCN staff time and management fees charged to projects⁸. The total value of cost recovery budgeted in 2013 is CHF 30.2m, representing 36% of the value of budgeted project expenditure (CHF 84.8m). The level of cost recovery differs from project to project, and depends on the nature of the project. Knowledge projects tend to have a higher ratio of staff time than projects delivering results on the ground.

⁷ Deferred income relates to donations received for the construction of the new building. These are recognized in the income statement over the useful lives of the corresponding assets.

⁸ IUCN staff are budgeted in cost centres and recharged to projects based on time worked on individual projects.

Cost recovery is budgeted for projects currently under implementation (C- list projects⁹) and for projects under negotiation (B list projects). C list projects are supported by signed contracts with donors, whereas B list projects are contracts that are expected to be signed during the course of 2013.

Table 4 shows the budgeted value of project expenditure compared to the budgeted values for 2012. The level of 2013 project expenditure (CHF 84.8m) is slightly higher than that budgeted in 2012 (CHF 81.8m). Consequently the level of cost recovery is also higher (CHF 30.2m vs. CHF 27.6m), though the cost recovery rate for 2013 (36%) is similar to 2012 (34%).

Table 4: Project expenditure and cost recovery

CHF m	2012 Budget	%	2013 Budget	%
Project expenditure				
Under negotiation (B-list)	21.5	26%	23.1	27%
Under implementation (C list)	60.3	74%	61.7	73%
Total	81.8	100%	84.8	100%
Cost recovery	27.6	100%	30.2	100%
Cost recovery rate	34%		36%	

Cost recovery income carries two specific risks: it is only earned as projects are implemented, and therefore a reduction in the rate of project implementation results in a reduction in cost recovery; and a portion of the amount budgeted is derived from project agreements that have not yet been signed but which are in the process of negotiation.

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of implementation in 2013 and discount the results to reflect the level of risk. The proportion of cost recovery budgeted to be earned from projects under negotiation (B list) is 25%, compared to 23% budgeted in 2012.

Expenditure

Operating expenditure

Operating expenditure (Table 5) is budgeted at CHF 59.2m (2012: CHF 60.1m). 77% of costs are staff costs and 23% other costs. The ratio is similar to the previous two years, though the proportion of staff costs is slightly higher in 2013. Other costs are generally in line with actual costs incurred in 2011. The 2012 forecast for other costs of CHF 15.6m includes costs related to Congress, hence the higher absolute value compared to both 2011 and 2013

⁹ IUCN Project portfolio consists of 3 sections: A list – project concepts; B list – projects under negotiation with donors; C list – projects under implementation.

