



DECISIONS<sup>1</sup>

Dec. #	Council Decision
<b>Approval of the Agenda</b> (Agenda Item 2)	
C/87/1	The IUCN Council, <u>Adopts</u> the agenda of its 87 <sup>th</sup> Meeting. (Rev7 dated 18 October 2015) ( <b>Annex 1</b> )
<b>Record of the approval of summary minutes of the previous Council meeting and of the <u>decisions adopted by the Bureau and the Council between sessions of the Council</u></b> <sup>2</sup> (Agenda Item 3)	
C/87/2	The IUCN Council, <u>Records the approval</u> of the: <ol style="list-style-type: none"><li>1. Summary minutes of the 85<sup>th</sup> Meeting of the IUCN Council (May 2015);</li><li>2. Decision of the Bureau of the IUCN Council to approve the 2014 IUCN Annual Report adopted by electronic mail effective 12 June 2015;</li><li>3. Decision of the Bureau adopted by email approving the admission of 16 organizations/institutions applying for IUCN membership, and the recognition of the National Committee of Uganda, effective 29 June 2015;</li><li>4. Decision of the Bureau adopted by email, approving the Director General's taking all appropriate steps to modify the existing IUCN offices in Belgium and in Serbia into Regional Offices, effective 24 July 2015;</li><li>5. Decision of the Bureau adopted by email, effective 6 August 2015, to appoint members of the Council to the Motions Working Group;</li><li>6. Decision of the Bureau adopted by email, effective 25 September 2015 to appoint a member of the Steering Committee of the IUCN Commission on Environmental, Economic and Social Policy (CEESP);</li><li>7. Decision C/86/1 of the IUCN Council adopted during its 86<sup>th</sup> Meeting convened by telephone on 30 September 2015 to amend the Regulations 30, 35 and 40 concerning improvements to the election procedures, effective immediately;</li></ol> <u>Endorses</u> the decision adopted by the 64 <sup>th</sup> Meeting of the Bureau (18 October 2015) to appoint a Chair of the IUCN World Commission on Protected Areas (WCPA) for the remainder of the term, a Deputy Chair of the WCPA and two members of the Steering Committee of the IUCN Commission on Education and Communication (CEC).
<b>Report of the IUCN Director General</b> (Agenda Item 4)	
C/87/3	The IUCN Council, <u>Takes note</u> with appreciation and <u>welcomes</u> the monthly written reports and the verbal report of the Director General.

<sup>1</sup> Note that the definitive wording of decisions is subject to Council's approval of the Summary Minutes of the 87<sup>th</sup> Meeting of the IUCN Council in conformity with Regulation 52.

<sup>2</sup> The decisions of the IUCN Council and its Bureau adopted during their meetings or by virtual meetings or electronic communication between their meetings, can be found on the [IUCN website](#) in the three official languages of IUCN.

<b>Reports of the Chairs of the IUCN Commissions (Agenda Item 5)</b>	
C/87/4	The IUCN Council, <u>Takes note and welcomes</u> the verbal and written reports of the Chairs of the Commissions on Ecosystem Management (CEM) and Economic, Environmental and Social Policy (CEESP) and of the Species Survival Commission (SSC) on the activities of their respective Commissions since the 84 <sup>th</sup> Council meeting (November 2014), and <u>Encourages</u> the Commissions to continue their excellent work.
<b>The IUCN 2016 Work Plan and Budget (Agenda Items 6.4, 6.1.3 and 6.2.1)</b>	
C/87/5	The IUCN Council, <i>On the recommendation of</i> the Programme and Policy Committee and the Finance and Audit Committee, <u>Approves</u> the IUCN 2016 Workplan and Budget. <b>(Annex 2)</b>
<b>Reserves Policy (Agenda Item 6.1.8)</b>	
C/87/6	The IUCN Council, <i>On the recommendation of</i> the Finance and Audit Committee, <u>Approves</u> the IUCN Reserves Policy. <b>(Annex 3)</b>
<b>Terms of Reference of the Finance and Audit Committee of the 2016 Congress (Agenda Item 6.1.10.2)</b>	
C/87/7	The IUCN Council, <i>on the recommendation of</i> the Finance and Audit Committee, <u>Approves</u> the Draft Terms of Reference of the Finance and Audit Committee of the 2016 Congress, to be submitted to the World Conservation Congress 2016 for its final approval. <b>(Annex 4)</b>
<b>Approval of a process for the appointment of additional members to the CPC acting as appeals body (Agenda Item CPC/3)</b>	
C/87/8	The IUCN Council, <i>on the recommendation of</i> the 2016 Congress Preparatory Committee (CPC), <u>Approves</u> the process for the appointment of additional members to the CPC as described in document C/87/CPC/3 and as follows: <ul style="list-style-type: none"> <li>a. The Bureau makes the appointment before 12 February 2016 taking into account the following criteria: <ul style="list-style-type: none"> <li>i. Good knowledge of IUCN and previous Congress(es);</li> <li>ii. An understanding of and sensitivity to the diversity of interests of IUCN State/Government and I/NGO Members and/or Commissions;</li> <li>iii. At least one State/Government Member and one I/NGO Member from different regions.</li> <li>iv. No personal involvement in the motions process.</li> </ul> </li> </ul> The members of the CPC will be consulted before the Bureau takes a decision.

	b. The Director General will send a call for nominations/expressions of interest to all IUCN Members before 31 October 2015, inviting nominations/expressions of interest by 18 December 2015 at the latest.
<b>Terms of Reference of the Congress Steering Committee</b> (Agenda Item CPC/4)	
C/87/9	The IUCN Council, <i>on the recommendation of the 2016 Congress Preparatory Committee,</i> <u>Approves</u> the Draft Terms of Reference of the Congress Steering Committee to be submitted to the World Conservation Congress 2016 for its final approval ( <b>Annex 5</b> ) and <u>Decides</u> to propose the following Committees to be established in addition to those required by the Rules of Procedure of the World Conservation Congress: a Congress Programme Committee and a Congress Governance Committee.
<b>Modifications to the Terms of Reference of the Election Officer</b> (Agenda Item CPC/14)	
C/87/10	The IUCN Council, <i>on the recommendation of the 2016 Congress Preparatory Committee,</i> <u>Approves</u> the revised Terms of Reference of the Congress Election Officer. ( <b>Annex 6</b> )
<b>The (online) motions submission form (template)</b> (Agenda Item MWG/1/3)	
C/87/11	The IUCN Council, <i>On the recommendation of the Motions Working Group,</i> <u>Approves</u> the form (template) for the <a href="#">online submission of motions through the Congress Portal</a> , as revised by the Motions Working Group and required by Rule 54 (b) x. <sup>3</sup>
<b>Terms of Reference of the Resolutions Committee of the 2016 Congress</b> (Agenda Item MWG/1/5)	
C/87/12	The IUCN Council, <i>On the recommendation of the Motions Working Group,</i> <u>Approves</u> the Draft Terms of Reference of the Resolutions Committee of the 2016 Congress to be submitted to the World Conservation Congress 2016 for its final approval. ( <b>Annex 7</b> )
<b>Amendments to the Regulations concerning the reference to dates and deadlines – approval in second reading</b> (Agenda Item 6.3.1.2)	
C/87/13	The IUCN Council, <i>On the recommendation of the Governance and Constituency Committee,</i> <i>Pursuant to Council decision C/85/23, noting that no comments or objections have been received from IUCN Members requiring a modification of the proposed amendments,</i> <u>Adopts</u> in second reading the amendments to the Regulations aimed at simplifying the

<sup>3</sup> The form (template) is an online mechanism accessible for IUCN members through the [Congress Portal](#). It can be accessed via the (public) [Congress website](#) where an [overview of the motions process](#) is available.

	reference to dates and deadlines in order to align them with the amendments to the Statutes and Rules of Procedure adopted by an electronic vote by the IUCN membership which closed on 13 October 2015. <b>(Annex 8)</b>
<b>Terms of Reference and establishment (or a process leading to the establishment) of Council's Nominations Committee</b> (Agenda Item 6.3.1.3)	
C/87/14	The IUCN Council, <i>On the recommendation of the Governance and Constituency Committee,</i> 1. <u>Approves</u> the Terms of Reference of the Council's Nominations Committee; <b>(Annex 9)</b> and 2. <u>Requests</u> the Vice Presidents acting as nominating committee under Regulation 48 (c) to make a recommendation to the Bureau for the appointment of the members of the Nominations Committee on the basis of the expressions of interest received from Council members and taking into account gender and regional balance as well as a balance among first and second term Vice-Presidents/Council members.
<b>Terms of Reference of the Governance Committee of the 2016 Congress and the Credentials Committee of the 2016 Congress</b> (Agenda Item 6.3.1.8)	
C/87/15	The IUCN Council, <i>With reference to Council decision C/85/13, and</i> <i>On the recommendation of the Governance and Constituency Committee,</i> <u>Approves</u> the Draft Terms of Reference of the Governance Committee of the 2016 Congress and the Draft Terms of Reference of the Credentials Committee of the 2016 Congress for submission to Congress for approval. <b>(Annexes 10 and 11)</b>
<b>Admission of new IUCN Members</b> (Agenda Item 6.3.2.1)	
C/87/16	The IUCN Council, <i>on the recommendation of the Governance and Constituency Committee,</i> <u>Approves</u> the admission of 16 organisations and/or institutions applying for membership, which met the membership admission criteria and received no objections from IUCN Members; <b>(Annex 12)</b> <u>Defers</u> the decision on the applications of the Animal Legal Defense Fund and of the Born Free Foundation to April 2016, and <u>Requests</u> the Secretariat to seek additional clarification from these two organisations.
<b>Change of category or name of current IUCN Member Organisations</b> (Agenda Item 6.3.2.2)	
C/87/17	The IUCN Council, <i>On the recommendation of the Governance and Constituency Committee,</i> 1. <u>Approves</u> the change of membership category, from National Non-Governmental Organisation to International Non-Governmental Organisation, for the current IUCN Member, the Game Rangers Association of Africa in South Africa; and 2. <u>Approves</u> the change of membership category from Affiliate to Government Agency, for

	<p>the current IUCN Member, Cape Nature in South Africa.</p> <p>3. <u>Takes note</u> of the change of name of five current IUCN Member organisations.<sup>4</sup></p>
<b>National and Regional Committees</b> (Agenda Item 6.3.2.4)	
C/87/18	<p>The IUCN Council,  <i>On the recommendation of the Governance and Constituency Committee,</i></p> <ol style="list-style-type: none"> <li>1. <u>Takes note</u> of the by-laws of the Peru National Committee of IUCN Members;</li> <li>2. <u>Congratulates</u> the Peru National Committee for the extensive work undertaken;</li> <li>3. <u>Requests</u> the Secretariat to encourage the Peru National Committee to share their by-laws with other National Committees.</li> </ol>
<b>Programme Reporting Framework</b> (Agenda Item 6.2.2.1)	
C/87/19	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee,</i>  <u>Welcomes</u> the progress made in the development of the Programme Reporting Framework,  <u>Acknowledges</u> that more time is needed to fulfil this task and therefore requests the Director General to present an update on the progress and next steps, taking into account the prototype of the <i>programme and project portal</i> currently under development, at the next Council meeting.</p>
<b>Development of the Natural Resource Governance Framework (NRGF)</b> (Agenda Item 6.2.3.2)	
C/87/20	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee,</i>  <u>Notes</u> the significant progress that has been made in developing the Natural Resource Governance Framework (NRGF) over a relatively short period of time and <u>commends</u> the methods and processes used;  <u>Encourages</u> early and proactive engagement among the different parts of the Union following the One Programme approach and principles;  <u>Recognises</u> that further institutional support and dedicated fundraising is required; and  <u>Recommends</u> that the on-going development of the NRGF remains a high institutional priority in the lead up to the 2016 IUCN World Conservation Congress and over the 2017-2020 Programme period.</p>
<b>Development of the People in Nature</b> (Agenda Item 6.2.3.2)	
C/87/21	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee,</i>  <u>Recognises</u> the necessity for IUCN and the broader conservation community to be equipped to effectively address the knowledge gap on the role that species and ecosystems play in natural resource dependent people's livelihoods;  <u>Notes</u> the significant progress over a relatively short period of time in framing the various components of People in Nature and <u>commends and encourages</u> the early and proactive engagement with IUCN's other flagship knowledge products, thematic and regional programmes;</p>

<sup>4</sup> Cf. Council document C/87/6.3.2.2 for the names of the organisations concerned.

	<p><u>Notes</u> that the new name for the knowledge basket has been changed to 'People in Nature'. There has been dissatisfaction with the current name, primarily around the term “dependence”. While recognising that dependence remains part of the work, the Steering Group feels that 'People in Nature' better reflects the scope of work of the knowledge basket;</p> <p><u>Recommends</u> that the development of People in Nature remains a high institutional priority as a Knowledge Flagship basket in the lead up to the 2016 IUCN World Conservation Congress and over the 2017-2020 Programme period.</p>
<p><b>Consideration of policy guidance regarding ‘No-go’ policy regarding extractive industries in World Heritage Sites, and potentially damaging activities in Protected Areas (Agenda Item 6.2.3.4)</b></p>	
C/87/22	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee (PPC),</i>  <u>Endorses</u> the process proposed in Council document C/87/6.2.3.4 - ‘No-go’ policy regarding extractive industries in World Heritage Sites, and potentially damaging activities in Protected Areas (C/83/20), and as recorded in the Minutes of the PPC;  <u>Reinforces</u> the critical importance of this policy guidance for the future of Protected Areas and World Heritage sites throughout the world.</p>
<p><b>Preparation of Council motions for the 2016 IUCN World Conservation Congress (Agenda Item 6.2.4.1)</b></p>	
C/87/23	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee,</i>  <u>Notes</u> that the following subjects for Council sponsored Motions are proposed to be prepared for the 2016 IUCN World Conservation Congress: biodiversity offsets, no-go areas with respect to extractive industries, natural capital, climate change and Sustainable Development Goals (SDGs);  <u>Notes</u> that Motions drafting groups will be established as required for: no-go areas with respect to extractive industries, natural capital, SDGs and climate change;  <u>Further notes</u> that the drafting groups will circulate draft motions to all members of Council by the end of December 2015 with a view to receiving comments by mid January 2016 and thereafter prepare revised versions for final endorsement by the Bureau by the end of January 2016 to allow submission by the official deadline of the Motions process on 12<sup>th</sup> February 2016.</p>
<p><b>Terms of Reference of the Programme Committee of the 2016 World Conservation Congress (Agenda Item 6.2.4.2)</b></p>	
C/87/24	<p>The IUCN Council,  <i>On the Recommendation of the Policy and Programme Committee,</i>  <u>Approves</u> the Draft Terms of Reference of the Congress Programme Committee to be submitted to the World Conservation Congress 2016 for its final approval. <b>(Annex 13)</b></p>
<p><b>Climate Change Task Force (Agenda Item 6.2.5.1)</b></p>	
C/87/25	<p>The IUCN Council,</p>

	<p><i>on the recommendation of the Programme and Policy Committee (PPC):</i>  <u>Notes with appreciation</u> the work of the IUCN Secretariat and the IUCN Commissions in strengthening and preparing for IUCN's engagement with UNFCCC-COP 21 (Paris)<sup>5</sup>;  <u>Requests</u> the President and the Director General to send a letter of congratulations and support to the Heads of States for countries that have included ecosystem-based approaches (and related nature-based solutions) in their Intended Nationally Determined Contribution (INDC);  <u>Further requests</u> the Director General to update all IUCN members on IUCN's plans for UNFCCC-COP 21, to remind them of our policy position papers, and to encourage those who will be in Paris to visit the IUCN Pavilion and take part in our activities;  <u>Agrees</u> to develop a Council motion on climate change for the Hawaii 2016 IUCN World Conservation Congress in order to (i) update our policy in light of COP outcomes and (ii) provide a clear policy mandate for the necessary on-going policy and programmatic work, and  <u>Requests</u> the Climate Change Task Force to prepare a draft motion.</p>
<b>2012 Congress Resolutions Task Force (Agenda Item 6.2.5.2)</b>	
C/87/26	<p>The IUCN Council,  <i>On the recommendation of the 2012 Congress Resolutions Task Force,</i>  <u>Decides</u> to continue with the effort to establish a mechanism/process of <i>Classification of Resolutions and Recommendations as per their validity and implementation status</i>;  <u>Requests</u> the Resolutions Task Force to provide general guidelines as to the time frame, terms of reference and financial implications for the next Council to ensure the completion of this task.</p>
<b>World Environmental Law Congress 2016 (Agenda Item 6.2.6.1)</b>	
C/87/27	<p>The IUCN Council,  <i>On the recommendation of the Programme and Policy Committee,</i>  <u>Notes</u> the progress made in the organisation of the World Environmental Law Congress 2016, and  <u>Acknowledges</u> the need for a One Programme approach involving the IUCN World Commission on Environmental Law (WCEL), the Secretariat and Council to ensure the delivery of a successful event.</p>
<b>Operational Guidelines for Business Engagement (Agenda Item PSTF/1)</b>	
C/87/28	<p>The IUCN Council,  <i>On the recommendation of the Private Sector Task Force (PSTF),</i>  1. <u>Endorses</u> the <a href="#">Operational Guidelines for Business Engagement</a><sup>6</sup> for use by the Secretariat and Commissions, noting that these guidelines will be revised and improved on a regular basis;</p>

<sup>5</sup> The 21<sup>st</sup> Session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC-COP21), Paris, 30 November to 11 December 2015.

<sup>6</sup> Due to its size and format, the full compilation of Operational Guidelines for Business Engagement is not attached here but posted in the [Union Portal](#). An Overview of the Operational Guidelines has been posted in the [IUCN website](#). The full compilation is available for non-users of the Union Portal upon request to [nadine.mccormick@iucn.org](mailto:nadine.mccormick@iucn.org).

	<ol style="list-style-type: none"> <li>2. <u>Requests</u> the Director General to develop text for a “trigger mechanism” in the guidelines to have high risk engagement be referred to the Private Sector Task Force for review;</li> <li>3. <u>Requests</u> the Director General to work with the Chair of PSTF to develop an inventory of business engagements at global and regional levels.</li> </ol>
<b>External Evaluation of Aspects of IUCN’s Governance (Agenda Item 9)</b>	
C/87/29	<p>The IUCN Council,  <i>On the recommendation of the Governance and Constituency Committee (GCC) pertaining to the “External Evaluation of Aspects of IUCN’s Governance – Draft Report, September 2015”<sup>7</sup>, after considering the suggestions regarding the next steps made during the GCC meeting of 19 October 2015 and the Bureau meeting of 18 October 2015;</i>  <u>Decides</u></p> <ol style="list-style-type: none"> <li>1. to establish a Task Force consisting of members of the Governance and Constituency Committee and other Council members to prepare a draft Council decision capturing the issues which Council agrees to address, and for each of them, an indication of action points and timeline (short, mid or long term);</li> <li>2. that the Task Force deliver a draft recommendation to the Chair of the GCC and the Bureau in January 2016;</li> <li>3. that the Task Force include the following Council members (in alphabetical order): Andrew Bignell, George Greene (Chair), Meena Gupta, Brahim Haddane, Jonathan Hughes, Nilufer Oral, Tamar Pataridze, Simon Stuart and Marina von Weissenberg;</li> <li>4. that the Task Force be supported by the Secretariat.</li> </ol>
<b>Framework of Action to Strengthen the Union (FASU) (Agenda Item 10)</b>	
C/87/30	<p>The IUCN Council,  <u>Takes note</u> of the written preliminary report of the Framework of Action to Strengthen the Union (FASU)<sup>8</sup> posted on the Union Portal and <u>encourages</u> Councillors to actively engage with Members on actions to strengthening the Union in the remaining Regional Conservation Forums;  <u>Congratulates and requests</u> the FASU Steering Committee in line with Recommendation 2 of the “External Evaluation of Aspects of IUCN’s Governance – Draft Report, September 2015”<sup>9</sup>, as part of their engagement with Members, to carefully analyse the <a href="#">Council Handbook</a> and make proposals, as appropriate, for improving procedures for the Council and inform the Governance and Constituency Committee (GCC) thereon by the 88<sup>th</sup> Council meeting in April 2016.</p>

17.11.2015

<sup>7</sup> Council document C/87/9/1 “External Evaluation of Aspects of IUCN’s Governance – Draft Report, September 2015”

<sup>8</sup> Council document C/87/10/3 “Framework of Action to Strengthen the Union – Preliminary Report on findings: Progress and Update”

<sup>9</sup> Council document C/87/9/1 “External Evaluation of Aspects of IUCN’s Governance – Draft Report, September 2015”, page 39.