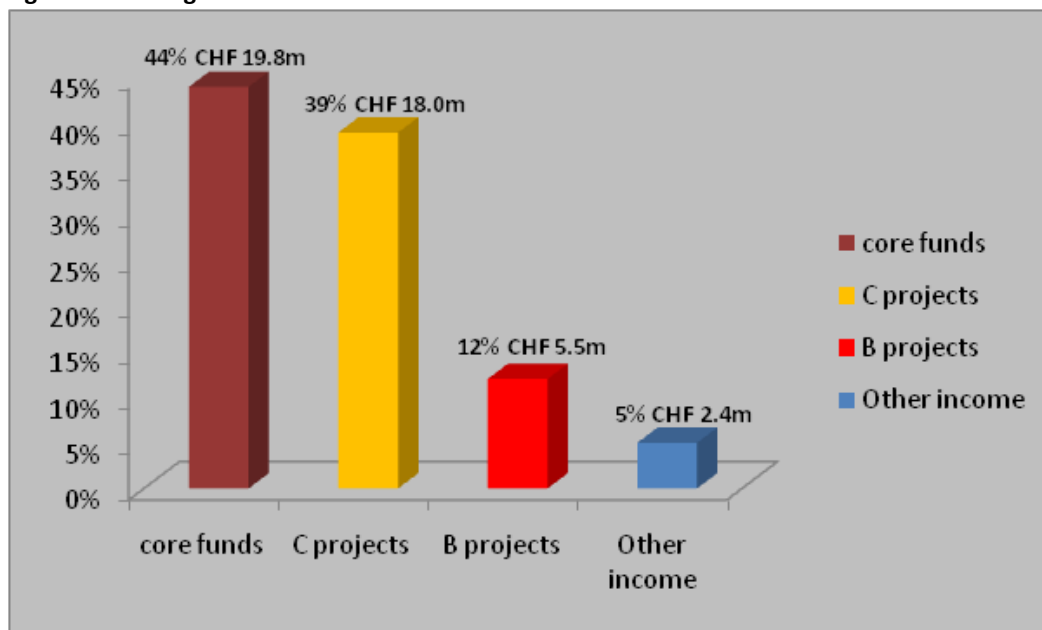
Table 5: Operating expenditure

CHF m	2011 Actual	%	2012 Forecast	%	2013 Budget	%	
Staff costs	42.0	74%	44.5	74%	45.7	77%	
Communication & publication costs	0.5	1%	Breakdown not available as a forecast		0.5	1%	
Consultancy & prof. services	1.6	3%			1.8	3%	
Office costs	5.8	10%			5.9	10%	
Other costs	0.9	2%			0.1	0%	
Travel, hospitality & conferences	3.2	6%			2.6	4%	
Equipment costs	2.5	4%			2.6	4%	
Total other costs	14.5	26%		15.6	26%	13.5	23%
Total	56.5			60.1		59.2	

Staff costs

The total budgeted 2013 headcount is 915 and the budgeted value is CHF 45.7m (2012 Budget: 955 staff, CHF 46m). Staff costs are budgeted to be funded as shown in figure 2.

Figure 2: Funding of staff costs



Only 12% of staff costs (CHF 5.5m) are funded from unsecured project income. Although this still presents a risk in that funding may not materialise to cover the full cost of staff, the risk is reduced by limiting the contract length of many project staff.

Provisions

Provisions fall into two categories:

- a) Provisions for future events, e.g. the 2016 World Conservation Congress
- b) Provisions to cover operational risks, e.g. adverse movements in foreign exchange rates

Provisions of CHF 1.2m are budgeted in 2013, as detailed in table 6 below. CHF 0.6m relates to future events and CHF 0.6m to operational risks. The risk of foreign exchange losses is mitigated by a hedging strategy. IUCN policy is to hedge a minimum of 50% of the foreign exchange exposure related to framework agreements.

Table 6: Provisions

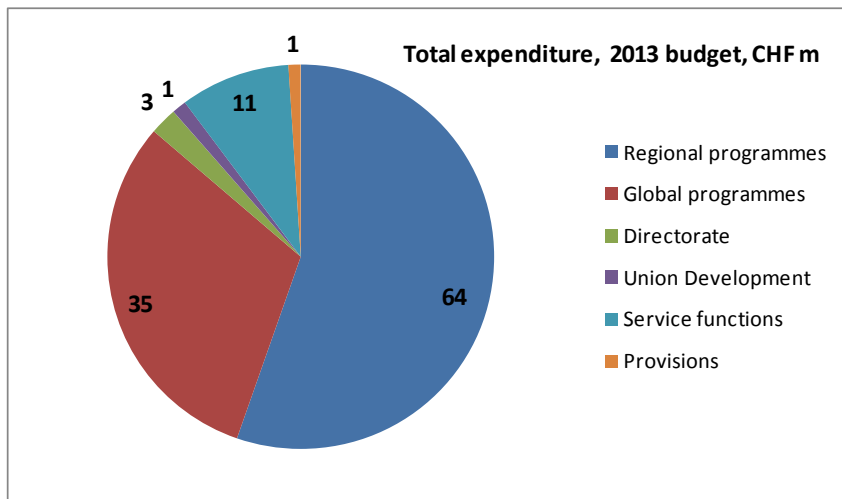
CHF m	2012 Forecast	2013 Budget
World Conservation Congress	0.3	0.5
External Review	0.1	0.1
Redundancy	1.0	0.1
Foreign exchange	0.5	0.3
Project deficits	0.2	0.2
Total	2.1	1.2

Note: the provision of CHF 0.5m for the 2016 World Conservation Congress includes CHF 0.25m for Regional Conservation Forums expected to be held in 2015.

Total expenditure

Total expenditure, inclusive of project activities, is budgeted at CHF 115m (2012 forecast: 122.8m). Fig 3 shows a breakdown by IUCN organisational structure.

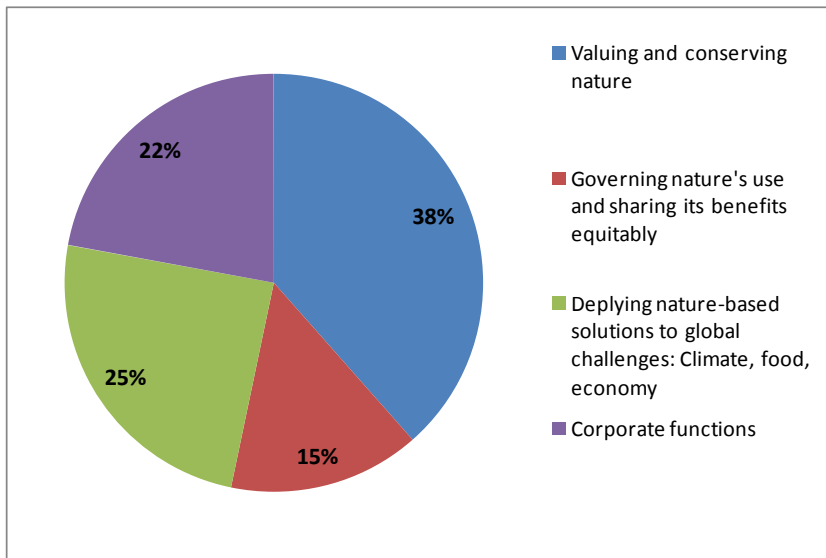
Fig 3: Breakdown of total expenditure budget by organisational structure, CHFm



The majority of costs are budgeted to be spent in the regions (CHF 64m). Global programmes are budgeted at CHF 35m. These programmes are managed by HQ units, though a significant proportion of project expenditure will be spent by regional offices or IUCN partners. The 2013 work plan summarizes the efforts currently being made to link Regional and Global Programmes more directly under IUCN's global Programme priorities. This is essential to achieve sufficient scale in resource mobilization for and implementation of priority programmes.

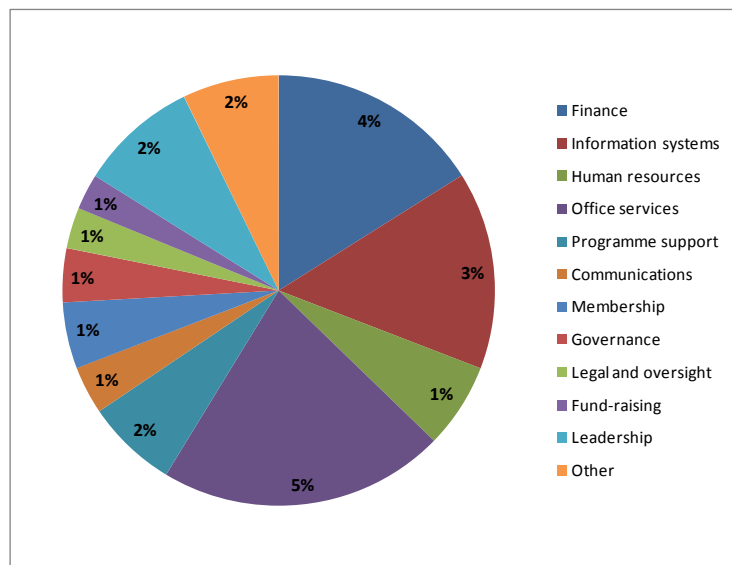
Figure 4 shows a breakdown of expenditure by global result. The numbers are based on submissions from IUCN units around the world. Since the three Programme Areas of the 2013-16 IUCN Programme are somewhat new to staff, further analysis is needed of the balance between the Programme Areas: Conservation, Governance, and Nature-based Solutions. It is likely that some projects categorized under “Valuing and Conserving Nature” should be re-categorized as “Nature-based Solutions”, which shows the biggest potential for large-scale programmes.

Fig 4: Breakdown of total expenditure by expected result (CHF 115m)



22% of budgeted expenditure (CHF 25.3m) is represented by corporate functions. These include service functions such as finance, office services and information systems, together with other functions such as management, governance, membership, communications and programme support. Fig 5 provides a breakdown by individual function.

Fig 5: Corporate functions as a % of total budget



Allocation of Core Income

Core income available for allocation has decreased from CHF 30.3m in 2012 to CHF 28.1m¹⁰ in 2013, a decline of CHF 2.2m or 7%. As a result of the anticipated decline in core income, the Director General initiated an institutional adjustment process to reduce costs. This resulted in a reduction of 10 HQ positions and 2 regional positions, and a concurrent reduction in the core income allocations to the units affected.

The allocation of core income reflects the need to maintain capacity to deliver the IUCN Programme, provide services to the Membership and align resources to the revised business model.