**87<sup>th</sup> Meeting of the IUCN Council, Hainan (China), 18-21 October 2015****Draft Agenda Rev7**

*(Modifications to the Agenda Rev1 to Rev6 are shown with track changes)*

**Preliminary meetings**Saturday 17 October 2015

10:00-18:00 Chairs of the IUCN Commissions

Sunday 18 October 2015

09:00-12:00 Meeting of the Bureau of the IUCN Council

09:00-11:00 Jury for IUCN Honorary Membership and Medals

12:00-16:00 Steering Committee of the Framework of Action to Strengthen the Union (with lunch)

14:00-18:00 Motions Working Group

19:30 Private Sector Task Force (to be continued during lunch on 21 October)

Monday 19 October 2015

12:00-14:00 Climate Change Task Force (with lunch)

12:00-14:00 2012 Congress Resolutions Task Force (with lunch)

**Monday 19 October 2015 from 8:30 to 12:00**

- 1. Opening of the 87<sup>th</sup> Council meeting and introductory remarks by the IUCN President**
- 2. Approval of the Agenda**
- 3. Record the approval of the summary minutes of the previous Council meeting and of decisions adopted by the Council and/or its Bureau between sessions of the Council**
  - 3.1 Record the approval of summary minutes and decisions
  - 3.2 Issues arising from previous Council and Bureau meetings/decisions which do not appear elsewhere on the agenda of the 87<sup>th</sup> Council meeting
- 4. Report of the IUCN Director General**
- 5. Reports of the Chairs of the IUCN Commissions<sup>1</sup>:**
  - 5.1 Commission on Ecosystem Management (CEM)
  - 5.2 Commission on Environmental, Economic and Social Policy (CEESP)
  - 5.3 Species Survival Commission (SSC)

**Monday 19 October 2015 from 14:00 to 18:00 and Tuesday 20 October 2015 from 14:00 to 18:00**

- 6. Meetings of the standing committees of the IUCN Council**
  - 6.1 Finance and Audit Committee (FAC) (58<sup>th</sup> Meeting)**
    - 6.1.1 Financial results to date and forecast 2015
    - 6.1.2 Fund-raising update
    - 6.1.3 Endorsement of the Draft IUCN 2016 Budget for submission to Council for approval, including standardized approach to establishing the budget allocation to Commission Operating Fund (COF)
    - 6.1.4 Report from the Head of Oversight
    - 6.1.5 Report from the Legal Adviser
    - 6.1.6 Investment update
    - 6.1.7 Update on information systems projects
    - 6.1.8 Reserves policy

- 6.1.9 Analysis of cost and revenue implications of different programme delivery models<sup>2</sup>
- 6.1.10 2016 Congress:
  - 6.1.10.1 Financial update on the 2016 Congress
  - 6.1.10.2 Draft Terms of Reference of the Congress Finance and Audit Committee for submission to Council for approval<sup>3</sup>
- 6.1.11 Any other business

## **6.2 Programme and Policy Committee (PPC) (38<sup>th</sup> Meeting)**

- 6.2.1 **Endorsement of the Draft IUCN 2016 Work Plan for submission to Council for approval**
- 6.2.2 **Update on 2013-2016 Programme Implementation, including<sup>4</sup>:**
  - 6.2.2.1 Programme reporting framework<sup>5</sup>
  - 6.2.2.2 World Heritage Programme<sup>6</sup>
- 6.2.3 **Programme and policy matters proposed for consideration/decision<sup>7</sup>**
  - 6.2.3.1 Update on the feedback received so far on the First draft IUCN Programme 2017-20<sup>8</sup> incl. the role of IUCN in the implementation of the Post-2015 Development Agenda
  - 6.2.3.2 Branding and naming of IUCN knowledge products and the coordination between them<sup>9</sup>, incl. a progress report on the development of the Natural Resource Governance Framework (NRGF) and Human Dependency on Nature Framework (HDN) knowledge products
  - 6.2.3.3 Draft Biodiversity offset policy (WCC-2012-Res-110)<sup>10</sup>
  - 6.2.3.4 Consideration of policy guidance regarding 'No-go' policy re extractive industries in World Heritage Sites, and potentially damaging activities in Protected Areas<sup>11</sup>
  - 6.2.3.5 Update on the development of Natural Capital Approaches
- 6.2.4 **2016 World Conservation Congress**
  - 6.2.4.1 Update on the preparation of Council motions<sup>12</sup> and any other preparations for Congress in which the PPC is or will be involved
  - 6.2.4.2 Draft Terms of Reference for the Congress Programme Committee for submission to Council for approval<sup>13</sup>
- 6.2.5 **Reports and/or recommendations from Council Task Forces:<sup>14</sup>**
  - 6.2.5.1 Climate Change Task Force (results from its meeting scheduled for Monday 19 October at 12:00 – of which the agenda is attached hereafter)
  - 6.2.5.2 Resolutions Task Force (results from its meeting to be held on Monday 19 October 12:00)
  - 6.2.5.3 Private Sector Task Force (results from its meeting to be held on Sunday 18 October 19:00 - of which the agenda is attached hereafter)
- 6.2.6 **Any other business:**
  - 6.2.6.1 Update on the World Environmental Law Congress 2016 (Rio, April 2016)
  - 6.2.6.2 Any other matter relevant to the work of PPC

## **6.3 Governance and Constituency Committee (GCC) (6<sup>th</sup> Meeting)**

- 6.3.1 **Governance Issues**
  - 6.3.1.1 Update on the results of the electronic vote of the membership on amendments to the Statutes and Rules of Procedure concerning Congress accreditation, deadlines and reference to dates
  - 6.3.1.2 Amendments to the Regulations concerning the reference to dates and deadlines – approval in second reading<sup>15</sup>
  - 6.3.1.3 Terms of Reference and establishment (or a process leading to the establishment) of Council's Nominations Committee<sup>16</sup>
  - 6.3.1.4 Update on the nomination of candidates for Honorary Membership, the Phillips and Coolidge Medals, and other awards and forms of recognition (including, as the case may be, recommendations from the Jury)
  - 6.3.1.5 Consideration of the report of the external consultant on the review of IUCN's governance structures<sup>17</sup>

- 6.3.1.6 Update on consultations of IUCN Members so far (online and during the Regional Forums) and discussion of its implications and directions on governance reforms including but not limited to<sup>18</sup>:
- 6.3.1.6.1 Election of the President: introduction of a majority requirement and a 2<sup>nd</sup> round of voting;
- 6.3.1.6.2 Options for Indigenous People's organizations membership (WCC-2012-Res-007);
- 6.3.1.6.3 Members' Assembly's sole authority to amend the Regulations pertaining to the objectives, nature of the membership and membership criteria (2012 Congress Decision 22);
- 6.3.1.6.4 Local and regional government authorities or agencies membership;
- 6.3.1.7 Update from Council's liaison with the Task Force on Intergenerational Partnership for Sustainability on the follow-up to Council decision C/85/26.
- 6.3.1.8 Draft Terms of Reference of the Governance Committee of Congress and the Credentials Committee of Congress<sup>19</sup>
- 6.3.2 **Constituency issues**
- 6.3.2.1 Admission of new Members
- 6.3.2.2 Change of category or name of current IUCN Member Organisations
- 6.3.2.3 Update on the status of the IUCN membership
- 6.3.2.4 National and Regional Committees
- 6.3.2.5 Consideration of a possible amendment to Regulation 3 and Article 6 of IUCN Statutes concerning the dues of State and Political/economic integration organization Members adhering to IUCN
- 6.3.2.6 Update on the Governance and Constituency Committee work plan and priorities
- 6.3.2.7 Any other business
- 6.4 **Joint meeting of the Programme and Policy Committee and the Finance and Audit Committee**  
(Monday from 16:30 to 18:00)
- 6.4.1 The draft IUCN 2016 Work Plan and Budget
- 6.5 **Congress Preparatory Committee (CPC)** (The agenda of its 3<sup>rd</sup> Meeting held in Hawai'i on 17 September 2015 is attached for information)
- 6.6 **Motions Working Group** (The draft agenda of its 1<sup>st</sup> Meeting to be held in Hainan on Sunday 18 October at 14:00 is attached for information)

## **Tuesday 20 October 2015 from 18:00 to 19:00**

Presentation on "The economic analysis of the drivers of environmental degradation and of biodiversity loss"<sup>20</sup> by Dr. A. Nadal, member of the IUCN Commission on Environmental, Economic and Social Policy (CEESP), Chair of the Theme on the Environment, Macroeconomics, Trade and Investment (TEM TI), followed by Q&A

## **Tuesday 20 October 2015 from 12:30 to 14:00**

- 7. **Presentations from the global thematic programmes and the regions<sup>21</sup>**
- 7.1 Biodiversity Conservation Group – by Dr. Jane Smart, Global Director
- 7.2 México, Central America and the Caribbean – by Dr. Grethel Aguilar Rojas, Regional Director

## **Tuesday 20 October 2015 from 08:30 to 12:30<sup>22</sup>**

*[Continuation of the plenary session of the 87<sup>th</sup> Council Meeting]*

- 8. **IUCN External Review 2015**
- 9. **Report of the External Consultant to review the governance structure of IUCN**
- 10. **Framework of Action to Strengthen the Union**

**Tuesday 20 October 2015 at 19:15****11. Council working dinner with the Director General<sup>23</sup>****Wednesday 21 October 2015 from 8:30 to 12:30 and from 14:00 to 18:00****12. Reports with recommendations from Council's committees**

- 12.1 Approval of the draft IUCN 2016 Work Plan and Budget, taking into account the recommendations of the PPC and the FAC
- 12.2 Report of the Finance and Audit Committee (FAC)
- 12.3 Report of the Congress Preparatory Committee (CPC)
- 12.4 Update from the Motions Working Group on its 1<sup>st</sup> meeting held on 18 October 2015
- 12.5 Report of the Governance and Constituency Committee (GCC)
- 12.6 Report of the Programme and Policy Committee (PPC)

**13. Any other business**

<sup>1</sup> Third annual report to Council covering these Commissions' activities since the 84<sup>th</sup> Council meeting (November 2014).

<sup>2</sup> During its last meeting (May 2015), the FAC noted the work planned by the Secretariat to evaluate the cost and revenue implications of different programme delivery models and that this would be done in parallel with the development of the 2017-20 Programme for eventual inclusion in the accompanying operational and financial plan. They asked that the results of the analysis be presented at the October 2015 meeting of the FAC.

<sup>3</sup> Follow-up to Council decision C/85/13

<sup>4</sup> The annual update on IUCN's engagement with IPBES (Intergovernmental Platform on Biodiversity and Ecosystem Services) which Council requested in May 2015 will be transmitted to Council in writing prior to the 88<sup>th</sup> Meeting of the Council (April 2016).

<sup>5</sup> During the 85<sup>th</sup> Council meeting it was agreed that the Director General would present a Programme reporting framework at the October Council

<sup>6</sup> In May 2014, the PPC requested that World Heritage Programme be a standard item on the agenda of every meeting.

<sup>7</sup> It was noted in the last meeting of the PPC (May 2015) and during the 85<sup>th</sup> Council meeting (Summary Minutes p.16) that if the negotiations on the standard for identifying sites of global significance for biodiversity could be concluded well before the next meeting of Council in which case the SSC and WCPA would propose its approval by electronic vote. The standard is not foreseen to be ready until the end of the year. Its consideration by PPC will therefore be postponed.

<sup>8</sup> Requested by Council decision C/85/15

<sup>9</sup> It was agreed during the last meeting of the PPC (May 2015) that two reports, one on naming and one on coordination, will be presented during the 87<sup>th</sup> Council meeting

<sup>10</sup> Requested by Council decision C/85/31

<sup>11</sup> During the last meeting of the PPC (May 2015) a request was made to present new policy guidance to the October meeting of the Council with a view to preparing a Council-led motion for the 2016 World Conservation Congress

<sup>12</sup> Ideally, draft Council motions should be available by the time of the launch of the motions submission process in November 2015.

<sup>13</sup> Follow-up to Council decision C/85/13

<sup>14</sup> The Private Sector Task Force (PSTF) will hold a forward strategy session and a discussion on what priorities the PSTF should be focusing on in the run up to WCC in Hawai'i, without the usual document preparation and participation from the Secretariat. The Gender Task Force will carry out its work via electronic communication and meetings instead of holding a face-to-face meeting in Hainan. The professional updating on gender will be held in April 2016.

<sup>15</sup> Subject to comments from IUCN Members and the results of the electronic vote on amendments to the Statutes and Rules of Procedure (Council decision C/85/23)

<sup>16</sup> According to the ToR approved for the Nominations Committee in 2012, the Committee evaluates the proposals made by IUCN Members (and Commissions as far as the Commission Chairs are concerned) for nomination as President, Treasurer and Commission Chairs, and makes a proposal to Council

<sup>17</sup> As required by the ToR approved by Council decision C/85/39

<sup>18</sup> Follow-up to Council decision C/85/25

<sup>19</sup> Follow-up to Council decision C/85/13

<sup>20</sup> Following the Regional Conservation Forum in Panama where this issue was raised, Jenny Gruenberger, with the support of Miguel Pellerano, Spencer Thomas, Ramon Perez Gil and Aroha Mead requested the President to invite Dr. Alejandro Nadal, a CEESP member and Chair of the Theme on the Environment, Macroeconomics, Trade and Investment (TEM TI) to make a presentation to Council in order to improve Councillors' understanding of this issue which

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is critical in the Union's efforts to implement its long-term sustainability strategies. The presentation will be scheduled for Tuesday at 18:00 instead of Monday as suggested by Jenny Gruenberger, in order to respect the time set for the dinner hosted by the Governor of the Province of Hainan on Monday at 18:30.

<sup>21</sup> Continuing the practice from the 84<sup>th</sup> and 85<sup>th</sup> Council meetings, as part of the Council agenda, one global thematic director and one regional director will make a brief presentation of their work priorities, achievements and challenges with the purpose of making Council members familiar with the decentralized Secretariat.

<sup>22</sup> The Council plenary sitting has been moved to the morning in order to enable the consultants from Universalis to participate via Skype in the discussions on the external review and the review of the governance structure, taking into account that the time difference between Montreal and Haikou will be 12 hours.

<sup>23</sup> As was the case in May 2015, the President prefers to have a working dinner of Council together with the Director General instead of scheduling an *in camera* session of the Council, and to only convene the Council *in camera* when a specific topic requires it.



***IUCN 2016 Work Plan and Budget***

**Approved by the 87<sup>th</sup> Meeting of the IUCN Council, Hainan (China),**

**18-21 October 2015, Decision C/87/5**

## 2016 Workplan and Budget

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## INTRODUCTION

The 2016 Workplan and Budget prepares for the fourth year of implementation of the IUCN Programme and Financial Plan 2013-16 approved by the 2012 World Conservation Congress. This document presents an overview of individual workplans and budget submissions for each of IUCN's thematic programmes, Commissions, regional offices and corporate units.

The individual workplans were prepared in response to the IUCN Programme 2013-16 and individual programme workplans for the 2013-16 period. The Programme 2013-16 Programme contains a set of global programme priorities, which map against the Programme Areas and Business Lines (see Figure 1). Finally, individual workplans are prepared in the context of the project portfolio which is secured and which is under negotiation with donors. Thus, while the Programme 2013-16 is ambitious in scope, the programme priorities are designed to lend focus to individual workplans, which in turn are influenced by the scale of resources available.

	<b>Conserving and valuing biodiversity</b>	<b>Effective and equitable governance of nature's use</b>	<b>Nature based solutions to global challenges</b>
<b>Providing knowledge products</b>	Red List of Threatened Species Red List of Ecosystems Key Biodiversity Areas Protected Planet	Natural Resource Governance Framework	Human Dependency on Nature
<b>Delivering results on the ground</b>	Species Conservation Action Transforming business	<i>Community Based NRM</i> Forest Landscape Restoration Water Governance Ecosystem-based Adaptation Coastal governance	<i>Community Based NRM</i> Forest Landscape Restoration Water Governance Ecosystem-based Adaptation
<b>Strengthening policy and governance</b>	CBD, WH, IPBES, SDGs, Gender	UNFCCC (REDD+, Bonn Challenge), Gender	UNFCCC
<b>Engaging and leveraging the Union</b>	Knowledge providers and users Policy influencers and influenced	Implementation partners	Implementation partners

Figure 1 Programme priorities mapped against the Programme Areas and Business Lines

The Workplan and Budget is structured into three parts. Part 1 is the Workplan which is organized by Programme Priorities. Part 2 describes IUCN's work in Leveraging the Union and provides numbers and analysis related to implementation under the One Programme Charter. Part 3 is the Budget, presenting a consolidation of the forecast income and expenditure for 2016 and the allocation of core income.



## **PART 1: THE 2016 WORKPLAN**

The 2016 workplan is compiled from 24 programmatic workplans received from global thematic programmes, Commissions and regional offices. This represents full compliance with the request for workplans made in July and all workplans are in the process of being reviewed, updated and approved.

The preparation of this Workplan occurs at the same time that IUCN is preparing its draft Programme for 2017-2020 and lessons learned from planning processes in this intersessional period are being applied to the development of the draft Programme. In particular, the use of programme priorities to focus efforts and create a more shared approach to programme delivery has been highly successful, as evidenced by the degree to which individual programmatic workplans have consistently aligned against the programme priorities.

This Workplan is organized by programme priority. In the subsequent sections, a brief update on progress is given, followed by plans and targets for 2016.

### **Providing Knowledge Products**

This business line contains seven priorities:

- The IUCN Red List of Threatened Species
- Protected Areas Knowledge Products/Baskets
- Key Biodiversity Areas
- The IUCN Red List of Ecosystems
- The Key Biodiversity Areas Standard
- Natural Resources Governance Framework
- Human Dependency on Nature Framework
- Integration of Knowledge Products/Baskets

Two of these (the IUCN Red List of Threatened Species and Protected Areas Knowledge) are well established, two of these are approaching the completion of a significant phase of work (IUCN Red List of Ecosystems, Key Biodiversity Areas Standard), while two others are at earlier stages of development (Natural Resources Governance, Human Dependency). The Integration work is necessarily ongoing.

For well-established knowledge, there are clear examples of how knowledge is being used to influence policy and action. For the others, the emphasis is on establishing and agreeing on standards, collecting data and establishing an understanding of the opportunities for use. All of the knowledge IUCN is producing is responding to well-established demand from Members and policy platforms.

### **The IUCN Red List of Threatened Species**

*Contributes to the following Aichi Targets: 1, 5, 7, 9, 10, 11, 12, 13, 17 and 19*

Progress under this priority is achieved through four main areas: assessments, re-assessments and maintenance of the IUCN Red List of Threatened Species itself; capacity building for Red Listing; targeted policy influencing using the results of the Red List and use of the Red List to guide conservation planning for species conservation.

As of 2015, more than 76,000 species were assessed using the Red List Criteria, of which more than 22,000 are considered threatened. The overall target for this work is to reach 160,000 assessments. As species must be re-assessed every ten years, this is a moving target.

Capacity building supports the Red List processes and in 2015, 200 individuals were trained in workshops, more than 1500 registered for the online course and 31 new Red List trainers were certified.