Specific actions taken as part of the institutional adjustment process were:

- Reorganisation of the Global Communications Group
- Decentralisation of Membership services and refocusing of the Union Development Group
- Integration into Headquarters of the services provided by the Regional Office for Europe
- Refocusing the Science and Knowledge unit
- Tightening the Global Finance Group
- Reorganizing the Social Science Units in Headquarters
- Freezing of several positions that are or will become vacant in Headquarters

CHF 5.9m (2012: CHF 6.2m) has been allocated to Regional Programmes. As a result of the targeted changes, the allocations to most regions have been maintained at the same level as 2012. The allocation to the Europe region has been reduced following the restructuring of that region, and previous increases to East and Southern Africa and Meso-America that were given to support restructuring or the development of new initiatives have been reduced.

CHF 10.8m (2012: CHF 11.1m) has been allocated to Global Programmes. In 2012, additional core allocations were made to cover the cost of the newly introduced service fees so that they were cost neutral. In 2013, a proportion of the service fees will be funded through the cost recovery mechanism, i.e. by charging the cost to projects.

CHF 1.20m (2012: CHF 1.25m) has been allocated to Commission Operating Funds, a reduction of 4% compared to 2012.

Allocations to service functions have been reduced from CHF 7.3m in 2012 to CHF 6.1m in 2013 reflecting the institutional adjustment process and improvements in operating efficiency.

Allocations for provisions for foreign exchange losses, project deficits and redundancies have been maintained at a level similar to 2012 so as to protect IUCN from operational risk, and the provision for non-payment of membership dues has been increased by CHF 0.2m to CHF 0.6m.

¹⁰ Total core income per table 1 = CHF 31.2m, of which 1m is to build reserves, CHF 0.9m raised directly by regions and CHF 1.2m linked to specific items. Balance available for allocation = CHF 28.1m.

An allocation of CHF 0.25m has been made for the 2016 Congress, compared to an annual allocation of CHF 0.3m in previous years. No core allocation has been made for Regional Conservation Forums in 2013, however CHF 0.25m has been included in the funds to be raised budget line and a corresponding amount included in provisions.

In order to develop and test new fund-raising mechanisms, an allocation of CHF 0.1m has been made.

Table 7 shows core allocations by groups of cost centres for 2013 compared to the 2012 budget.

In 2013, 60% (2012: 57%) of core income will be allocated to Regional and Global Thematic Programmes and 40% (2012: 43%) to other functions.

Table 7: Core income allocations 2013 Budget and 2012 Budget, CHF m

2013 Budget	Cost			Funding				
	Cost	Service charges	Net cost	Core		Other	Project	Total
	CHF m	CHF m	CHF m	CHF m	%	CHF m	CHF m	CHF m
Regional Programmes	63.6	1.2	64.8	5.9	21%	0.9	57.8	64.6
Policy and Programme	5.5	0.3	5.8	4.1	15%	0.1	1.7	5.9
Biodiversity Conservation	13.7	0.7	14.4	3.1	11%	0.0	11.3	14.4
Nature Based Solutions	16.3	1.0	17.3	3.6	13%	0.0	13.8	17.4
Total Global Programmes	35.5	2.0	37.5	10.8	39%	0.1	26.8	37.7
Directorate	2.6	0.3	2.9	2.8	10%	0.0	0.1	2.9
Union Development	1.4	0.2	1.6	1.5	5%	0.0	0.1	1.6
Service functions	10.7	-3.7	7.0	6.1	22%	0.8	0.1	7.0
Provisions	1.2	0.0	1.2	0.9	3%	0.3	0.0	1.2
Total other functions	15.9	-3.2	12.7	11.3	40%	1.1	0.3	12.7
Total	115.0	0.0	115.0	28.0	100%	2.1	84.9	115.0

2012 Budget	Cost			Funding				
	Cost	Service charges	Net cost	Core		Other	Project	Total
	CHF m	CHF m	CHF m	CHF m	%	CHF m	CHF m	CHF m
Regional programmes	62	1.2	63.2	6.2	20%	1.0	56.0	63.2
Policy and Programme	6.1	0.3	6.4	3.8	13%	0.0	2.6	6.4
Biodiversity Conservation	11.4	0.7	12.1	3.3	11%	0.0	8.8	12.1
Nature Based Solutions	16.8	1.2	18.0	4.0	13%	-0.2	14.2	18.0
Global programmes	34.3	2.2	36.5	11.1	37%	-0.2	25.6	36.5
Directorate	2.2	0.3	2.5	2.4	8%	0.1		2.5
Union Development	8.5	0.4	8.9	2.1	7%	0.3	6.5	8.9
Service functions	11.5	-4.1	7.4	7.3	24%	0.1	0.02	7.4
Provisions	1.2		1.2	1.2	4%			1.2
Total other functions	23.4	-3.4	20.0	13.0	43%	0.5	6.5	20.0
Total	119.7	0.0	119.7	30.3	100%	1.3	88.1	119.7

The cost allocation mechanism introduced in 2012 will be fully implemented in 2013. Both Regional and Global Programmes will be charged a 2 % service charge (Global Service Charge) on the value of project expenditure, though 1 % will be returned through increases in core allocations. In addition, all HQ units will be charged a service charge based on unit headcount (Headquarters Service Charge: CHF 20,000 per person). This will be fully compensated by increases in core allocation for core funded positions and partially compensated by increases in core funding for project funded positions.

Capital expenditure

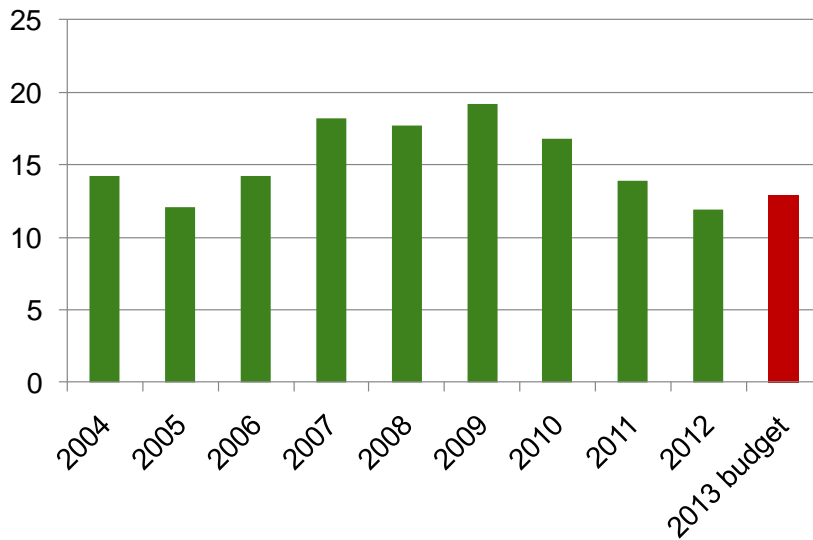
Renovation of the IUCN Jura building in Gland will take place in 2013. A renovation budget of CHF 3.1m was approved by Council in November 2011. The project has been split into two phases: phase 1 involves replacing windows, skylights and blinds; and phase 2 involves changing the heating, ventilation and air conditioning systems. The requirement for phase 2 will be reassessed after completion of phase 1. Phase 1 will result in improved insulation and energy efficiency and also an increase in the comfort of the building. Following completion of phase 1, any vacant space will be rented out. The improvements will be capitalised and depreciated over a period of 20 years and charged against the renovation fund. An allocation of CHF 200k has been made to this fund in the 2013 budget, as in previous years. No other significant capital expenditure items are foreseen in the 2013 budget.

Reserves

The 2013 budget aims to build reserves by CHF 1m.

Fig 6 shows the movement in IUCN’s reserves since 2004 and the expected level of reserves at the end of 2013.

Fig 6: IUCN reserves



Risks Inherent in the Workplan and Budget 2013

The main risks for 2013 are:

1. Further decline in and non-realisation of core income

IUCN's financial stability depends on a sound foundation of core income to support its basic operating costs. The Secretariat will continue its fundraising efforts and engagements with framework partners in order to stabilize and increase this income category. Any further decline in this category will be managed through a revision of the budget. The new Business Model is designed to address the decline in core income.

2. Delays in project implementation or further decline in project portfolio

For 2013, 49% (2012 forecast: 46%) of the Secretariat income is from cost recovery which in turn is linked to project implementation. Delays in project implementation or a decline in the project portfolio could negatively impact cost recovery. The Secretariat will monitor the rate of project implementation and cost recovery on a monthly basis in order to identify areas of concern and action needed. Staff contracts will be aligned with the duration of project contracts to the extent possible.