Use of the Red List included use of the Red List database and website by individuals (i.e. 37,000 spatial downloads, 3.5 unique visitors and 21 million page views) and by private sector entities through the Integrated Biodiversity Assessment Tool (IBAT) (42 corporate subscribers and 985 individual users).

The Red List was also used in 2015 for a wide range of ongoing and specific policy influencing, related to the Convention on Biological Diversity (including the Strategic Plan for Biodiversity and the Aichi Targets), the Convention on the International Trade of Endangered Species (through the Analyses), the Ramsar Convention, the Convention on Migratory Species and the Intergovernmental Panel on Biodiversity and Ecosystem Services.

In the case of the CBD and use of the Red List, it is anticipated that the 196 Parties to the CBD will use the Red List as the basis for reporting on progress toward Aichi Target 12 and also to develop national or regional conservation targets and action plans, as part of their wider National Biodiversity Strategy and Action Plan. However, at present, only 58 Parties have developed or updated their NBSAPs post-Nagoya and pre-Nagoya, there were 184 NBSAPs under some level of implementation. IUCN will develop an IBAT for Governments tool that will allow greater access to data.

In 2016, the work will continue in terms of assessments, scientific publications, capacity building, policy influence and use of the IUCN Red List to drive conservation action. IUCN will continue to expand the taxonomic coverage of the Red List, while ensuring that regular re-assessments of key taxonomic groups are delivered. It is expected that capacity building and policy influencing work will continue as in previous years through the provision of scientific advice and positions to various conventions. IUCN is well placed to influence the selection of indicators to measure the Sustainable Development Goals, which were adopted in September 2015.

**Targets:**

1. 14,000 new assessments and 17,000 reassessments (all birds, all mammals) will be uploaded into the Species Information Service and published on the Red List
2. 34 new species conservation action plans will be developed
3. 5-10 peer reviewed scientific publications
4. Capacity Building: 150 individuals are expected to be trained through Red List Assessor Workshops, 85 are expected to pass the online Red List course exam and 10 are expected to receive their Red List Trainer Certificate.
5. IBAT for Government developed (in future, use of IBAT as a proxy for use of the RLS by governments can be counted)
6. Increase the subscriber base of private sector entities to IBAT by 10%
7. IUCN will grant €12m to 8 approved projects for Tiger Conservation and another €5-6m to 5-6 projects. SOS will grant USD 600k.

## Protected Areas Knowledge Products/Baskets

*Contributes to Aichi Targets 5, 11, 12, 14 and 15*

Following the World Parks Congress held in Sydney, Australia in November 2014, work focused on consolidating the results of the Congress which included the Promise of Sydney, the Commitments and the Panorama of Inspiring Protected Areas Solutions. The latest update to Protected Planet was released at the Congress and a regional Protected Planet for Asia was also published. The data underpinning Protected Planet was also used in the publication of the 14<sup>th</sup> edition of the UN List of Protected Areas.

Under BIOPAMA, regional observatories were established for West and Central Africa and the Caribbean. A key feature of the observatories is Regional Reference Information System (RRIS), which integrates a diverse range of protected areas and biodiversity information on to an open source web platform. Data gathered under the RRIS is being used to verify records in the World Database on Protected Areas (WDPA).

Other important knowledge products include a major new work on Protected Areas Governance and Management, and Best Practice Guidelines on Governance of Protected Areas and Transboundary Conservation.

In 2016, an update to Protected Planet will be published, as will regional reports for all of Africa. Information from the Panorama of Inspiring Protected Areas Solutions will be integrated into Protected Planet and the system of regional observatories under BIOPAMA will be extended to East and Southern Africa. Finally, the standards and data developed under the Green List of Protected Areas will be integrated into Protected Planet and the WDPA and expanded to measure conservation outcomes, quality control and governance.

### Targets:

1. Protected Planet will publish a major update in 2016, to be presented at the World Conservation Congress
2. 10-15 countries will nominate protected areas for inclusion on the Green List of Protected Areas
3. National Protected Areas Governance Assessments will be conducted in 26 countries
4. 400 individuals covering 81 countries in Africa, the Caribbean and the Pacific will be trained in use of the Regional Reference Information System under BIOPAMA

## Key Biodiversity Areas Standard

*Contributes to Aichi Targets 11 and 12*

Over the last three decades, various approaches to identifying sites of significance for biodiversity have been developed. These approaches generally focus on one group of species or one biome, and use diverse assessment criteria, which has resulted in some confusion among decision-makers as well as duplication of efforts.

As a consequence, IUCN members requested IUCN to convene a worldwide consultative process to agree an overarching methodology to identify Key Biodiversity Areas. In 2015, a "Consultation Document on an IUCN Standard for the Identification of Key Biodiversity Areas" was placed online for a global consultation. IUCN has also started to define potential end-users and produced a report

on that topic. Based on that, discussions with several financial institutions are underway regarding the use of the KBA standard to assess impact on biodiversity.

In 2016, the KBA standard will be finalized and operationalized through the KBA partnership agreement. Pilot projects will be designed using the KBA standard and KBAs themselves will be designated.

IUCN will also seek to influence the use of the KBA standard by the CBD and NBSAP processes for reporting. The KBA standard criteria are built into the requirements of the IFC Performance Standard 6, which are followed by the Equator Principles Banks (currently 81 institutions, covering over 70% of international Project Finance debt in emerging markets). Actual use of the KBA standard, then, is best measured and projected by the number of IBAT users as this is one means by which the standard is accessed.

**Targets:**

1. The Key Biodiversity Area Standard will be finalized
2. 6 peer reviewed scientific journal articles will be published that include reference to the KBA standard as part of IUCN's scientific publishing on flagship knowledge products/baskets
3. The CBD and NBSAP reporting processes will be influenced to use the KBA standard
4. Increase the subscriber base of private sector entities to IBAT by 10%

## **IUCN Red List of Ecosystems**

*Contributes to Aichi Targets 1, 5, 6, 8, 10, 11, 14, 15, 17 and 19*

The development and application of the IUCN Red List of Ecosystems continued in 2015 with new assessments of the Americas, Morocco and Senegal. The RLE categories and criteria are starting to be used by a variety of actors: the European Commission for setting priorities for conservation, Norway, Finland and Australia for listing threatened ecosystems, to inform progress on implementing the Aichi Targets in Madagascar and to identify gaps in the protected areas system in Venezuela and Costa Rica. Many of these examples of opportunities for using the RLE are emerging spontaneously as the knowledge about the existence of the RLE improves.

In 2016, the work will focus on doing and finalizing RLE assessments, publishing scientific papers on the RLE, building capacity and somewhat opportunistically supporting use. Potential applications of the RLE anticipated in 2016 include using the RLE to influence national legislation and land use planning.

**Targets:**

1. 10 peer reviewed scientific journal articles are in preparation for publication in 2016 on various aspects of the Red List of Ecosystems
2. Use of the IUCN Red List of Ecosystems will feature in the national legislation of 2 countries
3. Use of the IUCN Red List of Ecosystems for land use planning will occur in 4 countries
4. Up to 40 individuals in 2 countries will be trained in the IUCN Red List of Ecosystems methodology

## Natural Resources Governance Framework

*Contributes to Aichi Targets 11, 14, 18 and 19.*

Progress on the development of the new Natural Resources Governance Framework in 2015 included a number of regional scoping activities (completed for Meso-America and Southern Africa and ongoing in four other regions). Conceptual mapping for a module on “rights approaches and impacts of intervening agencies on human wellbeing capabilities and rights” was completed and a legal component was developed and tested in six countries.

Four modules are planned:

1. Rights approaches and impacts of intervening agencies on human wellbeing, capabilities and rights
2. Legal effectiveness
3. Communications
4. Strengthening capacities and capabilities

In 2016, conceptual development will continue through a range of activities which include regional scoping activities, continued testing of the legal effectiveness component, development of guides on regional scoping and governance inquiry and mapping of IUCN projects that deal with governance. This will lead to a series of conceptual papers and advancement on the NRGF itself.

Targets:

1. Regional scoping activities in support of Module 1 completed in Meso-America, Southern Africa and
2. Legal component of the NRGF will be tested in 6 countries
3. 20 conceptual papers completed
4. A mapping of all IUCN governance projects will be completed
5. National Protected Areas Governance Assessments will be conducted in 26 countries

## Human Dependency on Nature Framework

*Contributes to Aichi Targets 1, 2, 14, 16, 18 and 19*

Similar to the Natural Resources Governance Framework, the Human Dependency on Nature Framework is in its conceptual and testing phase. To date, a number of conceptual discussion papers have been completed. Two regions have been identified for early testing (ORMACC, EASARO). Pilot work on integrating species use and nutrition data from the Species Information Service has commenced.

In 2016, the emphasis will be on early testing of methods in ORMACC and ESARO in order to arrive at a consistent framework of mixed methods to demonstrate how different elements of local reliance on biodiversity can be integrated to improve decision making at different scales. Results will be documented in discussion papers and presented at the World Conservation congress.

Target:

1. 7 discussion papers on the Human Dependency on Nature work will be produced

## Integration of Knowledge Products/Baskets

Contributes to Aichi Targets 4, 5, 6, 8, 9, 10, 11, 12, 13 and 14

The objective for integration of the flagship knowledge products/baskets mobilized through IUCN is to influence decision-making processes relating to nature and natural resources in an integrated manner. It is suggested that the highest priority “decision contexts” (i.e., types and sectors of decision-making) to be targeted by the Union are the following:

- **Land- and sea-scape planning:** The most direct application of flagship knowledge product integration is national, regional and local land- and sea-scape planning processes; including sector planning that operates through local, state, or provincial government identities.
- **Standards and safeguards:** A growing awareness of the degree to which detrimental environmental and social impacts can jeopardize investment decisions is part of the decision-making processes of many companies and organizations. IUCN is harnessing knowledge product integration to inform application of private sector standards and safeguards through the Integrated Biodiversity Assessment Tool (IBAT). Much potential exists to expand support to existing standards and safeguards policies, and to guide new ones from emerging financial institutions.
- **Biodiversity-positive decisions:** IUCN’s knowledge product integration also aims to catalyze new decisions and enable better decisions by those institutions which establish policies and make investments to support biodiversity in its own right.
- **International and national processes:** Many national governments and most intergovernmental treaties implement policy around strong planning frameworks (e.g. CBD). While the integration of flagship knowledge products convened through IUCN will support such policies, the main influence of knowledge product integration will be in supporting policy delivery and measurement.

Figure 2 illustrates the relationship among these four decision contexts.

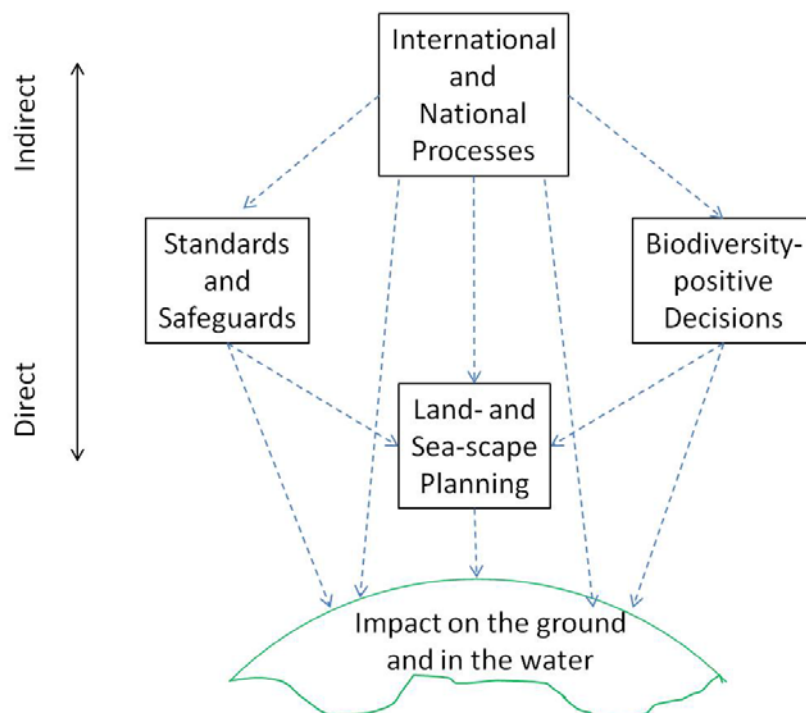


Figure 2 Influencing decisions impacting nature through four decision contexts

'Integration' of flagship knowledge products means that the different products will be made to 'talk to each other' but will not be formally merged. Three types of integration are necessary:

- Fundamental dependence of one flagship knowledge product on another. Some of the flagship knowledge products can only meet their full potential by drawing on information from the others. Example: Key Biodiversity Areas will require input data from the IUCN Red List of Threatened Species and the Red List of Ecosystems, among other information, to identify sites of significance for biodiversity.
- Establishment of consistency among classification schemes and data definitions used by the flagship knowledge products. These encompass standard classifications of habitats, threats, conservation actions, use and trade, livelihoods, and ecosystem services.
- Analytical integration, to use combinations of two or more of the flagship knowledge products to inform specific questions and decisions. Example: protected area gap analysis is informed by analytical integration of Protected Planet and Key Biodiversity Areas, which indicates both protected areas significant for a given species or ecosystem, and also currently unprotected sites significant for the species or ecosystem.

The focus to date has been on ensuring that the data and methods behind key knowledge products such as the IUCN Red List of Threatened Species, Protected Planet and the Key Biodiversity Areas standard do integrate. The Integrated Biodiversity Assessment tool is one tool where this integration sits on a single platform that end users can utilize. There are currently 42 corporate users and 985 individual users.

In 2016, data will continue to be added and refined on species and protected areas, the work on Key Biodiversity Areas will continue and the challenges of integrating the IUCN Red List of Ecosystems addressed. The IUCN Council has requested a paper addressing the challenges of integration, branding and governance of knowledge products.

The update and use of IBAT, underlying data and indicators is anticipated for a range of international institutions and policy bodies, including the Convention on Biological Diversity, the World Bank, the UN and IPBES.

**Targets:**

1. Increase the subscriber base of private sector entities to IBAT by 10%
2. IUCN will focus on uptake of the KBA standard by policy processes of country profiles, data and indicators: CBD (NBSAP reporting), Aichi Targets (reporting), Sustainable Development Goals, the United National Statistical Division System of Environmental-Economic Accounting and IPBES

## Delivering Results on the Ground

This set of priorities aims to deliver results and impact for conservation and development:

- Forest Landscape Restoration (FLR) and Reducing Emissions from Deforestation and Forest Degradation (REDD+)
- Managing Coastal Ecosystems
- Protected Areas
- Species Conservation Action
- Ecosystem-based Adaptation
- Land, Water and Food Security,

- Area-based Business Engagement

Similar to IUCN's work on generating knowledge, the portfolio around these priorities is at different stages of development. For example, the work under Forest Landscape Restoration is entering a new phase of activities to implement the commitments to restore 60m hectares of degraded landscape. IUCN's work on water has elements which are well established (water governance) and new areas of work (growth corridors).

## REDD+/ Forest Landscape Restoration

*Contributes to Aichi Targets 5,7,11 and 15*

Under the Bonn Challenge, IUCN has made considerable progress up to 2015 in influencing government commitments to undertake forest landscape restoration (FLR). To date, governments have committed to restore 60m hectares of degraded forest landscapes and another 15m hectares are at an advanced state of negotiation. IUCN is in the process of mobilizing USD50m in support of implementation.

FLR is increasingly being reflected in national REDD+ and other strategies. In 2015, IUCN set a target of 5 countries and has achieved the policy result in 4 already. There is a significant opportunity to exceed this target shortly, as the IUCN Restoration Opportunity and Assessment Methodology (ROAM) which helps countries assess the potential for FLR is being applied in 19 other countries currently.

In Guatemala, the Environment Minister committed to restore 3.9m hectares by 2020. The enhanced attention to forests and poverty led to an additional effect in that country: the Senate passed a new Pro-Forest Law that will assign 400m per year to improve the livelihoods of small forest producers through the creation of approximately 1 million new jobs and facilitated access to fuelwood for 145,000 families.

In 2016, IUCN will aim to secure commitments, raise funds for implementation with partners, continue to apply ROAM in more countries and shift policy.

### Targets:

1. IUCN will mobilize 50m in support of forest landscape restoration under the Bonn Challenge
2. IUCN aims to secure commitments to the Bonn Challenges from governments to restore 75m ha of degraded landscape
3. In 2016, IUCN anticipates that an additional 10 countries will reflect FLR in national REDD+ or other national strategies.
4. IUCN expects an additional 10 countries to apply the ROAM methodology (which is proving to be an important leading indicator of commitments to FLR and policy change)
5. With partners, IUCN will commence FLR activities for 60m hectares of degraded landscape

## Managing Coastal Ecosystems

*Contributes to Aichi Targets 2, 5 and 11*

The Global Coasts Initiative has been built as collaboration between a number of programmes including IUCN's regional offices in a more or less bottom up approach, leading to a diversity of activities and results related to coastal management and local communities. Two of the largest



initiatives – Mangroves for the Future (MFF) and the Biodiversity and Ecosystem Services in Territories in European Overseas provide strong examples of IUCN’s work under this priority.

The BEST 2.0 Programme is a funding facility, supported by the European Commission (DG DEVCO) as part of the EU Biodiversity for Life (B4Life) flagship. It aims to promote the conservation of biodiversity and sustainable use of ecosystem services, including ecosystem-based approaches to climate change adaptation and mitigation, as a basis for sustainable development in Europe’s Overseas Countries and Territories (OCTs). Work under BEST will also complete biodiversity assessments for all of Europe’s Overseas Countries and Territories.

Mangroves for the Future is an initiative that operates in 11 countries in Asia and the Indian Ocean, covering more than 75,000 km<sup>2</sup> of coastline of the member countries. In 2015, MFF continued to generate the scientific processes for strengthening coastal community resilience and decision making. Supporting this, MFF mainstreamed the Resilience Analysis Protocol in all member countries and provided 170 grants to member countries and partners. MFF supported the partners through a range of training opportunities, covering gender integration, project cycle management and applying the Resilience Analysis Protocol. MFF also disburses grants and made USD75k worth of grants in 2015, bringing the cumulative total over the life of MFF to USD 825k. In 2016, MFF will continue to continue to build shared understanding and capacity for community resilience and make grants to partners and countries.

**Targets:**

1. Biodiversity assessments completed for all European Overseas Territories
2. CHF 3.25m will be disbursed via small and medium sized grants in two regions to support projects on ecosystem services and nature based solutions
3. IUCN will make USD 75k worth of small grants under MFF
4. Activities will commence on the restoration of 40,000 hectares of mangroves
5. MFF will run around 30 capacity building events on a number of topics related to coastal management and restoration

## Protected Areas

*Contributes to Aichi Targets 1, 2, 11, 14, 15 and 18*

As of 2015, the extent of terrestrial protected areas amounted to 15.4% and marine protected areas coverage to 3.4% (ocean) and 8.4% (within national jurisdiction), approaching the targets under Aichi Target 11 of 17% and 10% for terrestrial and marine protection.

The IUCN Green List of Protected Areas pilot phase was concluded and 23 sites were green listed. Under BIOPAMA, IUCN is setting up four regional observatories, both to increase the amount of protected areas data available and to professionalize protected areas management.

IUCN’s recent study on the benefits of World Heritage estimated the global benefits of two ecosystem services – carbon storage and water provision:

- 5.7 billion tons of forest biomass carbon at 10% tree cover threshold (Americas, 39%; 30%, Africa; 31%, Asia);
- A positive water balance of 638mm on average per year.<sup>1</sup>

<sup>1</sup> Osipova, et al., 2014. The benefits of natural World Heritage: Identifying and assessing ecosystem services and benefits provided by the world’s most iconic natural places. Gland, Switzerland: IUCN.

In addition, a number of case studies were analysed to examine the ecosystem services benefits and the value of these benefits in monetary value. For example, the case study on the Pantanal de Nhecolandia World Heritage site in Brazil estimates the value of ecosystems services to be over USD 9000 per hectare across 17 ecosystem services in 2013 (181). Another case example, on the Donana National Park in Spain, estimated the benefits from ecosystem services at € 570m in 2006 or USD 7,845 in 2013 numbers.