3. Exposure to volatile foreign exchange fluctuations

Several of IUCN's framework contributions are received in currencies that are not closely aligned with the Swiss franc. Depending on when the funds are received by IUCN from these countries, it is possible that the Swiss Franc value of the contributions will be lower than projected in the 2012 budget. In order to mitigate IUCN's exposure to foreign exchange exposure, the Secretariat will make use of appropriate financial hedging instruments.

4. Non-payment of membership dues

A provision of CHF 0.6m has been made in the 2013 budget for non-payment of membership dues. However, this may prove to be insufficient in the event that any State Members withdraw.

5. Core resources spread too thinly

With a declining core income scenario, the Secretariat has been obliged to cut the expenditure budgets of many units, most of them based at Headquarters. The result is that core resources are spread thinly making it increasingly difficult for many units to absorb unexpected expenditure that might be necessary to incur in order to deliver planned results. This in turn could lead to unexpected cost centre deficits. This will be monitored through the monthly reporting process and action taken when required.

6. World Parks Congress 2014

No core income has been allocated for preparations for the 2014 World Parks Congress. A fundraising officer and a coordinator will be recruited in 2013; the cost of both will be covered by restricted funds raised for the event.

Membership of Council Committees
(in alphabetical order)

Programme and Policy	Finance and Audit	Governance and Constituency Committee
Jenny Gruenberger Brahim Haddane Michael Hosek Jonathan Hughes Brendan Mackey Aroha Mead Jesca Eriyo Osuna Tamar Pataridze Arzu Rana Deuba John Robinson Marina von Weissenberg ¹ Juliane Zeidler	Amirkhan Amirkhanov Antonio Benjamin Patrick de Heney Willy Geiger George Greene Samira Omar Asem Simon Stuart Spencer Thomas Marina von Weissenberg	Malik Amin Aslam Khan Andrew Bignell Mamadou Diallo Ernesto Enkerlin George Greene ² Meena Gupta Nilufer Oral Miguel Pellerano Ramón Perez Gil Mohammad Shahbaz Anna Tiraa Piet Wit
Chair: Jonny Hughes Deputy Chair: Jesca Eriyo Osuna	Chair: Spencer Thomas Deputy Chair: Samira Omar Asem	Chair: Mohammad Shahbaz Deputy Chair: Meena Gupta

Purpose and Terms of Reference of the Council Committees

Governance and Constituency Committee of Council:

- a. Assists and advises Council with the implementation of Congress decisions falling within its area of work;
- b. Advises and assists Council on the recruitment, development and engagement of the Union's Members, membership structures and Commissions;
- c. Assists Council with the development and strengthening of the Union and raising its profile.
- d. Assists Council with matters related to the governance of the Union.

Programme and Policy Committee:

- a. Assists and advises Council in raising IUCN's external policy influence;
- b. Assists and advises Council with the development, and strategic oversight of the implementation of IUCN policies;
- c. Assists and advises Council on the four-yearly IUCN Programme;
- d. Assists and advises Council with the implementation and monitoring of Congress Resolutions and Recommendations on Programme and policy;
- e. Keeps under review the scientific issues and global trends that affect the Union's Policy and Programme;
- f. Advises Council on the proposed annual IUCN Work Plan;
- g. Advises Council on the preparations of IUCN Congresses other than the World Conservation Congress; and
- h. Advises Council on private sector engagement.

¹ Marina von Weissenberg will also participate in the Programme and Policy Committee, as time permits.

² George Greene will also participate in the Governance and Constituency Committee, as time permits.

Finance and Audit Committee:

1. Preamble

The Finance and Audit Committee is established by Council to assist it in providing strategic oversight and, within the general policy of the Union laid down by the World Conservation Congress, advising on all matters relating to the organizational management of the Union. The Committee keeps under review the budget, financial management and auditing of and fundraising for the Union. In addition, the Committee oversees the Union's 'oversight' functions including audit and legal issues. It provides guidance to the Director General on the operational management of IUCN, in particular on the financial management and auditing of and fundraising for the Union. The Committee supports the Treasurer in his/her report to the Congress.

The Committee works in close collaboration with the Council's Governance and Constituency Committee and Programme and Policy Committee.

The Committee shall convene at the time of each ordinary meeting of the Council and may meet intersessionally as necessary.

The Committee shall promote the mechanisms for the implementation of the One Programme Charter.

The Committee shall assist and advise Council with the implementation of Congress decisions falling within its areas of work.

2. Functions

- (a) Advise the Council on strategic planning, in particular, the long-term core resource mobilization strategy of the Union. A special focus is given to:
 - (i) The planning process;
 - (ii) Targets for the broadening of the financial base;
 - (iii) Fundraising strategies to be pursued by the Union, in relation to delivering the IUCN Programme.
- (b) Provide advice on financial oversight, in particular:
 - (i) Approval of the accounting methods and principles and of the annual audited accounts;
 - (ii) Approval of the Multi-year Financial Plan and the Annual Budget;
 - (iii) Financial Risk Management;
 - (iv) Treasury (Banking, Liquidity, Investments and Foreign Exchange management);
 - (v) Cost effectiveness;
 - (vi) Membership dues.
- (c) Advise on the appointment of the Union's External Auditor for approval by Congress.
- (d) Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.
- (e) Ensure that partnerships instituted between the Union and other institutions are operationally and ethically sound.
- (f) Act as the Audit/Oversight Committee of the Organization with the following specific duties:
 - (i) review and comment on the audit plans and scope of the external and internal audit and oversight functions;
 - (ii) review and assess the findings, recommendations and comments contained in the audit reports and management letters issued by the External and Internal Auditors or the Head of Oversight; this includes the review of the annual report of the Internal Auditor and the Head of Oversight;
 - (iii) review the status and monitor the implementation of audit report recommendations;
 - (iv) request Internal Audit to perform special audits and investigations on matters of interest or concern to the Union.

- (g) Oversee the work of the Legal Adviser:
 - (i) review and comment on the plans and scope of the Legal Adviser functions;
 - (ii) review and assess the findings, recommendations and comments contained in the Legal Adviser's reports ;
 - (iii) review the status and monitor the implementation of the Legal Adviser's Report recommendations;
 - (iv) request the Legal Adviser to perform special investigations on matters of interest or concern to the Union.
- (h) Provide guidance to the Director General on capital expenditure.
- (i) Prepare the work of the Finance and Audit Committee of Congress.

Admission of new IUCN Members

#	Member ID	Organisation name	Country	Cat/group
1	25364	Forum Congolais de la société civile du bassin du Nil (DRC NDF-FCBN) [Democratic Republic of Congo Nile Discourse Forum]	Democratic Republic of Congo	B-NNGO-1
2	25363	Synergies & Développement (SYDEV) [Synergy & Development]	Guinea	B-NNGO-1
3	25361	Regional Centre for Development Cooperation (RCDC)	India	B-NNGO-1
4	25365	Lao Biodiversity Association (LBA)	Laos	B-NNGO-1
5	25362	International Network of Engaged Buddhists (INEB)	<i>Thailand (*)</i>	B-INGO-1
6	25366	Natural Heritage Protection Society - ARBOR MAGNA, Banja Luka (AM-BL)	Bosnia and Herzegovina	B-NNGO-1
7	25367	Fonds de Dotation pour la Biodiversité (FDB) [The Endowment Fund for Biodiversity]	France	B-NNGO-2
8	25368	Sovon Vogelonderzoek Nederland (SOVON) [Sovon Dutch Centre for Field Ornithology]	The Netherlands	B-NNGO-2

(*) Country where the organization has its legal seat.

Amendments to the IUCN Regulations related to the membership admission process

[Strike through for provisions to be removed; additions in blue]

Applications for Membership Admission Process

[...]

8. Applications shall include such information relating to the agency or organization, its objectives, membership, funding and activities, as may be required by the Council to decide on admission. The applicant shall document its activities in conservation of nature and natural resources over at least a three-year period.

[...]

Admission Process

- ~~12. Applications for membership shall reach the Director General at least six months before they are considered by the Council.~~ Deadlines for membership applications to be received by the Director General are 31 March, 30 June, 30 September and 31 December of each year. During the admission process, all communications may be made by electronic means.

- ~~13. The applicant shall document its activities in conservation of nature and natural resources over at least a three-year period.~~

14. The Director General shall mail notice of ~~an~~ the applications together with the appropriate information on the applicants, to the Members of IUCN eligible to vote ~~at least one hundred and forty days before the application is considered by the Council.~~

15. When a Member eligible to vote exercises its right to object to an application, such objection must reach the Director General within four weeks from the Director General's notification referred to in Regulation 14 ~~at least seventy five days before the meeting of the Council at which the application is to be considered.~~

16. Such objection shall only be on grounds that the applicant does not meet the requirements of membership provided in the Statutes³ or prescribed in the Regulations.⁴ The objection shall give specific grounds and particulars on which the objection is based.