In 2016, IUCN's work on protected areas will focus on implementing the Promise of Sydney and the IUCN Green List of Protected Areas standard, both of which are aimed at improving the extent, relevance to biodiversity, management effectiveness, governance and connectivity of protected areas. In support of this, IUCN will field test a protected areas governance assessment tool through BIOPAMA and other projects.

**Targets:**

1. Continued benefits from ecosystems services globally (carbon storage, water availability) and in individual sites at the level described in *The Benefits of Natural World Heritage*
2. 80 individuals will be trained in protected areas law
3. National Protected Areas Governance Assessments will be conducted in 26 countries

## Species Conservation Action

*Contribute to the Aichi Targets 1, 5, 6, 9, 11, 12, 18 and 20.*

IUCN delivers direct species conservation action through two grant-making schemes: Save Our Species and the IUCN-KfW Integrated Tiger Habitat Conservation Programme.

As of the end of 2014, SOS had made grants to 85 projects for the conservation of 233 species of mammals, birds, amphibians, reptiles, plants and fish (both freshwater and marine) worth USD 10.5m. SOS will disburse an additional USD 600k.

The IUCN-KfW Integrated Tiger Habitat Conservation Programme has approved grants for 8 projects that will commence implementation in 2016. A second call for proposals will disburse funding for additional projects.

The IUCN Species Survival Commission (SSC) will continue to promote conservation on the ground and in the water around the world, in particular through:

- The building of capacity within the SSC and IUCN to develop multi-stakeholder conservation plans for threatened species.
- The development of a new unified vision and strategy for species conservation planning within the SSC.
- The active promotion of the implementation of species conservation plans through the SSC Specialist Groups and others.
- Making high-level intervention to address species conservation emergencies situations around the world.
- Supporting species conservation initiatives around the world through the provision of expertise on reintroductions, wildlife disease management, sustainable use, invasive species control, ex-situ conservation, and conservation genetics.

**Targets:**

1. IUCN will grant €12m to 8 approved projects for Tiger Conservation and another €5-6m to 5-6 projects. The programme works with over 50,000 km<sup>2</sup> of protected areas and with communities that have more than 350,000 individuals
2. The Tiger projects will deliver multiple benefits for tigers (i.e. anti-poaching), protected areas (i.e. improved management effectiveness, capacity building, habitat restoration) and human wellbeing (i.e. community grants, conservation jobs, eco-tourism) that will be quantified and reported in subsequent years (noting that project designs are being finalized)
3. IUCN will grant an additional USD 600k for rapid species action and lemur conservation
4. 10 new high-priority species conservation plans will be completed
5. A new strategy for species conservation planning completed
6. At least five emergency interventions made

**Ecosystem-based Adaptation**

*Contributes to Aichi Targets 5, 10, 11, 14, 15, 18 and 19.*

Under the umbrella of ecosystem-based adaptation, IUCN focuses on ecosystem-based adaptation to climate change (EbA) and eco-disaster risk reduction (eco-DRR). In both cases, the emphasis is on generating knowledge and lessons based from pilot field experiments and then feeding policy messages into national and international policy processes such as the UNFCCC. To date there are some 60 small scale pilot projects using a diversity of approaches to ecosystem-based adaptation which emphasize the role of local communities in managing or restoring ecosystems and natural infrastructure to manage for climate adaptation or disaster risk reduction.

In 2016, IUCN will focus on consolidating its learning into publications and policy lessons in from examples in nearly 30 countries, while enhancing IUCN's ability to monitor change brought about by the pilot projects. For EbA widely, IUCN will work with the Friends of EbA, a network of organizations and UN agencies to promote uptake in policy and practice. For eco-DRR, policy messages will be used to influence the Sendai and Sustainable Development Goals processes, the UNFCCC negotiations on links between eco-DRR and EbA, the UNCCD process and the CBD on promoting implementation on eco-DRR.

IUCN offers advisory services to governments who are interested in aligning policy across their National Biodiversity Strategy and Action Plan, National Action Plan, national development planning and national disaster management plans. There is no specific target for this, as this is an on demand service, such as the example completed with the Thailand Marine and Coastal Resource Management Act (2015)

Targets:

1. Over 1500 individuals will be trained in implementing governance arrangements to support ecosystem-based adaptation
2. 300 individuals will be trained in Eco-Disaster Risk Reduction techniques in 35 countries
3. Learning from 4 countries on economic impacts of EbA on agriculture, forestry and fisheries will be published
4. 23 countries will be measuring effectiveness of EbA initiatives
5. 300 individuals will be trained in eco-DRR
6. Learning from pilot projects will be used to measurably influence the UNFCCC, UNCCD, CBD, Sustainable Development Goals and Sendai processes (IUCN will report on positive changes in the content of policies and decisions) and will be taken up by the UN agencies in the Friends of EbA network (again, IUCN will report on evidence that EbA has been taken up by UN agencies)

## Land, Water and Food Security

*Contributes to Aichi Targets 14 and 15*

BRIDGE Phase 3 is under implementation with three main priorities: mechanisms and institutions for transboundary cooperation in water management that are more effective in implementing actions on the ground, capacity in water diplomacy built at all levels (from municipalities to ministries, including civil society) and developing and deploying strategies for multi-level water diplomacy. IUCN works in 12 basins worldwide, covering nearly 4.7m km<sup>2</sup> of land area with populations of about 85m individuals.

SUSTAIN Africa works at the cluster (local) level in SAGCOT to demonstrate how better integrated management of land and water resources combined with better business and farming practices on the ground can result in higher incomes for small farmers and communities including women, improved climate resiliency and food security, decreased conflicts around resources and improved states of land and water resources. Demonstrating that these impacts will be possible at cluster level will allow SUSTAIN to build the policy case for changing behaviours at larger scales, such as the corridor, national and continental levels.

IUCN has started work in the Ihemi Kilombero cluster (over 2.3 m hectares with a population of about 2.1m individuals) and the Sumbawanga cluster (1.7m ha and over 400,000 inhabitants). The actual work will cover smaller land areas and more modest numbers in terms of beneficiaries

By the end of 2016, implementation of SUSTAIN activities will have been ongoing for 18 months in the Ihemi Kilombero cluster. By then, consultations, planning and partnership building will be well underway, with programme outcomes at cluster level beginning to be visible, in the form of improved capacities, behaviour changes among individuals, institutions, farmers and business leaders towards more green and inclusive growth practices.

In the Sumbawanga cluster, by end 2016 consultations, assessment and planning activities should be completed and outcomes should become visible in 2017.

In both clusters, the above mentioned impacts would begin to be visible by the end of 2018.

## Targets:

1. Implement BRIDGE in basins that range in size between 678 km<sup>2</sup> to 2,596,852 km<sup>2</sup> with populations ranging from 48,109 to 44,036,304 individuals providing benefits of improved water governance and availability
2. Implement SUSTAIN Africa at cluster (local) level covering around 55,000 households

## Area-based Business Engagement

### *Contributes to Aichi Target 4*

To date, IUCN has focused on convening ISTAPs (e.g. Western Gray Whale Advisory Panel, Niger Delta Panel) and providing advice and tools (e.g. Net Positive Impact protocol, Integrated Biodiversity Assessment System) as a means of influencing business transformation with a range of private sector entities.

This work will continue in 2016. New work, focused on creating platforms for multi-stakeholder dialogues and engagement processes designed to optimize multifunctional land use outcomes with large and medium sized private sector entities in key growth corridors. In Africa, this will be done through the SUSTAIN Africa programme.

IUCN encourages the use of knowledge products. More than 40 companies are subscribed to IBAT and once the Key Biodiversity Area standard is finalized, IUCN will be influencing its use by business. IUCN will also work closely with business to use the Natural Capital Protocol in 2016.

## Targets:

1. Nearly 200 individuals will be trained in negotiation skills for working with the private sector on the issue of environmental damage and crime
2. 2 discussion papers on Natural Capital will be produced to support IUCN's work in that area
3. 8 companies will be supported in "deep dive" pilot testing of the Natural Capital Protocol, while another 20 companies will also participate in the pilot testing
4. 2 new ITSAPs will be created in 2016, while 1 other will be renewed. 2 of these ITSAPs are directly related to species conservation (Western Gray Whales and Arabian Humpbacks)
5. More than 40 companies are subscribed to the Integrated Biodiversity Assessment Tool and there is at least 1 company that IUCN is working with to identify the location of farmers and critical habitats

## Strengthening Policy and Governance

IUCN has vast experience in influencing environmental policy and governance mechanisms at the international, regional, national and local levels. They range from binding conventions, standards, policies and action plans, through stakeholders' dialogues and knowledge dissemination, to financial incentives and capacity-building. With its wide Membership, global reach and knowledge foundation, IUCN is well placed to expand its policy-influencing and play a stronger role in shaping and implementing environmental governance.

- The Strategic Plan for Biodiversity (and Aichi Targets)
- Gender policy and capacity building
- World Heritage Convention
- UN Framework Convention on Climate Change

- Convention on the International Trade of Endangered Species
- Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES)
- Sustainable Development Goals (SDGs)

Most of IUCN's policy work is well established and very focused. New policy work is focused on IPBES and the SDGs, although even in these two cases, IUCN has very quickly positioned itself and created considerable influence in their formation. All of IUCN's policy work makes extensive use of IUCN's knowledge and evidence from field work.

There are other important policy platforms that IUCN influences that are not listed in the global priorities, which are globally significant, including the Ramsar Convention and the Convention on Migratory Species.

### Strategic Plan for Biodiversity

This area of policy influencing naturally cross-cuts the entire IUCN Programme. All global programme priorities contribute to the implementation of the Aichi Targets and IUCN is well placed to show leadership on *Aichi Targets 9, 11, 12 and 15*.

In addition to contributing to implementation of the Aichi Targets in 2015, IUCN continued to influence specific, ongoing discussions under the Convention on Biological Diversity, on the Sustainable Development Goals, indicators, climate change and disaster risk reduction and on the topic of biodiversity and health.

In 2016, will continue to support direct implementation through the implementation of the IUCN Programme, will encourage the uptake of IUCN knowledge that will enhance implementation and support government Members in their implementation of the Aichi Targets.

#### Targets:

1. All IUCN priorities and targets contribute to the Aichi Targets (please refer to all other sections)
2. All Parties to the CBD are expected to update their NBSAPs, and 124 are eligible to receive GEF funding and are part of the NBSAP Forum which IUCN supports (IUCN contributes indirectly to this target)
3. 3 country level situation analyses of ABS implementation in Africa will be produced

### Gender policy and capacity building

*Contributes to Aichi Targets 14 and 17*

To date, IUCN has established itself as a global leader on the topic of gender, environment and climate change. As of 2015, 17 countries have prepared Climate Change and Gender Action Plans (ccGAPs) and more than 3000 people from 83 organizations have received training. Supporting the work, a range of knowledge products have been delivered, including thematic factsheets, UNFCCC negotiations guidance and recommended gender text wording, white papers and the Environment and Gender Index. This has led to inclusion of gender in UNFCCC texts and the adoption of the Lima Work Programme on Gender.

The focus in 2016 will be on expanding the coverage and implementation of ccGAPs as well as building capacity of individuals and institutions to address gender issues within the context of climate change, including the UNFCCC. The work will also focus on mainstreaming gender in Forest Landscape Restoration knowledge products and processes.

## Targets:

1. 95% of all Climate Change and Gender Action Plans which IUCN has helped with the development of, under implementation
2. Improved benefits for nature, men and women in 5 countries, including reduced carbon emissions, access and control to resources and benefits, access to finance mechanisms, improved participation by women in decision making and more gender responsive legislation
3. 500 individuals will be trained in gender and environment, related to climate change issues
4. The Environment and Gender Index will be enhanced with 4 new datasets

## World Heritage Convention

### *Contributes to Aichi Target 11*

In 2015, IUCN delivered 10 evaluations of World Heritage nominations and 60 monitoring reports on existing World Heritage sites. At the annual World Heritage Committee meeting, seven new World Heritage sites were inscribed. The IUCN World Heritage Outlook was launched at the World Parks Congress, which was the first global assessment of natural World Heritage. IUCN also produced major studies on gaps in the natural WH system globally and the first study on benefits of WH sites, which includes an assessment of the benefits of carbon storage and water availability globally, as well as a series of case studies that highlight the provision of a wide range of ecosystem services and their economic value.

In 2016, IUCN will use the IUCN World Heritage Outlook to engage IUCN Members, Commissions and regional offices to improve conservation in World Heritage sites. The study itself will be updated in 2017 as part of a regular report on progress in improving the performance of the World Heritage system.

IUCN will continue to support the Convention through evaluation nominations, monitoring reports, tentative lists to fill gaps and other upstream processes in order to ensure a balanced and credible World Heritage list. IUCN will work with partners ICCOMOS, ICCROM and UNESCO to better link natural and cultural World Heritage, and will also work on topics such as the rights based approach and working with areas that have multiple international designations.

## Targets:

1. Up to 12 evaluations of nominations for natural World Heritage sites undertaken and communicated to the World Heritage Committee
2. Up to 60 State of Conservation Reports for natural World Heritage sites prepared and communicated to the World Heritage Committee
3. Activities to improve the conservation status of 20 World Heritage Sites and support given to improve the conservation status of a further 40 World Heritage Sites (note: this will take place over a four year period)

## UNFCCC

*Contributes to Aichi Target 5, 10, 14, 15*

Until now, IUCN has worked on influencing the direction of the UNFCCC in terms of equitable benefit sharing mechanisms for REDD+, promoting the inclusion of ecosystem-based adaptation, carbon and other ecosystem payment and policy schemes to promote better coastal management and gender.

In doing so, IUCN has supported the pilot testing of benefit sharing mechanisms in Ghana, Mexico and Peru and scaling up in Brazil, Cameroon, Ghana and Guatemala. Policy influencing on ecosystem based adaptation has led to recognition of ecosystems as a cross-cutting theme in UNFCCC decisions on the functioning on the Nairobi Work Programme, Loss & Damage and guidelines on the development of National Adaptation Plans. And of course, IUCN has successfully influenced the development of 17 national Climate Change and Action plans, 90% of which are currently under some form of implementation.

The exact nature of work in 2016 will depend on the outcomes of COP 21 in Paris in December 2015, but IUCN can expect to continue to focus on national REDD+ policy development and implementation, supporting State Members and partners in integrating ecosystem based mitigation and adaptation in to Intended Nationally Determined Contributions (INDCs) and National Adaptation Plans and the further development of Climate Change and Gender Action Plans.

### Targets

1. 4 new Climate Change and Gender Action plans developed at national level
2. 500 individuals will be trained in gender and environment, related to climate change issues

## Convention on International Trade in Endangered Species (CITES)

*Contributes to Aichi Targets 1, 2, 3, 4, 6, 7, 9, 12, 17, 18, 19 and 20*

IUCN will continue to serve as the scientific advisor to CITES, including at the meetings of the CITES Standing Committee in January 2016 and the Conference of the Parties in September. This will include the preparation of the IUCN-TRAFFIC Analyses of Proposals to Amend the IUCN Appendices, which will be produced for the 10<sup>th</sup> success CITES COP. These will provide objective, unbiased scientific evidence to guide the CITES Parties in their decisions.

Also within the framework of CITES, IUCN will:

- Provide critical advice and guidance to help countries to combat illegal wildlife trade and wildlife crime, focusing in part on high-profile species such as elephants, rhinos and tigers, but also on pangolins, turtles, crocodilians, fisheries, timber, orchids, and others.
- Support CITES through scientific advice and data provision to the Monitoring the Illegal Killing of Elephants (MIKE) process.
- Continue collaboration with the CITES Secretariat, UN International Trade Centre and others, on the study of value chains in wildlife commodities with a view to identifying reforms that could enhance sustainability and maximize benefits to conservation and local livelihoods.
- Promote the development of the “Beyond Enforcement” initiative focused on engaging local communities in combatting wildlife crime.

### Targets

1. IUCN TRAFFIC Analyses will be published
2. Policy interventions on illegal wildlife trade and wildlife crime will be made in CITES fora



## Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services

*Contributes to Aichi Targets 1, 4, 5, 7, 9, 11, 12, 14, 18, 19*

The Intergovernmental science-policy Platform on Biodiversity and Ecosystem Services (IPBES) is an independent intergovernmental body established to strengthen the science-policy interface for biodiversity and ecosystem services for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development. As requested by the Members, IUCN has been involved with IPBES since its formation by influencing its programme of work, facilitating access to IUCN knowledge and enabling the participation of a broad range of stakeholders.

Contributing to the IPBES workplan 2014-18, IUCN will contribute to specific deliverables on a range of topics broadly on a range of topics related to biodiversity and ecosystem services and on a number of specific topics such as pollinators and food production, land degradation and restoration, invasive alien species, sustainable use, scenario analysis and modelling and the diverse conceptualization of values of how people value biodiversity.

### Targets:

1. 1 peer reviewed scientific paper published on IPBES
2. Measurable uptake of IUCN's science (IUCN will report on how many knowledge products/baskets are used by IPBES)

## Sustainable Development Goals

The SDG process is an important process for the achievement of the Aichi Targets because it helps bring these targets onto the radar of development-related processes. One of IUCN's strategic positions is to influence the SDG process in a manner that builds on already adopted commitments, such as the Aichi Targets.

IUCN's work on the post-2015 Agenda, which combined the efforts of many Members across the Union, resulted in a set of Sustainable Development Goals throughout which nature is well mainstreamed.

In 2016, IUCN will continue to influence the direction of the Sustainable Development goals, particularly in terms of the indicators which will be used to measure progress. IUCN will also aim to integrate the SDGs within the draft Programme 2017-2020.

### Targets:

1. The IUCN Programme 2017-2020 will contain a high degree of alignment with the Sustainable Development Goals, both in terms of the intended results and impacts, but also through the indicators which will be used to measure progress.
2. The indicators of the Sustainable Development Goals will be influenced by IUCN's data and knowledge (IUCN will report on this in terms of the number of datasets and knowledge products that the SDGs use for measuring indicators).

## Development of Species Policy and Guidelines

The SSC will continue the development of the following species-related policies and guidelines:

- IUCN Guidelines for the Placement of Confiscated Animals. The revision to the 2000 IUCN Guidelines will be completed.
- IUCN SSC Guiding Principles on Recreational Fishing and Conservation. A situation analysis will be undertaken to provide the evidence-base for these new guiding principles.
- The IUCN Best Practice Guidelines on Species Climate Vulnerability Assessment and Adaptation will be completed.
- The IUCN SSC Guiding Principles on Species De-Extinction will be completed.
- IUCN SSC Policy Statement and Guiding Principles for Reducing the Impacts of Oil Palm Expansion on Biodiversity. A situation analysis will be completed to form the evidence base for the guiding principles.

## One Programme Engagement in 2015

As requested by Council, the IUCN Secretariat has prepared reporting on the extent and nature of One Programme engagement in 2015. In the next section, plans for One Programme Engagement in 2016 are outlined as the basis for the development of a Union Strategy for the next intersessional period.

The Secretariat includes IUCN's Regional and Global Thematic Programmes. This reporting addresses the extent and nature of engagement with IUCN Members (all categories), the Commissions and National and Regional Committees. This reporting is from the perspective of the Secretariat and does not contain data on other forms of One Programme Engagement, such as the functioning of National and Regional Committees, implementation featuring Members or a combination of Members and Commissions.

The data on Secretariat engagement with Members, Commissions and Regional and National Committees is collected annually during the Annual Budget and Workplan process and is reported in the Annual Workplan and Budget and the Annual Progress Monitoring for Council. The data is collected through the workplan narrative tool, which is essentially a survey requesting each programme of the Secretariat to estimate the proportion of work which is delivered annually with Members, Commissions and Regional and National Committees. Example of this delivery are also collected, analyzed and presented here.

**Across all IUCN programmes, approximately 62% of the Programme's implementation is delivered with Members, 50% with Commissions and 13% with National and Regional Committees.** These numbers should be taken as an indication of the extent of collaboration rather than a reliable and valid measure as the data is self-reported, unverified and unweighted. Nonetheless, these estimates are consistent with measures in previous years, going back to 2012, with the exception of the Commissions' category which has increased from 33% in 2014 to 50 % in 2015. This increase might be due to under reporting issues in previous years.

A first attempt was made in the 2015 planning process to determine how this collaboration is paid for, however, without an ERP based tracking system; the numbers are neither reliable nor valid in the truest sense. Nevertheless, the reporting does reveal that most funding (approximately 76%) for One Programme Collaboration comes from the project portfolio in comparison to framework/unrestricted funding (24%).

Under the business line on Providing Knowledge Products, Members and Commissions played a key role in the production of the Red List of Threatened Species, Protected Planet / World Database on Protected Areas (WDPA), the Green List of Protected Areas (GLPAs), Key Biodiversity Areas (KBAs), the Red List of Ecosystems (RLE), the Natural Resource Governance Framework (NRGF), Human Dependency on Nature (HDN) and the integration of knowledge products.

For example, IUCN is supporting the development and application of an international standard to measure the effectiveness of protected areas – the IUCN Green List of Protected Areas (GLPA). Around 100 Members (mainly governmental agencies) from Korea, Australia, China, Italy, Spain, France, Kenya and Colombia were directly involved in the implementation of its pilot phase. This has led to a commitment of all pilot phase countries to remain engaged, in addition to seven more countries that publicly announced their commitments to become engaged at the World Parks Congress (2014). In addition, 120 Members from the pilot countries were trained to use this knowledge product.

On Delivering results on the ground, Members and Commissions supported the implementation of all of the priorities under this business line: REDD+/landscape restoration, coastal and protected areas management, the conservation of threatened species and their habitats, ecosystem-based adaptation (EbA), water and food security and area-based business engagement. Among the examples that are worth highlighting is the launch of the Restoration Opportunity Assessment Methodology (ROAM), in collaboration with an IUCN Member, the World Resources Institute, which provides a flexible and affordable framework approach for countries to rapidly identify and analyze forest landscape restoration (FLR) areas. This methodology has now been applied in several countries in Latin America, Africa and Asia. Moreover, in Guatemala, Members' efforts (Ministry of the Environment of Guatemala, Fundacion Calmecac, Fundaeco and Fundalachua) have led to the creation of a national panel for FLR and also supported Guatemala's commitment to restore 1.2 million hectares.

Finally, on Strengthening policy and governance, in 2015 Members supported the implementation of priorities related to the Strategic Plan for Biodiversity 2011-2020 and the Aichi Targets, the Sustainable Development Goals (SDGs), gender policy and capacity building, World Heritage processes, UNFCCC, GEF, IPBES and Nature-based solutions. On gender policy and capacity building, IUCN supports a range of Governments and country stakeholders, including IUCN Members, to construct gender-responsive policies and plans - the Climate Change Gender Action Plans (ccGAPs). At the moment IUCN has supported the elaboration of 17 ccGAPs, the latest ones include Mozambique, Cuba, and Bangladesh, with follow-up processes continuing in countries such as Liberia and Tanzania, and other national policy influencing processes (Mexico and Honduras).

### Capacity building in 2015

IUCN builds capacity of its Members through project implementation and also supports the implementation of the programme priorities on themes such as the Red List of Threatened Species, the Red List of Ecosystems, the Green List of Protected Areas, World Heritage, Gender, Rights-based Approach (RbA), protected areas planning and management effectiveness, BIOPAMA, and Mangroves for the Future (MFF). In Asia, MFF has recently focused on building capacity of member institutions on integrated coastal management and applying the resilience analysis protocol.

Other programme priorities with important capacity building components include BIOPAMA and the Red List of Threatened Species. In South and Eastern Africa, BIOPAMA created a network of training institutions and ran courses on negotiation training on protected area-land use / resource use conflict involving IUCN Members. BIOPAMA also organized a capacity building workshop for

conservation and resource management in Africa where over 35 Members (mainly NGOs) participated. Finally, in the Caribbean, members have been trained and have given trainings in the themes of terrestrial and marine protected area management. On the Red List of Threatened Species, capacity building activities have been supported in Bhutan, Bangladesh and Ecuador.

### Planning for 2016

Council Decision C/82/8 requires the Secretariat to collect additional information regarding the implementation of One Programme Charter, including progress in the implementation of a two year plan for the engagement of Members, Commissions, and National and Regional Committees for 2015-16.

In 2016, Members will continue with the implementation of Programme priorities that were carried out in 2015 under Providing Knowledge Products. Among the main knowledge products that will be developed and implemented in collaboration with Members are:

- The Red List of Threatened Species: Capacity building, assessments and promotion will be a priority for One Programme implementation in Asia, Eastern and Southern Africa, South America, Oceania and the Mediterranean.
- Protected Planet / World Database on Protected Areas (WDPA): As for previous editions of the report, the Protected Planet Report 2016 will require strong technical support from the World Commission of Protected Areas (WCPA). In addition, South America and Mesoamerica and the Caribbean have identified it as a One-Programme priority for this year.
- The Green List of Protected Areas (GLPAs): The second phase of implementation of this programme priority will attract an increasing number of WCPA Members. Moreover, the IUCN Country Office in China will continue to work with national NGO Members in the implementation of this programme priority.
- Key Biodiversity Areas (KBAs): The development of the KBA standard is led by a Joint SSC-WCPA Taskforce and Members such as Birdlife International. The application and dissemination of this standard will be a priority in Eastern and Southern Africa, Oceania and the Mediterranean.
- The Red List of Ecosystems (RLE): The 2016 project portfolio will be implemented jointly with Commissions (CEM, SSC, CEESP and others) and Members (State/Government and NGO Members) in Europe, Madagascar, Senegal and China. RLE in Madagascar is carried out in close collaboration of the French National Committee. In addition, CEM and IUCN Members including Provita, NSW Office of Environment and Heritage and Eco Health Alliance, will continue supporting ongoing development and implementation of this knowledge product. Further training of RLE is previewed in Madagascar and South America (Ecuador, Brazil and Peru).

The priorities under Delivering results on the ground and Strengthening policy and governance will be developed in the next sections on project implementation and policy influencing respectively.

### Project implementation in 2016

The priorities presented in 2015 under the business line on Delivering results on the ground will continue to be implemented until the end of the quadrennial period. Among the main initiatives that will be carried out in collaboration with Members are:

- REDD+/landscape restoration: Working with national and international Members including Conservation International (CI), The Nature Conservancy (TNC) and in-country partners such as the African Wildlife Foundation to build their capacity to undertake and use the results of

the Restoration Opportunities Assessment Methodology. CI and TNC also support specific project activities on FLR and REDD+ to undertake national restoration assessments.

Moreover, the following Regions plan to implement this priority in 2016: Asia, Eastern and Southern Africa, West and Central Africa, South America, Mesoamerica and the Caribbean and Oceania. Finally, at the World Conservation Congress (WCC) in Hawaii, there will be a Bonn Challenge event which aims to feed the UNFCCC COP and other global negotiations, working with State Members such as the US Government.

- Protected areas management and governance (including Marine Protected Areas). Several activities support the implementation of this programme priority including: the implementation of the Green List Phase II; the delivery of governance assessments in various countries; the Protected Planet Report 2016; under BIOPAMA, the rolling out of the Regional Reference Information System and its Regional Capacity Development Workshops; the implementation of Protected Area Solutions and Blue Solutions Projects; and the inputs from the CBD Regional Workshops and WCC in Hawaii to report on the implementation of Aichi Target 11. The Regions that will implement this priority in 2016 are Asia, West and Central Africa, South America, Mesoamerica and the Caribbean, Oceania, Eastern Europe and Central Asia. In addition, IUCN will continue to work closely with the French government agencies, as well as other governments to deliver on work associated with Marine Protected Areas and conservation of EU overseas territories and islands.
- Ecosystem-based Adaptation: An inventory of EbA related tools and methodologies will be compiled. Direct implementation of EbA projects in collaboration with the International Institute for Environment and Development (IIED), The Mountain Institute (TMI), Conservation International (CI) and local partners in Nepal, Costa Rica, El Salvador, Peru, Chile, Mali, Burkina Faso and Uganda. Moreover, IUCN will work in trans-regional adaptation projects to build upon rich experiences gained by IUCN worldwide through a consortium of donors. Eco-Disaster Risk Reduction will continue its implementation in six regions: Asia, Oceania, South America, Mesoamerica and the Caribbean, West Africa and East and Southern Africa.
- Water and food security: Water is implemented through BRIDGE (South America, Mesoamerica and the Mekong Region), and food security through SUSTAIN (Africa). State and Government Members play a key role in the implementation of these projects. SUSTAIN is coordinated and implemented in partnership with the Netherlands National Committee. West Asia and West and Central Africa also support the implementation of this programme priority.
- Conservation of species and their habitats: implemented through grant-making initiatives like Save Our Species (SOS) and the Integrated Tiger Habitat Conservation Programme (ITHCP). The Asia Region will support the Global Tiger Forum and the ITHCP in working on their priorities with tiger range states in the Asia region, the majority of which are State Members of IUCN. This priority is also jointly implemented through regional initiatives in the Mediterranean Region and South East Europe.
- Area-based business engagement: Members and Commissions will be involved in the implementation of partnerships with the Niger Delta Panel, the Western Gray Whale Advisory Panel (WGWAP), the Natural Capital Protocol and the “Shared resources – joint solutions” project. This priority will be also carried out in Asia, Eastern and Southern Africa and Mesoamerica and the Caribbean. In Mexico, in collaboration with the member organization Conabio, dialogues with private investors will be held to seek public-private community alliances for forest landscape restoration.
- Global Coasts and Mangroves for the Future: Global Coasts works in close collaboration with Members (notably TNC, CI, World Wide Fund (WWF) and Natural Resources Defence Council (NRDC) and Commissions (notably WCPA, SSC and CEM). Projects implemented under this programme priority include the BEST Project, the Blue Carbon Initiative, the GEF Blue Forest Project and Mangroves for the Future. Global Coasts will be implemented as a One

Programme priority in Asia, South America and Oceania. In Asia, IUCN State Members across MFF countries will continue to lead the National Coordination Bodies, which in some cases also comprise NGO Members.

### Policy-influencing in 2016

Policy influencing priorities carried out in 2015 will continue to be implemented in 2015-2016 with the participation of Members and Commissions. A brief update of plans for the priorities follows:

- Strategic Plan for Biodiversity 2011-2020: IUCN will continue to support the implementation of the Strategic Plan and the Aichi Targets by influencing the CBD negotiations by mobilising the Union; by providing support for the implementation of the Nagoya Protocol on Access and Benefit Sharing; and by contributing to and assisting Parties in the revision, update and development of National Biodiversity and Action Plans (NBSAPs) in Asia (Sri Lanka, Bangladesh, Pakistan, Myanmar, and Lao PDR), Eastern and Southern Africa and Oceania (Vanuatu). CEC will continue to actively support the implementation of Target One.
- World Heritage: Linkages with UNESCO and the World Heritage Convention (WHC) will be maintained. IUCN Members are a central focus of the strategy to influence the WHC, both through convening State Parties and encouraging NGO participation in the World Heritage Committee, including through jointly organized site events. As part of IUCN's advisory role to the WHC, WCPA and SSC provide the main technical capacity for evaluation missions, monitoring missions and the work of the IUCN World Heritage Panel. Another way to engage Members and Commissions is via the medium of the World Heritage Outlook and their engagement in specific projects such as the work on the World Heritage Benefits. This priority will also be implemented at the regional level in the following regions: Asia, South America and Eastern Europe and Central Asia.
- UNFCCC: IUCN will raise awareness on the agreement and policy outcomes that emerge from UNFCCC COP21 in Paris among IUCN constituencies and the opportunities available for advancing and mainstreaming nature-based solutions to climate change through events in WCC Hawaii and other channels. It will also contribute to the further strengthening of IUCN's institutional engagement on climate change across multiple levels. At the regional level, Mesoamerica and the Caribbean will also continue to support REDD+ and UNFCCC processes.
- IPBES: IUCN's work to follow and promote inputs to the IPBES work programme will continue in collaboration with Members, Commissions and Committees
- The Sustainable Development Goals: IUCN will raise awareness of the elements adopted by the UN among IUCN constituencies through events in the WCC Hawaii and other channels; and continue influencing processes of SDGs indicators and the accountability mechanism in collaboration with a number of IUCN State Members and some international NGO Members (e.g. WWF, CI, TNC and Birdlife International).

Many of the priorities described in the previous section also carry a policy influencing component that in many cases is jointly implemented with Members and Commissions. Moreover, Regions also support policy-influencing efforts at the regional and sub-regional level, with the collaboration of Members and Commissions. Examples include Asia (ASEAN-Association of Southeast Nations); Eastern and Southern Africa (SADC-Southern Africa Development Community); West Africa (ECOWAS-Economic Community of West African States) and South America (Union of South American Nations).

## Capacity building in 2016

IUCN's capacity building efforts for Members will continue to support the implementation of programme priorities and project interventions. There are no major changes in 2015; however several highlights are worth mentioning.

- The priorities on water and food security carried out by the projects BRIDGE and SUSTAIN will have an important capacity building component for Members. Through BRIDGE and BRIDGE Africa the ELC will continue providing trainings to Members on transboundary water governance and hydro-diplomacy.
- BIOPAMA will continue to support the implementation of four regional capacity development programmes in the African Caribbean and Pacific Region with the participation of WCPA Members. BIOPAMA will also support the implementation of the Strategic Plan for Capacity Development on guidance to apply the Protected Areas Competence Register and a certification for capacity development activities.
- IUCN's contribution to the World Heritage Convention include direct capacity building for State Parties through regular orientation sessions, side events and projects. Capacity building is foreseen in the Brighter Outlook for World Heritage project related to convening site-focused networks to support improved conservation performance, and the establishment of a new World Heritage Specialist Group within WCPA as a means to focus, build and diversify IUCN capacity in support of World Heritage activities.
- Mangroves for the Future will continue to build the capacity of Members on gender equality mainstreaming, private sector engagement and rights based approaches, among others.
- A formal training programme of the Red List of Ecosystems in collaboration with CEM, SSC, IUCN Members and French National Committee.
- At least 500 men and women trained on gender and climate change in four Regions.
- Regions will also deliver capacity building activities linked to project implementation, especially in Asia, Eastern and Southern Africa, West and Central Africa, South America, Mesoamerica and the Caribbean, West Asia, the Mediterranean, Eastern Europe and Central Asia.
- CEC will continue to deliver various capacity building products such as the e-learning courses oriented to conservation communicators and trainers across the Union and beyond.
- CEESP will work with the regions to develop capacity in undertaking the HDN methodology. The gender component is strong in CEESP's capacity building interventions.

## Delivering the World Conservation Congress

The 2016 World Conservation Congress will take place 1-10 September in Honolulu, Hawai'i. The main outputs for the successful delivery of the Congress are:

1. Logistical requirements are met at adequate time and quality to guarantee successful delivery of all Congress aspects and preparations and Congress itself are carried out as sustainable as reasonably possible.
2. All support is provided to ensure achievement of the Congress objectives.
3. Members' Assembly is well prepared, statutory requirements are met and Members are able to fully engage prior and at Congress particularly in view of successfully implementing the revised motions process.
4. Forum is designed and delivered in a way that maximizes participant engagement and transformational learning.
5. IT systems for all Congress processes are developed, integrated with IUCN databases and successfully launched with adequate advance time to the Congress.
6. Partners and sponsors are secured to meet the fundraising target.

## PART II: IUCN'S 2016 BUDGET

### Background

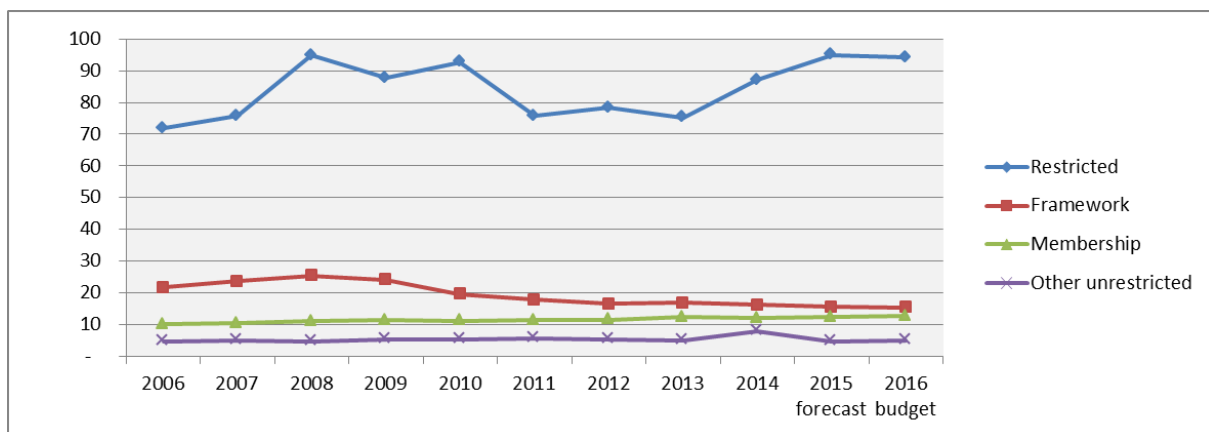
Raising core income continues to be challenging. No new framework partners have joined since Korea joined in 2013, and maintaining existing framework contributions at the current level is proving challenging as government aid budgets come under pressure with the election of more right leaning governments. Framework income has also declined in Swiss franc terms as a result of the removal of the Euro/Swiss franc floor by the Swiss National Bank and the subsequent devaluation of framework partner currencies against the Swiss franc. Although there has been some reversal of the losses, European currencies remain relatively weak due to the poor performance of many European economies.

Conversely, project restricted funding remains generally healthy. IUCN has a healthy project portfolio with the total value of projects under implementation standing at CHF 320m, and the value of those under negotiation at CHF 160m.

The project portfolio is expected to increase further in size with the approval of GEF projects. IUCN's first project of CHF 6m has been approved by GEF and implementation is expected to start in early 2016. Other GEF projects are expected to be approved during the course of 2016. However, due to the time lag between project identification and the start of implementation, the level of GEF project expenditure is not expected to exceed CHF 2m in 2016.

Figure 3 below shows income trends over the last 10 years. Core income is expected to be CHF 0.5m lower than that budgeted in 2015 and project expenditure CHF 2.7m lower.

**Figure 3: Income trends, CHF m**



### Summary

A total budget of CHF 130.6m is proposed for 2016 (2015 budget: CHF 134.5m). This is based on membership dues of CHF 12.0m, an expected level of framework income of CHF 15.4m, and expenditure on projects currently under implementation or under negotiation of CHF 98.1m.

Table 1 summarizes the 2016 budget compared to the 2015 forecast, 2014 actual results and the Financial Plan approved by the 2012 Congress.