17. The applicant shall be given an opportunity to respond to the objection within three weeks from the Director General's notification of the objection to the applicant. ~~Such response shall be received at least forty five days before the meeting of the Council at which the application is to be considered.~~

18. The Council, and if not in session, the Bureau, shall take a decision on membership applications within a reasonable time following quarterly application deadlines. The Bureau shall seek Council's advice in a case where there is controversy associated with an application. The Council having considered an application and any objections, and response thereto, may admit an applicant by a two-thirds majority of votes cast.

[...]

³ See Statutes 5 and 7

⁴ See Regulations 4 to 6

Procedure for selecting a Host Country for the World Conservation Congresses

(Approved by the 81st meeting of IUCN's Council on 30 January 2013)

IUCN Congresses are increasingly major events in terms of both their size and prestige. It is therefore important for Council to select the venue on the basis of a transparent and fair process.

The selection of the venue for an IUCN World Conservation Congress is subject to a formal procedure whereby the Director General invites all IUCN State Members and States where there are Governmental Agency Members of IUCN to tender for the Congress, in accordance with Articles 21 and 22 of the IUCN Statutes which state the following:

21. *"The World Congress shall convene in Switzerland or in another State that agrees to host a session of the World Congress provided that:*
 - (a) *all persons entitled to attend the World Congress shall be admitted to that State without discrimination;*
 - (b) *all participants in the World Congress shall have the right of free expression in sessions of the World Congress and associated meetings;*
 - (c) *every effort shall be made to facilitate entry and return of material and equipment necessary for the World Congress; and*
 - (d) *all other provisions necessary for the functioning of the World Congress shall be provided in accordance with the terms of a written understanding between IUCN and the host State.*
22. *The venue shall be selected with a view toward holding the sessions of the World Congress in as wide a variety of Regions as possible".*

The following additional selection criteria are applied (in decreasing order of priority):

- The submission should include a clear written statement from the highest possible national authority with sufficient power to make commitments, on behalf of the Government, on the financial and institutional support offered
- Location of host city/town and Congress venue and other facilities allow for minimum negative impact on the environment in terms of waste, energy consumption, CO₂ emissions and resource consumption
- Adequacy in size with respect to conference facilities and appropriateness of meeting rooms and office space to meet the needs of the World Conservation Congress
- Sufficient adequate accommodation in terms of quality and price within easy access of conference facilities
- Availability of the venue in most cost efficient season for Congress and its participants
- Ease of access of venue to international transport facilities and to public local transport
- Availability of banking system that allows for easy international transfers with low charges and limitations
- Availability of necessary technical equipment
- Availability of appropriate catering and other logistical facilities
- Provision of security and VIP and protocol services
- Availability of full access to media coverage
- Facility of visa process for all participants consistent with the IUCN Statutes
- Agreement to allow openness, transparency and respect in discussions of controversial conservation issues at national and international levels
- Commitment to assist in fundraising efforts for the Congress to help cover full cost of IUCN Congress
- Guarantee to exempt all transactions related to the Congress, including registration fees, from taxes
- Provision of volunteers
- Commitment to avoid competition in case another major conservation event is also held in the country in the year of the Congress

The process will be as follows:

- Invitations to submit expressions of interest are sent to all IUCN State Members and Governmental Agency Members by the Director General of IUCN.
- Expressions of interest are sent to the IUCN Secretariat by deadline set
- Detailed Statement of Requirements, based on the above selection criteria, are sent to countries that have expressed, in writing, an interest in hosting the Congress
- Official proposal is submitted with respective guarantee letters
- Proposals are ranked by the Secretariat against the above criteria and if needed, a shortlist of candidate countries is established
- Site visits carried out by experienced Secretariat evaluation team to two to three of the sites with highest scores on the initial evaluation and final recommendation submitted to Council
- Negotiation and agreement on the terms of the Memorandum of Understanding between IUCN and the potential host countries is reached before final decision by Council
- Selection of Host Country by Council.

The findings of such missions, presented in a standard format, are given to the Council for decision in accordance with Article 23 of the Statutes which reads as follows:

The Council shall, after considering suggestions of Members, determine the date and venue of each ordinary and extraordinary session of the World Congress. The decision of Council shall be communicated to the Members of IUCN by the Director General with a provisional agenda, at least nine months in advance of each session.