**Table 1: 2016 Budget Summary**

CHF m	2014 Actual	2015 Forecast	2016 Budget	Financial Plan Yr 4
Membership dues	12.1	12.4	12.6	12.0
Provision for unpaid dues	(0.3)	(1.0)	(0.6)	(1.0)
<b>Net Membership dues</b>	<b>11.8</b>	<b>11.4</b>	<b>12.0</b>	<b>11.0</b>
Framework income	16.2	15.5	15.4	20.0
Other income	8.0	4.7	5.1	5.0
<b>Total core income</b>	<b>36.0</b>	<b>31.6</b>	<b>32.5</b>	<b>36.0</b>
<b>Cost recovery from projects</b>	<b>32.7</b>	<b>33.3</b>	<b>36.2</b>	<b>35.0</b>
<b>Total Secretariat income</b>	<b>68.7</b>	<b>64.9</b>	<b>68.7</b>	<b>71.0</b>
Operating expenditure	63.4	63.6	67.7	69.0
Provisions and other expenditure	1.0	2.4	1.0	1.0
<b>Total Secretariat expenditure</b>	<b>64.4</b>	<b>66.0</b>	<b>68.7</b>	<b>70.0</b>
<b>Operating surplus/(deficit)</b>	<b>4.3</b>	<b>(1.1)</b>	<b>0.0</b>	<b>1.0</b>
Transfer to/(release from) designated reserves	0.8	(1.0)	-	-
<b>Net surplus/(deficit)</b>	<b>3.5</b>	<b>(0.1)</b>	<b>0.0</b>	<b>1.0</b>
Project expenditure net of cost recovery	51.1	63.4	61.9	65.0
<b>Total Expenditure</b>	<b>115.5</b>	<b>129.4</b>	<b>130.6</b>	<b>135.0</b>

The budgeted result for 2016 is breakeven. This compares with a surplus of CHF 1.0m foreseen in year 4 of the Financial Plan approved by the 2012 Congress.

The main variances between the 2016 budget and year 4 of the Financial Plan are framework income which is CHF 4.6m below plan (CHF 15.4m vs. 20.0m), membership income slightly ahead of plan (CHF 12.6m vs CHF 12.0m) and project expenditure which is slightly below plan (CHF 98.1m vs CHF 100.0m).

The Financial Plan assumed that the Netherlands would remain a framework partner during the 2013-16 period. In actual fact it ceased being a partner at the end of 2012 and, as a consequence, framework income fell by CHF 3.3m. This was partly compensated for by an increase in the framework contributions from Sweden and Denmark and a new framework agreement with the Republic of Korea which was signed in 2013.

The Swiss franc value of framework income was adversely affected in 2015 by the removal of the Euro /Swiss franc floor by the Swiss National Bank. As a consequence the value of non-Swiss franc contributions is down by approximately 13% (CHF 1.5m) at the time of budget preparation compared to their values at 1 January 2015.

## Income

### Membership dues

Table 2 shows the budgeted value of Membership dues and the level of provision for non-payment.

**Table 2: Membership dues (CHF m)**

Membership dues	2014 Actual	2015 Forecast	2016 Budget
Membership dues invoiced	12.1	12.4	12.6
Provision	(0.3)	(1.0)	(0.6)
<b>Membership Dues (net)</b>	<b>11.8</b>	<b>11.4</b>	<b>12.0</b>

Gross Membership dues are budgeted at CHF 12.6m (2015 forecast: CHF 12.4m). The scale of dues has been increased by 0.2% compared to that applied in 2015, in line with the application of the Swiss consumer price index.

A provision of CHF 0.8m (2015: CHF 1.0m) has been budgeted for the non-payment of Membership dues. The level is reduced compared to 2015 as there is normally a lower rate of non-payment in a Congress year.

### Framework income

Framework income is budgeted at CHF 15.4m (2015 forecast: CHF 15.5m). Table 3 below shows a breakdown of expected framework income.

**Table 3: Framework income (CHF m)**

Framework partner	2014 Actual	2015 Forecast	2016 Budget
Denmark	3.1	3.4	3.4
Norway	2.4	2.5	2.5
Sweden	4.1	3.4	3.4
Switzerland	2.2	2.2	2.2
France	0.9	0.6	0.6
Mava Foundation	1.0	1.0	1.0
Finland	0.9	0.8	0.7
United Arab Emirates	1.0	1.0	1.0
Korea	0.6	0.6	0.6
<b>Total Framework income</b>	<b>16.2</b>	<b>15.5</b>	<b>15.4</b>

At the time of preparing the 2016 budget, all framework agreements for the year 2016 had been signed with the exception of the MAVA Foundation, United Arab Emirates (UAE) and Finland.

A three year agreement is currently under negotiation with the UAE at the same level as that of 2015. The agreement with Finland is a rolling one year agreement which is normally signed in the first half of the year. No change in the value of the agreement is anticipated.

No amounts have been budgeted for new framework partners that may join IUCN in 2016 although new relationships with potential partners will be developed.

Even signed framework agreements carry an element of risk. They are normally subject to available funding and annual approval of government budgets.

## Other income

Other income is budgeted at CHF 5.1m. This comprises various items shown in table 4 below. The key items are Swiss Government tax rebates of CHF 1.4m (the value of tax exemptions paid to IUCN by expatriate staff at Headquarters), and rent and service fee income of CHF 0.9m received from Ramsar and other tenants in the Headquarters building.

Other sundry income (CHF 1.6m) includes rent, consultancy income and service fee income received by the IUCN offices in the regions (CHF 1.3m), plus sundry income received by global programme units (CHF 0.3m). Deferred income (CHF 0.7m) relates to donations received in respect of the new HQ building<sup>2</sup>.

**Table 4: Other income**

Other unrestricted income	2014 Actual	2015 Forecast	2016 Budget
Swiss Government tax rebates	1.2	1.3	1.4
Rent and service fees - HQ building	0.9	0.9	0.9
Unrestricted donations	0.2	0.4	0.2
Deferred income - HQ buildings	0.7	0.7	0.7
GEF agency fees	-	0.1	0.3
Other sundry income	4.9	1.3	1.6
Gains on investments	0.1	-	-
Sale of property	2.7	-	-
<b>Total other income</b>	<b>8.0</b>	<b>4.7</b>	<b>5.1</b>

GEF agency fees of CHF 0.3m have been budgeted in 2016. This is based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. 40% of agency fees are transferred at the time of approval of a project concept and the commitment of funds by the GEF Council.

The total value of the GEF portfolio, including projects under development is CHF 35m. To date only one project, with a value of CHF 6m, has been approved, though additional projects are expected to be approved during 2016.

## Cost recovery from projects

Cost recovery represents the value of IUCN staff time and management fees charged to projects<sup>3</sup>. The total value of cost recovery budgeted in 2016 is CHF 36.2m, representing 37% of the value of budgeted project expenditure (CHF 98.1m). The level of cost recovery differs from project to project, depending on its nature. Knowledge product projects tend to have a higher ratio of staff time than projects delivering results on the ground.

Cost recovery is budgeted for projects currently under implementation (C list projects<sup>4</sup>) 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 2016.

<sup>2</sup> 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.

<sup>3</sup> IUCN staff costs are budgeted in cost centres and recharged to projects based on time worked on individual projects.

<sup>4</sup> 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 shows the 2016 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2015. The level of 2016 project expenditure (CHF 98.1m) is similar to that budgeted in 2015 (CHF 100.8m). The level of cost recovery is slightly higher (CHF 36.2m vs. CHF 35.4m), giving a recovery rate of 37% vs. 35%.

**Table 5: Project expenditure and cost recovery**

CHF m	2015 Budget	%	2016 Budget	%
<b>Project expenditure</b>				
Under negotiation (B-list)	17.6	18%	24.3	25%
Under implementation (C list)	83.2	82%	73.8	75%
<b>Total</b>	<b>100.8</b>	<b>100%</b>	<b>98.1</b>	<b>100%</b>
<b>Cost recovery</b>				
Under negotiation (B-list)	6.8	19%	8.6	24%
Under implementation (C list)	28.6	81%	27.6	76%
<b>Cost recovery</b>	<b>35.4</b>	<b>100%</b>	<b>36.2</b>	<b>100%</b>
<b>Cost recovery rate</b>	<b>35%</b>		<b>37%</b>	

Cost recovery income carries two specific risks: it is only earned as projects are implemented, and therefore if there are delays in project implementation the level of budgeted cost recovery will not be achieved; and a portion of the amount budgeted will be 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 expenditure in 2016 and discount the expected income to reflect the level of risk. The proportion of cost recovery budgeted to be earned from projects under negotiation (B list) is 24%, compared to 19% budgeted in 2015. The level of risk is therefore higher than in 2015. However, it should be noted that the 2016 budget is being finalised approximately one month ahead compared to the 2015 budget and several project agreements are expected to be signed before the end of 2015.

## Expenditure

### Operating expenditure

Operating expenditure (Table 6) is budgeted at CHF 67.7m (2015 forecast: CHF 63.6m). 79% of costs are staff costs and 21% other costs. The ratio is similar to the previous two years though the percentage related to staff costs has been gradually increasing over the years. One reason for higher staff costs compared to 2015 is the fact that 2016 is a Congress year and several new positions are taken on to support Congress activities.

Other costs are generally in line with actual costs incurred in 2014 and forecast costs in 2015. Travel costs are higher in 2016 because of Congress.

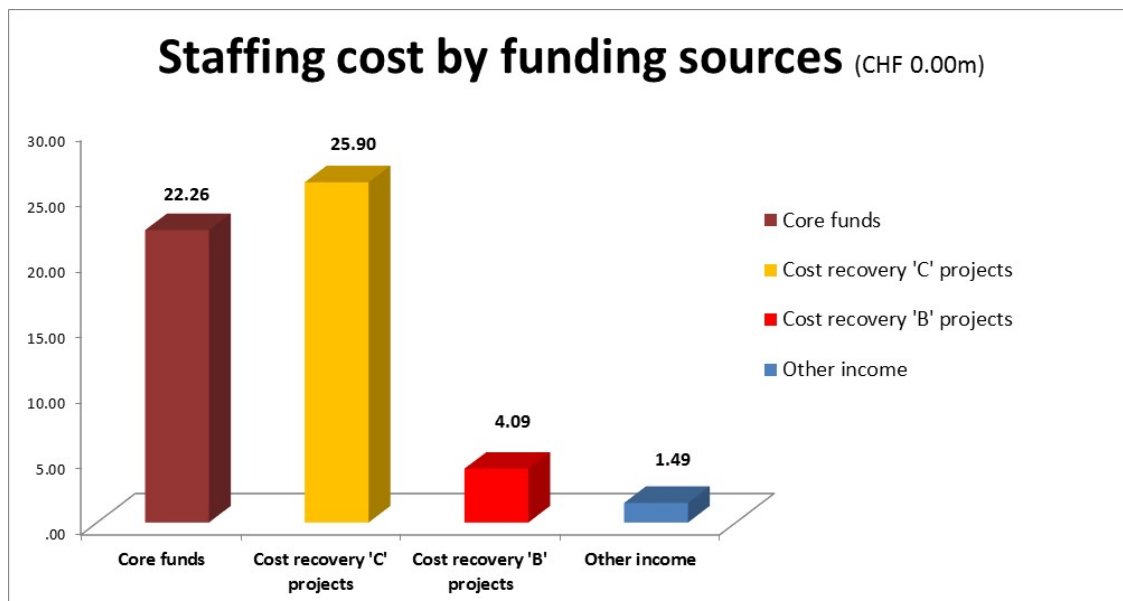
**Table 6: Operating expenditure**

CHF m	2014 Actual	%	2015 Forecast	%	2016 Budget	%
<b>Staff costs</b>	<b>48.8</b>	<b>77%</b>	<b>49.7</b>	<b>78%</b>	<b>53.3</b>	<b>79%</b>
Communication & publication costs	0.4	1%	0.5	1%	0.4	1%
Consultancy & prof. services	1.8	3%	1.6	3%	1.5	2%
Grants	0.3	0%	0.3	0%	0.0	0%
Office costs	5.1	8%	5.8	9%	6.5	10%
Other costs	0.7	1%	0.2	0%	0.2	0%
Travel, hospitality & conferences	3.7	6%	2.8	4%	3.3	5%
Equipment costs	2.6	4%	2.7	4%	2.5	4%
<b>Total other costs</b>	<b>14.6</b>	<b>23%</b>	<b>13.9</b>	<b>22%</b>	<b>14.5</b>	<b>21%</b>
<b>Total</b>	<b>63.4</b>	<b>100%</b>	<b>63.6</b>	<b>100%</b>	<b>67.7</b>	<b>100%</b>

### Staff costs

The total budgeted 2016 headcount is 1,022 (2015: 999) and the associated cost is CHF 53.3m (2015 Forecast: CHF 49.7m). Staff costs are budgeted to be funded as shown in Figure 4.

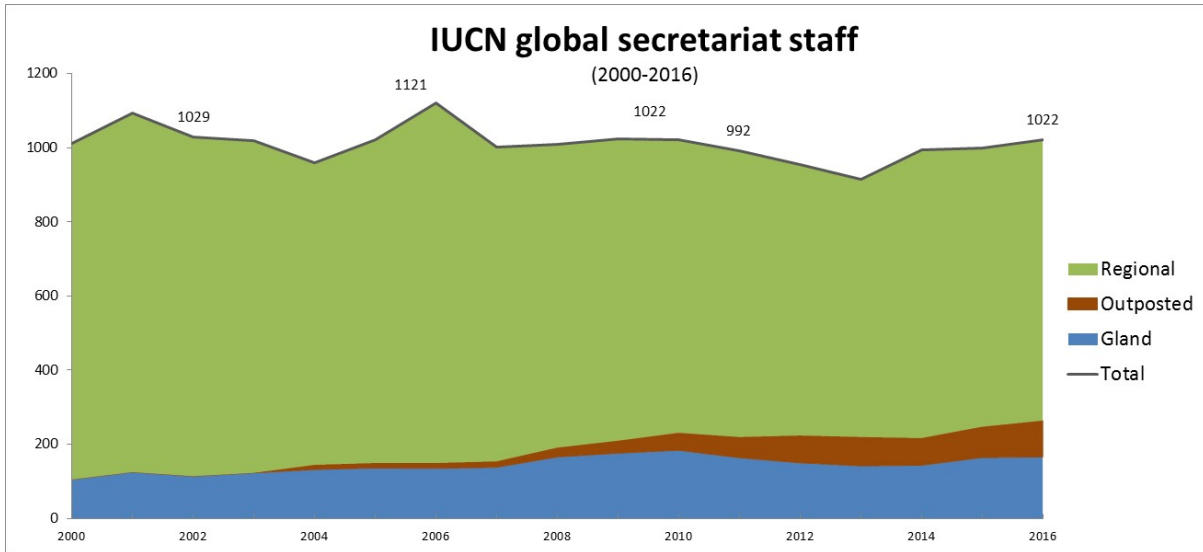
**Figure 4: Funding of staff costs**



CHF 4.09m is budgeted to be funded from “B” projects, i.e. projects currently under negotiation which are expected to be signed either before the start of 2016 or during 2016. This is a significant risk which needs to be closely monitored. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed.

Figure 5 shows the evolution of staff numbers from the year 2000 to the present date. No significant change in staff numbers is foreseen in 2016.

**Figure 5: Secretariat staff**



### Provisions and other expenditure

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

Table 7 below shows amounts budgeted for provisions.

Significant variations compared to the 2015 forecast are:

World Conservation Congress and Regional Conservation Forums (RCFs) – all RCFs will take place in 2015 (total cost = CHF 0.8m) and hence nothing is budgeted for RCFs in 2016. A provision of CHF 0.3m is made to cover part of the costs of the Congress unit. Other Congress costs are funded by other Congress income streams, e.g. registration fees.

External Review – this takes place in the 3<sup>rd</sup> year of the 2013-16 Programme; no allocation is made in the 4<sup>th</sup> year.

Foreign exchange – the Forecast for 2015 is high due to the removal of the Euro/Swiss franc floor in early 2015.

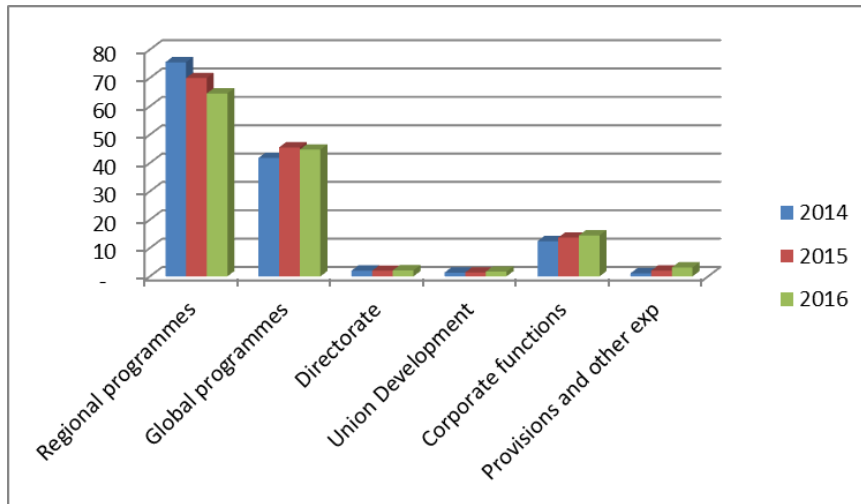
**Table 7: Provisions and other expenditure**

Provisions and other expenditure - expenditure	2014 Actual	2015 Forecast	2016 Budget
World Conservation Congress and RCFs	-	1.3	0.3
External Review	-	0.1	-
Merit awards	-	-	0.1
Redundancy	0.1	0.1	0.1
Foreign exchange	0.3	0.7	0.3
Project deficits	0.2	0.2	0.2
Other (holiday pay)	0.4	-	-
<b>Total expenditure</b>	<b>1.0</b>	<b>2.4</b>	<b>1.0</b>

### Total expenditure

Figure 6 shows a breakdown of expenditure by IUCN organisational structure.

**Figure 6: Breakdown of total expenditure budget by organisational structure for the years 2014-16, CHF m**

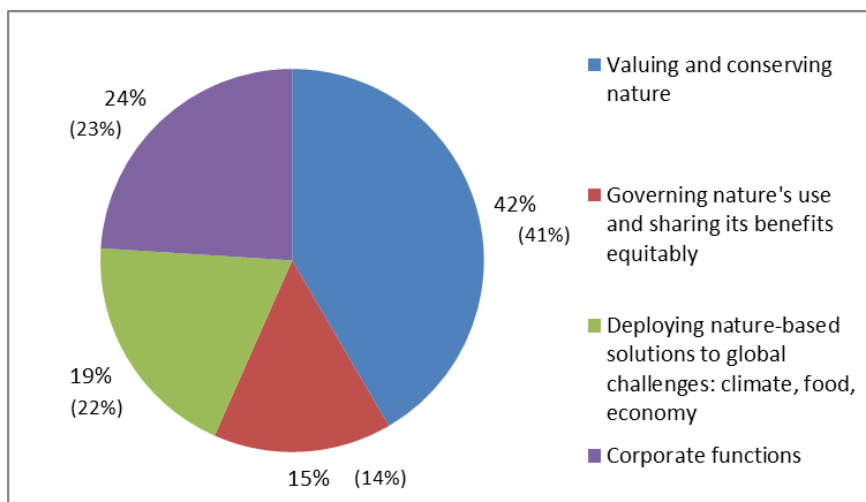


Total expenditure, inclusive of project activities, is budgeted at CHF 131m (2015 budget: 135m). Regional expenditure is budgeted at CHF 65m (2015: CHF 70m). The lower level probably reflects more realistic budgeting as opposed to a decline in activities. Global programmes are budgeted at CHF 45m (2015: CHF 46m). These programmes are managed by HQ units; the element of global programme expenditure incurred in the regions is included in the regional expenditure budgets.

Corporate functions in Headquarters are budgeted at CHF 14m (2015: CHF 14m). Corporate functions include Global Communications. Planning, Monitoring & Evaluation as well as the global service functions such as Finance, Information Systems and Human Resources. CHF 1m of service costs are recovered from HQ tenants.

Figure 7 shows a breakdown of expenditure by global result. The numbers are based on submissions from IUCN units around the world.

**Figure 7: Breakdown of total expenditure by global result (CHF 131m)**



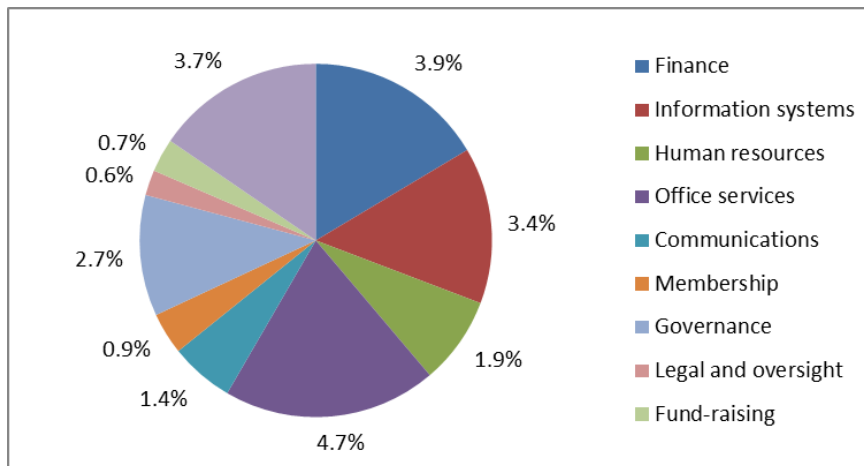
(Prior year figures shown in brackets)

Expenditure contributing to the results *Valuing and Conserving Nature* and *Governing Nature's Use* has increased slightly, whereas expenditure contributing to *Deploying Nature-based Solutions* has declined.

The classification of project and programme results is not an exact science and the methodology may need refining. It is possible 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.

24% of budgeted expenditure (CHF 31.3m) is represented by corporate functions. This is the cost of corporate functions across the global Secretariat<sup>5</sup>, including regional and country offices, and includes service functions such as finance, office services and information systems, together with other functions such as management, governance, membership and communications. Figure 8 provides a breakdown by individual function. These costs are funded by a mix of core funding and project funding.

**Figure 8: Individual corporate functions as a % of total budget (total = 24%, CHF 31.3m)**



The total for Governance (2.7%, CHF 3.5m) includes CHF 2.4m related to the 2016 Congress.

## Allocation of Core Income

Core income available for allocation has decreased from CHF 30.7 in 2015 to an estimated CHF 30.2m in 2016. The full amount has been allocated in the budget.

Tables 8 and 9 show core allocations by groups of cost centres for 2016 compared to the 2015 budget.

<sup>5</sup> Total of CHF 31.3m comprises: Headquarters - CHF 20.4m (includes the categories: Directorate, Union Development, Corporate Functions and provisions shown in Fig 4); Regions - CHF 10.9m.



**Table 8: Core income allocations 2016 Budget, CHF m**

2016 Budget	Cost			Funding				
	Cost	Cost allocation	Net cost	Core		Other	Project	Total
	CHF m	CHF m	CHF m	CHF m	%	CHF m	CHF m	CHF m
<b>Regional Programmes</b>	<b>64.5</b>	<b>1.4</b>	<b>65.9</b>	<b>6.1</b>	<b>20%</b>	<b>1.4</b>	<b>58.5</b>	<b>66.0</b>
Policy and Programme	4.9	0.3	5.2	3.3	11%	0.1	1.8	5.2
Biodiversity Conservation	15.2	0.7	15.9	3.1	10%	0.0	12.8	15.9
Nature Based Solutions	24.6	1.4	26.0	3.7	12%	0.1	22.1	25.9
<b>Total Global Programmes</b>	<b>44.7</b>	<b>2.4</b>	<b>47.1</b>	<b>10.1</b>	<b>34%</b>	<b>0.2</b>	<b>36.7</b>	<b>47.0</b>
Directorate	2.1	0.2	2.3	2.2	7%	0.0	0.1	2.3
Union Development	1.6	0.2	1.8	1.8	6%	0.0	0.0	1.8
Corporate functions	14.5	-4.3	10.2	9.0	30%	0.8	0.4	10.2
Provisions	3.2	0.1	3.3	1.0	3%	-0.2	2.5	3.3
<b>Total other functions</b>	<b>21.4</b>	<b>-3.8</b>	<b>17.6</b>	<b>14.0</b>	<b>46%</b>	<b>0.6</b>	<b>3.0</b>	<b>17.6</b>
<b>Total</b>	<b>130.6</b>	<b>0.0</b>	<b>130.5</b>	<b>30.2</b>	<b>100%</b>	<b>2.2</b>	<b>98.2</b>	<b>130.6</b>

**Table 9: Core income allocations 2015 Budget, CHF m**

2015 Budget	Cost			Funding				
	Cost	Cost allocation	Net cost	Core		Other	Project	Total
	CHF m	CHF m	CHF m	CHF m	%	CHF m	CHF m	CHF m
<b>Regional Programmes</b>	<b>70.0</b>	<b>1.6</b>	<b>71.6</b>	<b>6.6</b>	<b>22%</b>	<b>2.6</b>	<b>62.5</b>	<b>71.7</b>
Policy and Programme	6.0	0.3	6.3	4.1	13%	0.0	2.2	6.3
Biodiversity Conservation	16.7	0.7	17.4	3.2	10%	0.0	14.2	17.4
Nature Based Solutions	23.3	1.6	24.9	3.8	12%	0.0	21.1	24.9
<b>Total Global Programmes</b>	<b>46.0</b>	<b>2.6</b>	<b>48.6</b>	<b>11.1</b>	<b>36%</b>	<b>0.0</b>	<b>37.5</b>	<b>48.6</b>
Directorate	2.0	0.2	2.2	2.0	7%	0.0	0.0	2.0
Union Development	1.3	0.1	1.4	1.5	5%	0.0	0.0	1.5
Corporate functions	13.0	-4.6	8.4	8.0	26%	0.4	0.0	8.4
Provisions	2.2	0.1	2.3	1.5	5%	-0.1	0.0	1.4
<b>Total other functions</b>	<b>18.5</b>	<b>-4.2</b>	<b>14.3</b>	<b>13.0</b>	<b>42%</b>	<b>0.3</b>	<b>0.0</b>	<b>13.3</b>
<b>Total</b>	<b>134.5</b>	<b>-</b>	<b>134.5</b>	<b>30.7</b>	<b>100%</b>	<b>2.9</b>	<b>100.0</b>	<b>133.6</b>

For 2016, 54% (2014: 58%) of core income has been allocated to Regional and Global Thematic Programmes and 46% (2014: 42%) to other functions. CHF 6.1m (2015: CHF 6.6m) has been allocated to Regional Programmes and CHF 10.1m (2015: CHF 11.1m) to Global Programmes.

The allocation to Corporate functions increases from CHF 8.0m in 2015 to CHF 9.0m in 2016. This is a result of 1) the reclassification of the PM&E function as a corporate function (CHF 0.7m) - it was formerly shown under Policy and Programme – the comparatives have not been restated; 2) an additional investment in the Human Resources Management Group (CHF 0.2m); and 3) additional investment in the Global Communications Unit (CHF 0.1m).

The increase in allocation to Union Development results from additional funding for Councillors to attend Congress (CHF 0.1m) and the reallocation of a regional position to manage the Forum (CHF

0.2m). Of the reduction of CHF 0.5m to regional programmes, CHF 0.2m results from an exchange rate movement between the Swiss franc and the Euro - the Swiss franc value of allocations to those regional offices which prepare their budgets in Euros is lower in 2016.

In order to arrive at a balanced budget, allocations to regions and global programmes have been reduced by 2% and to corporate functions by 1% compared to 2015.

Allocations to Commissions have not been reduced and remain at the same level as in 2015.

### Service charges

The Secretariat applies two service charges in order to allocate costs<sup>6</sup> to the units receiving the services.

- Global Service Charge – this covers the use of important management tools and applications essential for a distributed Secretariat's efficient functioning. These tools are developed and supported by Headquarters and include the ERP, CRM, HRMS<sup>7</sup>, email systems, the Union Portal, the Global Wide Area Network and the global policy and procedures framework and oversight mechanisms. The charge is based on 2.5% of total project expenditure incurred.
- Headquarters Service Charge – this covers the cost of facilities, human resources, financial and IS services provided to all Gland based employees. The charge is based on a rate of CHF 20k per workstation.

Table 10 shows the total budgeted value of service charge income. The level of service charges in 2016 is slightly lower than that of 2015, partly due to a lower level of project expenditure and a small reduction in the number of HQ based positions.

**Table 10: IUCN Service charges**

CHF m	Global Service Charge	HQ Service Charge	Total
<b>2016</b>			
Regional Programmes	1.4	0.0	1.4
Global Programmes	0.7	1.7	2.4
Other functions	0.0	1.4	1.4
<b>Total</b>	<b>2.1</b>	<b>3.1</b>	<b>5.2</b>
<b>2015</b>			
Regional Programmes	1.6	0.0	1.6
Global Programmes	0.7	1.9	2.6
Other functions	0.0	1.3	1.3
<b>Total</b>	<b>2.3</b>	<b>3.2</b>	<b>5.5</b>

<sup>6</sup> The terms Service Charges and Cost Allocation are used interchangeably in this document.

<sup>7</sup> ERP = Enterprise Resource Planning System; CRM = Constituency Relationship Management System; HRMS = Human Resources Management System

## Significant changes to allocations in 2016 compared to 2015

Strategic allocations over and above those made in 2015 have been made in the following areas:

- Director of Human Resources Management Group – full year costs for position starting 1 November 2015
- Governance – travel costs of Councillors to attend Congress
- Project Manager – for project/programme modules of the ERP system
- Corporate communications – additional position

These changes have been funded by, amongst others:

- Freezing of Deputy Director General Position
- Freezing of a vacant position in Strategic Partnerships

## Investments in Information Systems

The main investments envisaged in 2016 are:

Rollout of the **Global Wide Area Network (GWAN)** – a provider was selected in Q2 of 2015 and a contract is expected to be signed in Q4, after which rollout will commence.

The objective of the GWAN is to put in place a network that allows offices to be able to connect in a more secure and reliable manner to global applications (ERP, CRM, Union Portal, HRMS, eMail) and to provide a platform for the use of web-based communications tools such as Lync and video-conferencing.

Development of **project and programme modules of the ERP system** – a project manager was appointed in August 2015. The modules comprise: a project management module to support the management of individual projects and portfolio management tools that will allow the aggregation of results and other key data for the purpose of global reporting and tracking performance against key performance indicators. The first version of the system is expected to go live in February 2016.

Continuation of the rollout of the **administration portals of the ERP** (for travel and procurement).

Development of various **Congress related applications**.

The costs of all of the above are included in Global Information Systems Group budget, except for the Congress applications which are included in the Congress budget.

## Capital expenditure

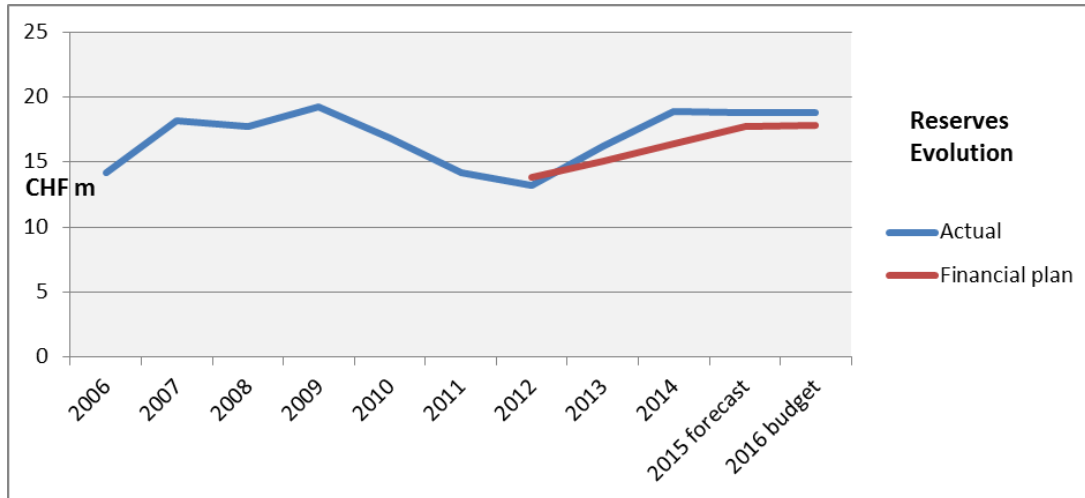
No major capital expenditure is planned in 2016.

Capital expenditure will be limited to replacement of furniture, fixtures and equipment that reaches the end of its productive life due to normal wear and tear.

## Reserves

Figure 9 shows the movement in IUCN's reserves since 2006 and the expected level of reserves at the end of 2016 compared with the Financial Plan approved by the 2012 Congress.

Figure 9: IUCN Reserves



Despite a levelling off of reserves in 2015 and 2016, IUCN is still on track to meet the reserves target of CHF 17.8m established in the Financial Plan, though this is significantly below the long term reserves target set by Council of CHF 25m.

## Risks Inherent in the Work Plan and Budget 2015

The main risks for 2016 are:

### 1. Delays in project implementation

Project expenditure is budgeted at CHF 98m; however, historically, IUCN falls short of annual expenditure targets by 10-15%. Delays in project implementation will result in lower levels of cost recovery and an increase in the risk of staff costs not being fully funded. It also results in a reduction in the amount of central service costs recovered from the project portfolio, meaning a higher portion has to be funded from core income.

The total of B-list cost recovery (cost recovery expected to be generated from project contracts not yet signed) also represents a key risk. The level of cost recovery to be generated from project agreements not yet signed represents 25% of total cost recovery income. This is significantly higher than the previous year when it stood at 19%

#### Mitigating action

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

**Risk level: high**

### 2. Exposure to foreign exchange fluctuations

Several of IUCN's framework contributions (Sweden, Norway, Denmark, Finland, and France) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the Swiss franc value of contributions will be lower than projected in the 2016 budget.

#### Mitigating action

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

**Risk level: low**

### 3. Non-payment of membership dues

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

#### **Mitigating action**

A provision of CHF 0.6m has been made in the 2016 budget for non-payment of membership dues. The risk is reduced by the fact that 2016 is a Congress year: Members tend to pay arrears to ensure participation in Congress.

**Risk level: low**

### 4. Congress

The 2016 Congress represents a major financial risk. There are several elements to this risk.

Coverage of IUCN direct costs is dependent on registration revenue (and therefore the level of attendance) and raising funds from donors to cover various costs such as the participation of Members with limited financial resources. In addition, regions and units must fund their own participation from their own core or project budgets. No additional funds have been made available to them for this purpose. Finally, Congress activities can divert attention from normal project implementation, resulting in delays and reductions in cost recovery as noted above (risk 1).

#### **Mitigating action**

The Congress budget is actively managed. A prudent estimate has been made of registration revenues. Costs dependent on fund-raising will only be incurred when the funds have been secured.

Projects and unit workplans include Congress activities. Delivery of many projects includes a Congress element.

**Risk level: medium**



## IUCN Reserves Policy

Approved by the 87<sup>th</sup> Meeting of the IUCN Council, Hainan (China), 18-21 October 2015, Decision C/87/6

### 1. Definitions

Generally Accepted Accounting Practice (GAAP) requires not-for-profit organisations to split reserves between restricted reserves and unrestricted reserves.

#### a. Restricted reserves

A restricted reserve is one that can only be used for a specific purpose. Restrictions are often imposed by donors, obliging the organisation to spend the money on the purposes for which it was given.

#### b. Unrestricted reserves

Unrestricted reserves may be used for any purpose provided that purpose is consistent with the statutory objectives of the organisation.

Unrestricted reserves typically arise from two sources:

- i. Reserves created from contributions of the owners of the entity. In the case of IUCN, from the Members.
- ii. Reserves created from operating surpluses, net of any operating deficits.

### 2. Purpose of reserves

The level of reserves reflects the financial health of an organisation. The level of reserves is a measure of the organisations ability to cover operational risks and to accommodate the financial consequences of unforeseen events.

Reserves may also be set aside to fund the costs of future actions or events, e.g. a redundancy reserve may be setup to fund the cost of possible future redundancies. Such reserves are referred to as designated reserves in the sense that they are unrestricted reserves that have been designated for specific purposes.

### 3. IUCN Reserves structure

IUCN has the following reserves structure:

#### a. Restricted reserves

- i. Operating funds
- ii. Endowments

#### b. Unrestricted reserves

- i. IUCN Fund
- ii. Currency translation reserve
- iii. Retained surpluses
- iv. Designated reserves

**a. Restricted reserves**

**i. Operating funds**

Restricted operating funds are funds subject to specific conditions imposed by the donor.

**ii. Endowments**

Endowments are funds given (endowed) for a specific purpose and subject to specific conditions.

**b. Unrestricted reserves**

Unrestricted reserves are reserves that are not subject to any externally imposed restrictions.

**i. IUCN Fund**

The IUCN fund is maintained in order to preserve the Union's capital base. It can be considered as equivalent to the Members' equity. The reserve is maintained as a reserve of last resort.

**ii. Currency translation reserve**

The translation reserve arises during the consolidation of offices with functional currencies different to the IUCN reporting currency, the Swiss franc. The reserve arises when the balance sheets of those offices with non-Swiss franc functional currencies are translated into Swiss francs at the end of the financial year. Translation may result in either a charge or a credit to the reserve, depending on the movement of functional currencies against the Swiss franc. The reserve represents the accumulated result of annual translations.

**iii. Retained surpluses**

The reserve for retained surpluses represents the accumulated operating results for unrestricted income and expenditure, less any amounts transferred to designated reserves.

**iv. Designated reserves**

Designated reserves represent funds set aside from retained surpluses to cover the cost of future events or activities.

Examples of designated reserves are:

Reserve for statutory meetings

Reserves set aside to cover the cost of future statutory meetings such as the World Conservation Congress and related preparatory meetings which do not take place on an annual basis.

Renovation reserve

Reserves set aside to cover the cost of expected future renovations of IUCN owned buildings.

Programme reserves

Reserves designated for specific future programme activities, e.g. programme and project development, or for when unrestricted income is received in one financial year but the associated expenditure is planned in a future financial year.

#### 4. Authority over the use of reserves

##### a. Restricted reserves

Restricted reserves must only be used in compliance with the restrictions imposed by the external parties.

##### b. Unrestricted reserves

###### Planned use of reserves

The use of carried forward reserves to cover a future item of expenditure must be included in an annual budget which is subject to approval by Council in accordance with article 46 (b) of the IUCN Statutes.

###### Unplanned use of reserves

Losses arising from operational risks cannot, by their nature, be predicted or budgeted for. Such losses will be reflected in the result for the year and be allocated to the reserve for retained surpluses.

More specifically:

##### iii. IUCN Fund

The IUCN Fund is a reserve of last resort. Its use is governed by Council.

##### iv. Currency translation reserve

The purpose of the Currency translation reserve is to cover future realisation of losses on translation.

Translation gains and losses are credited or charged to the reserve through the consolidation process. This does not require Council decision. The reserve cannot be used for any other purpose as it does not represent an inflow of funds.

##### v. Designated reserves

Designated reserves are created by Council deciding to designate part of the reserve for retained surpluses for a specific purpose. The designation may be reversed at any time by Council.

Designated reserves can only be used for the purpose for which they were designated. Council may reverse the designation in the event that:

- It is decided to finance the planned expenditure from another funding source
- The planned activity is cancelled
- The activity is completed and a balance on the designated reserve remains which is no longer required

In the event that the designation is reversed the reserves are transferred back to unrestricted reserves.

In the event that a designated reserve becomes redundant, i.e. the reason for the designation no longer exists; the reserve is automatically credited back to retained surpluses.



**vi. Retained surpluses**

The operating surplus/deficit for the year is automatically credited/charged to unrestricted reserves. No Council decision is required.

Any allocation from retained surpluses to any other reserve requires a decision of Council.

**Appendix:****Comparison of previous reserves structure with new reserves structure**

<b>Previous reserves structure</b>	<b>New reserves structure</b>
<b>Current liabilities</b>	<b>Restricted reserves</b>
Project agreements advances	Operating funds
	Endowments
<b>Funds and reserves</b>	<b>Unrestricted reserves</b>
IUCN Fund	IUCN fund
Secretariat Contingency Fund	Retained surpluses
Currency translation adjustment	Currency translation reserve
	<b>Designated reserves</b>
Reserve for statutory meetings	Reserve for statutory meetings
Other reserves	Other designated reserves
Cost centre reserves	Programme reserves
Renovation fund	Renovation fund



## **Finance and Audit Committee of the 2016 World Conservation Congress**

### **Draft Terms of Reference**

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, Decision C/87/7)

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

The Terms of Reference of the Committee shall be:

- a) to examine the audited annual accounts and management letters issued by the external auditors for the years 2012, 2013, 2014 and 2015, together with the cover paper on the Finances of IUCN for the period 2012 to 2015, and the estimates for 2016, prepared jointly by the Treasurer and the Director General;
- b) to examine the Financial Plan for the period 2017–2020 and any matters related to membership dues;
- c) to consider the reports of the Council and of its Finance and Audit Committee;
- d) to evaluate the recommendation made by the Council regarding the appointment of the external auditors;
- e) to consider any other matters of finance or financial and operational procedures referred to the Committee by the plenary session or by the Steering Committee;
- f) to advise the Congress on the outcome of these considerations, and to propose action as appropriate;
- g) to comment on the implications of the resolutions submitted to Congress for decision in relation to the Financial Plan approved by Council;
- h) in preparing its report, the Committee will coordinate with the Programme Committee, the Credentials Committee and the Resolutions Committee.



## **2016 Congress Steering Committee**

### **Draft Terms of Reference**

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/9)

1. The Steering Committee of the World Conservation Congress shall be appointed by the Congress on the proposal of the President, in accordance with Rule 13 of the Rules of Procedure of the World Conservation Congress.
2. The Steering Committee shall comprise the members of the Preparatory Committee appointed by the Council to make preparations for the World Congress together with the President, the Vice Presidents and the Director General and shall be charged with the general duty of forwarding the business of the World Congress.
3. All matters concerning the organization of the World Congress shall be referred to the Steering Committee.
4. Specific duties of the Steering Committee are as detailed in the Rules of Procedure of the Congress (Rules 37, 44, 47, 53, 55 and 86).
5. The Steering Committee shall meet as necessary during Congress and invite concerned individuals as appropriate to join its meetings.



## TERMS OF REFERENCE

of the

### Election Officer of the 2016 World Conservation Congress

[Approved by the IUCN Council at its 85<sup>th</sup> Meeting (May 2015), decision C/85/7 and revised at its 87<sup>th</sup> Meeting (October 2015), decision C/87/10 following the adoption by Council on 30 September 2015 of amendments to the Regulations concerning the election procedures]

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

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

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

#### *In advance of the World Conservation Congress:*

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

#### *At the Congress:*

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

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

## Resolutions Committee of the 2016 Congress

### Draft Terms of Reference

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/12)

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

The Resolutions Committee (RC) manages the motions process at the Congress.

More specifically, the RC is responsible for:

1. Managing motions referred to the Congress by the Motions Working Group. This includes:
  - a. Receiving proposed amendments to motions, and decide whether an amendment is in order and ensure that the process described in Rules 59 to 62 is duly followed.
  - b. Proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62).
  - c. Presenting to the Congress Steering Committee the appeals filed by Members against decisions made by the Motions Working Group (Rule 55).
  - d. Organizing and managing contact groups and consider the reports from the contact groups before presenting the text to the plenary (Rule 56).
  - e. Keeping track of motions, including those which have an impact on the Programme (Rule 51).
2. Managing motions submitted during Congress. This includes:
  - a. Receiving motions submitted during Congress within the deadline set by the Steering Committee.
  - b. Verifying whether submitted motions meet the statutory requirements and circulating them to delegates in accordance with Rules 52, 53 and 54
  - c. Deciding which motions will be put to vote at the Congress and which will first be discussed in *ad hoc* contact groups (Rule 56).
  - d. Receiving proposed amendments to motions, and deciding whether an amendment is in order and ensure the process described in Rules 59 to 62 is duly followed.
  - e. Proposing that amendments be debated or voted upon together. They may propose that the text together with the proposed amendments be referred to a contact group (Rule 62).
  - f. Forwarding through the Programme Committee any motion or part of a motion affecting the draft Programme or proposed mandate of a Commission to the sessions of the World Congress that consider the Programme and mandates of the Commissions. The sponsors of these motions shall be informed of this action (Rule 51).

## Amendments to the IUCN Regulations aimed at simplifying the reference to dates and deadlines

Existing provisions of the IUCN Regulations	Amendments (with track changes) proposed by the IUCN Council in response to decision 16 of the 2012 Congress	New version of the IUCN Regulations as amended (all track changes 'accepted')
<p>Regulation 21</p> <p>On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within ninety days following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.</p>	<p>Regulation 21</p> <p>On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within <b>three months</b> <del>ninety days</del> following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.</p>	<p>Regulation 21</p> <p>On request or after due notice, the Council shall transfer a Member to another group of membership if, in the opinion of a two-thirds majority of the Council, that Member is incorrectly classified. The Members of IUCN shall be notified of the transfer, together with the reasons. If within three months following this notification an objection is lodged by the Member in question or another Member eligible to vote, the transfer shall be submitted to the World Congress for ratification.</p>
<p>Regulation 28</p> <p>At least twelve months before the date set for the opening of a session of the World Congress, the Council shall:</p> <p>(a) appoint a Preparatory Committee to make the necessary preparations, including a representative of the Host State; and</p> <p>(b) appoint an Election Officer who shall not be a candidate for election nor a member of the Secretariat.</p>	<p>Regulation 28</p> <p>At least <del>one year twelve months</del> before the date set for the opening of a session of the World Congress, the Council shall:</p> <p>(a) appoint a Preparatory Committee to make the necessary preparations, including a representative of the Host State; and</p> <p>(b) appoint an Election Officer who shall not be a candidate for election nor a member of the Secretariat.</p>	<p>Regulation 28</p> <p>At least one year before the date set for the opening of a session of the World Congress, the Council shall:</p> <p>(a) appoint a Preparatory Committee to make the necessary preparations, including a representative of the Host State; and</p> <p>(b) appoint an Election Officer who shall not be a candidate for election nor a member of the Secretariat.</p>
<p>Regulation 32</p> <p>Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A and B. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than sixty</p>	<p>Regulation 32</p> <p>Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A and B. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than <b>two</b></p>	<p>Regulation 32</p> <p>Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A and B. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two</p>

days prior to the opening of the session of the World Congress.	<del>months sixty days</del> prior to the opening of the session of the World Congress.	months prior to the opening of the session of the World Congress.
Regulation 50	Regulation 50	Regulation 50
Notice of ordinary meetings of the Council, with draft agenda, shall be circulated to those entitled to be present at least forty five days in advance of the meeting. A special meeting of the Council may be convened at any time during sessions of the World Congress by the President or, in the absence of the President, a Vice-President.	Notice of ordinary meetings of the Council, with draft agenda, shall be circulated to those entitled to be present at least <del>six weeks forty five days</del> in advance of the meeting. A special meeting of the Council may be convened at any time during sessions of the World Congress by the President or, in the absence of the President, a Vice-President.	Notice of ordinary meetings of the Council, with draft agenda, shall be circulated to those entitled to be present at least six weeks in advance of the meeting. A special meeting of the Council may be convened at any time during sessions of the World Congress by the President or, in the absence of the President, a Vice-President.
Regulation 52	Regulation 52	Regulation 52
Summary minutes of each meeting of the Council, including written questions, shall be prepared by the Director General and submitted to the members of the Council as soon as possible after the meeting. Participants in the Council meetings may give the full or abridged text of any of their statements to the Secretariat for inclusion in the summary minutes. If no objections are received within forty days of the date of despatch, the minutes shall constitute a correct record of the meeting. Any objection to the minutes shall be referred to the Council for decision by mail ballot or, at the discretion of the President, brought forward for consideration at the next meeting of the Council. If an objection is made to the wording of a decision, this shall not become effective until so confirmed.	Summary minutes of each meeting of the Council, including written questions, shall be prepared by the Director General and submitted to the members of the Council as soon as possible after the meeting. Participants in the Council meetings may give the full or abridged text of any of their statements to the Secretariat for inclusion in the summary minutes. If no objections are received within <del>five weeks forty days</del> of the date of despatch, the minutes shall constitute a correct record of the meeting. Any objection to the minutes shall be referred to the Council for decision by mail ballot or, at the discretion of the President, brought forward for consideration at the next meeting of the Council. If an objection is made to the wording of a decision, this shall not become effective until so confirmed.	Summary minutes of each meeting of the Council, including written questions, shall be prepared by the Director General and submitted to the members of the Council as soon as possible after the meeting. Participants in the Council meetings may give the full or abridged text of any of their statements to the Secretariat for inclusion in the summary minutes. If no objections are received within five weeks of the date of despatch, the minutes shall constitute a correct record of the meeting. Any objection to the minutes shall be referred to the Council for decision by mail ballot or, at the discretion of the President, brought forward for consideration at the next meeting of the Council. If an objection is made to the wording of a decision, this shall not become effective until so confirmed.
Regulation 53	Regulation 53	Regulation 53
Any of the official languages of IUCN may be used at meetings of the Council. Interpretation from one official language to another shall be made whenever a member of the Council so requests. Notification of such requests must be received by the Secretariat at least thirty days in advance of the meeting. Members of the Council may also speak in any language other than one of the three official languages but they	Any of the official languages of IUCN may be used at meetings of the Council. Interpretation from one official language to another shall be made whenever a member of the Council so requests. Notification of such requests must be received by the Secretariat at least <del>one month thirty days</del> in advance of the meeting. Members of the Council may also speak in any language other than one of the three official	Any of the official languages of IUCN may be used at meetings of the Council. Interpretation from one official language to another shall be made whenever a member of the Council so requests. Notification of such requests must be received by the Secretariat at least one month in advance of the meeting. Members of the Council may also speak in any language other than one of the three official languages but they must



<p>must themselves provide for interpretation into one of the official languages.</p> <p>Regulation 54</p> <p>A decision of the Council concerning a matter which was not on the draft agenda circulated in advance is binding unless five members of the Council attending the meeting are opposed, or unless five members of the Council notify their opposition to the Director General within thirty days of mailing of the minutes of the meeting.</p>	<p>languages but they must themselves provide for interpretation into one of the official languages.</p> <p>Regulation 54</p> <p>A decision of the Council concerning a matter which was not on the draft agenda circulated in advance is binding unless five members of the Council attending the meeting are opposed, or unless five members of the Council notify their opposition to the Director General within <u>one month</u> <del>thirty days</del> of mailing of the minutes of the meeting.</p>	<p>themselves provide for interpretation into one of the official languages.</p> <p>Regulation 54</p> <p>A decision of the Council concerning a matter which was not on the draft agenda circulated in advance is binding unless five members of the Council attending the meeting are opposed, or unless five members of the Council notify their opposition to the Director General within one month of mailing of the minutes of the meeting.</p>
<p>Regulation 58</p> <p>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 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>	<p>Regulation 58</p> <p>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 <u>communication mail</u> or facsimile within <u>one week</u> <del>seven days</del> 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 <u>communication mail</u> or facsimile their objection to the Bureau decision within <u>one week</u> <del>seven days</del> 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>	<p>Regulation 58</p> <p>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 communication or facsimile within one week 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 communication or facsimile their objection to the Bureau decision within one week 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>
<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for ninety days after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for <u>three months</u> <del>ninety days</del> after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>	<p>Regulation 72</p> <p>The terms of appointment of Commission members, shall continue for three months after the close of the ordinary session of the World Congress following their appointment, or until reappointments are made, whichever is sooner.</p>



## Terms of Reference of the Nominations Committee of Council

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/14)

The task of the Nominations Committee is to assist the Council in identifying suitable candidates for the positions of President, Treasurer and Chairs of Commissions for submission by Council to the World Conservation Congress for election in September 2016. The duties of the Nominations Committee will be as follows:

- a) Establish a timetable for the work of the Nominations Committee during the nomination process based on a final deadline for receipt of nominations of 12 February 2016.
- b) Designate individual members of the Nominations Committee to liaise with each Commission and ensure coordination with any internal search processes taking place within the IUCN Commissions.
- c) Collect biographical information and reference material on candidates.
- d) Assess all the valid nominations which the Nominations Committee will receive from the Election Officer (Regulation 30) against the respective profiles for the elective positions after consultation, as the case may be, with the Ethics Committee of Council on any issues of ethics or conflict of interest, or with the Director General on any candidacies from members of staff. The methodology for assessing candidates will include:
  - i. a rating system using a criteria based on the profiles for elective positions;
  - ii. gender balance including one of two candidates for President, balance among Commission Chair nominees and nominees for Treasurer, depending on nominations received and qualifications;
  - iii. review and assessment of candidates' qualifications including but not be limited to, video or face-to-face interviews with the nominees for President, Treasurer, and for Commission Chairs in the case of more than one candidate nominated by the Commission Steering Committee and/or IUCN Members;
- e) Make short lists for each position.
- f) Formulate recommendations for submission to Council at its 88<sup>th</sup> meeting in April 2016.
- g) In the event that no candidate can be identified for a position, report to Council which may re-open the nomination process for that position.
- h) Work as a collegial body and maintain strict confidentiality with regard to its deliberations.



## Governance Committee of the 2016 World Conservation Congress

### Terms of Reference

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/15)

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

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

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

Rule 56 states that: *"The Resolutions Committee may refer a motion to a committee or ad hoc contact group of delegates, for its review and advice or decide that it be debated and voted upon directly by the World Congress. The Chair may also propose that a motion under discussion in the World Congress be referred to a contact group. The reports of such contact groups shall ordinarily be considered by the Resolutions Committee prior to their presentation to the World Congress. The debate in the World Congress shall take place on the text resulting from this process."*

- (b) Advise, consult with and facilitate discussion among IUCN Members, representatives of IUCN Commissions, and representatives of IUCN National and Regional Committees participating in the IUCN World Conservation Congress on the objectives and content for proposed governance reforms as set out in the Report of the IUCN Council on Governance Reforms and Proposed Amendments to the Statutes and Rules of Procedure.
- (c) Assist Congress by taking note of comments from the Membership on governance reform proposals coming from the floor or raised in Congress workshops.
- (d) Consult with Members or groups of Members who wish to discuss governance matters which they have been unable to address in Plenary, and facilitate contact groups on motions related to governance as may be scheduled by the Resolutions Committee.
- (e) As appropriate, propose specific adjustments to the proposed governance reforms based on the discussions with Members and the governance contact groups.
- (f) In preparing its report, the Committee will coordinate with the Resolutions Committee and the Credentials Committee.



## Credentials Committee of the 2016 World Conservation Congress

### Draft Terms of Reference

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/15)

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

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

The Terms of Reference of the Committee shall be:

- (a) to approve the "Guidelines for delegates and observers attending the World Conservation Congress" prepared by the Secretariat;
- (b) to supervise the accreditation process of Members and Observers in accordance with Rules 5 to 12, 40, 63, 66 and 66bis of the Rules of Procedure of the World Conservation Congress;
- (c) to certify to the Congress that only Members whose dues are paid entirely up to and including 2015 are able to exercise their rights in connection with elections, voting and motions, in accordance with Article 13 (a) of the IUCN Statutes;
- (d) to refer to the Congress the name of those Members who are two years (2014 and 2015) or more in arrears in the payment of their dues and whose remaining rights may be rescinded on such terms as the Congress may determine, in accordance with Article 13 (a) of the IUCN Statutes;
- (e) to inform Congress daily of the total number of votes to be exercised by each category of voting Members present (or represented) at the Congress in accordance with Article 34 and 35 of the IUCN Statutes;
- (f) to act as focal point for issues of the IUCN membership constituency; and
- (g) to coordinate as necessary with the Steering Committee, the Finance & Audit Committee, the Election Officer and the Governance Committee of Congress.

## Annex 12

IUCN Statutory region	#	Organisation name	Acronym	Country	Member Category	Detailed application
Africa	1	Ecological Christian Organisation	ECO	Uganda	NG	<a href="https://db.tt/lrq7OQIR">https://db.tt/lrq7OQIR</a>
	2	Environmental Management for Livelihood Improvement Bwaise Facility	EMLI	Uganda	NG	<a href="https://db.tt/hcPlbwwq">https://db.tt/hcPlbwwq</a>
Meso and South America	3	Fundación para la Conservación del Bosque Chiquitano ( <i>Chiquitano Forest Conservation Foundation</i> )	FCBC	Bolivia	NG	<a href="https://db.tt/98fM4dat">https://db.tt/98fM4dat</a>
	4	Instituto de Ecología Aplicada de la Universidad San Francisco de Quito ( <i>Institute of Applied Ecology of the Universidad San Francisco de Quito</i> )	ECOLAP-USFQ	Ecuador	NG	<a href="https://db.tt/hVDJ2I6O">https://db.tt/hVDJ2I6O</a>
	5	Espacios Naturales y Desarrollo Sustentable A.C. ( <i>Natural Spaces and Sustainable Development</i> )	ENDESU	Mexico	NG	<a href="https://db.tt/ZPHCPkMI">https://db.tt/ZPHCPkMI</a>
	6	Fondo Pro-Cuenca Valle de Bravo A.C. ( <i>Valle de Bravo Basin Fund</i> )	PROCUENCA	Mexico	NG	<a href="https://db.tt/lethvILZ">https://db.tt/lethvILZ</a>
North America and the Caribbean	7	Calgary Zoological Society	CZS	Canada	NG	<a href="https://db.tt/QI6iXWRw">https://db.tt/QI6iXWRw</a>
	8	Association for Tropical Biology and Conservation	ATBC	United States of America	IN	<a href="https://db.tt/sq1kiPwr">https://db.tt/sq1kiPwr</a>
	9	Environmental Law Program at the William S. Richardson School of Law	ELP	United States of America	NG	<a href="https://db.tt/PddDrqR">https://db.tt/PddDrqR</a>
	10	Global Wildlife Conservation	GWC	United States of America	NG	<a href="https://db.tt/YWoogVUo">https://db.tt/YWoogVUo</a>
South and East Asia	11	TERRE Policy Centre	TERRE	India	NG	<a href="https://db.tt/fKoenqr">https://db.tt/fKoenqr</a>
	12	Society for Empowering Human Resource	SEHER	Pakistan	NG	<a href="https://db.tt/bjVwgFoji">https://db.tt/bjVwgFoji</a>
West Asia	13	United Society for Developing Water Resources and Environment	USDWE	Jordan	NG	<a href="https://db.tt/hjt8yCDO">https://db.tt/hjt8yCDO</a>

	14	The Environmental Education Center of the Evangelical Lutheran Church in Jordan and the Holy Land	EEC	Palestine	NG	<a href="https://db.tt/bxW0dxDg">https://db.tt/bxW0dxDg</a>
<b>West Europe</b>	15	Sociedad Española para la Defensa del Patrimonio Geológico y Minero ( <i>Spanish Society for the Defence of the Geological and Mining Heritage</i> )	SEDPGYM	Spain	NG	<a href="https://db.tt/7dvQ7aUi">https://db.tt/7dvQ7aUi</a>
	16	Kaz Dağı ve Madra Dağı Belediyeler Birliği ( <i>Union of Municipalities of Kaz (Ida) &amp; Madra Mountains</i> )	K.M.B.B.	Turkey	NG	<a href="https://db.tt/XbfSvzcd">https://db.tt/XbfSvzcd</a>



## Programme Committee of the 2016 World Conservation Congress

### Terms of Reference

(Approved by the 87<sup>th</sup> Meeting of the IUCN Council, October 2015, Decision C/87/24)

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

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

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

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

- (b) assist Congress by taking note of comments from the Membership on the Programme of the Union, as expressed from the floor;
- (c) consult with Members or groups of Members who wish to discuss programmatic matters which they have been unable to address in Plenary;
- (d) if necessary, propose specific adjustments to the draft Programme for 2017–2020 or the mandates of any Commission;
- (e) if necessary, prepare recommendations for adoption by the Congress.
- (f) in preparing its report, the Committee will coordinate with the Congress Resolutions Committee and the Finance and Audit Committee.