92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

DECISIONS

Dec. #	Council Decision
Agenda (Agenda Item 1)	
C/92/1	The IUCN Council, adopts the agenda of its 92nd Meeting. (Rev2 dated 16 January 2017 as revised during the meeting) **(Annex 1)**
Appointment of the Vice-Presidents of IUCN (Agenda Item 9)	
C/92/2	The IUCN Council, appoints the following members of the Council as Vice-Presidents of IUCN: (in alphabetical order) • Malik Amin Aslam Khan (Pakistan) • Ali Kaka (Kenya) • John Robinson (United States) • Ana Tiraa (Cook Islands)
Establishment of the Council committees and appointment of their chairs, deputy chairs and members (Agenda Item 4)	
C/92/3	The IUCN Council, *on the recommendation of* the standing committees of the Council, approves the Terms of Reference of the Programme and Policy Committee, as amended (**Annex 2**), the Finance and Audit Committee (**Annex 3**) and the Governance and Constituency Committee, as amended (**Annex 4**); *on the recommendation of* the Vice-Presidents acting as Nominating Committee [Regulation 48 (c) (ii)], appoints the Chairs, Deputy Chairs and members of the standing committees of the IUCN Council.[1]
Appointment of the members of the Bureau (Agenda Item 9)	
C/92/4	The IUCN Council, *On the recommendation of* the Vice-Presidents acting as Nominating Committee under Regulation 48 (c) (ii); appoints the following members of Council as members of the Bureau, in addition to the President, the Treasurer, the representative of the Commission Chairs and the chairs of the standing committees of the Council who are members of the Bureau by virtue of Regulation 57 (a): • Malik Amin Aslam Khan (Vice-President) • Ali Kaka (Vice-President)

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[1] The names of the Chairs, Deputy Chairs and members of the standing committees are listed in the Terms of Reference of the respective committee.

| | • Peter Cochrane (Regional Councillor) |
| | • Rustam Sagitov (Regional Councillor). |

Appointment of the Legal Adviser (Agenda Item 10)

| C/92/5 | The IUCN Council,
 on the recommendation of the Director General,
 <u>renews</u> the appointment of Ms. Sandrine Friedli Cela as Legal Adviser in conformity with Article 46 (o) of the Statutes and Regulations 45 (d) and 87. |

2017 Work Plan and Budget (Agenda Item 6)

| C/92/6 | The IUCN Council,
 on the recommendation of, respectively, its Programme and Policy Committee and its Finance and Audit Committee,
 <u>approves</u> the IUCN 2017 Workplan, as revised, and the IUCN 2017 Budget. (**Annex 5**) |

Director General's objectives for 2017

| C/92/7 | The IUCN Council,
 <u>approves</u> the Director General's objectives for 2017. (**Annex 6**) |

Reports with recommendations from the standing committees of the IUCN Council (Agenda Item 7)

| C/92/8 | The IUCN Council,
 on the recommendation of the standing committees of the Council,
 <u>approves</u> the written reports [2] of the:
 • Programme and Policy Committee, noting and supporting the establishment of task forces and taking into account the outcomes of the discussion in Council (**Annex 7**);
 • Finance and Audit Committee (**Annex 8**); and
 • Governance and Constituency Committee (**Annex 9**). |

Follow-up to the 2016 Congress Resolutions in general and specific Resolutions requiring action from Council (Agenda Item 5.1.3.3)

| C/92/9 | The IUCN Council,
 on the recommendation of the Programme and Policy Committee,
 <u>recommends</u> that the Chair of the Commission on Environmental, Economic and Social Policy (CEESP) works with the Secretariat and other Commission members to assess what Council should or could do in response to WCC-2016-Res-075. |

Commission Financial Rules (Agenda Item 5.2.5)

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[2] The Council decisions presented in the written reports of the standing committees are listed hereafter, revised by Council as the case may be.

C/92/10	The IUCN Council, *on the recommendation of* the Finance and Audit Committee (FAC), <u>requests</u> that the Secretariat works with the Commission Chairs to finalise the Commission Financial Rules by 31 March 2017, including review by FAC and approval by the Bureau.

Global Group for National and Regional Committee Development (Agenda Item 5.3.2.2)

C/92/11	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, 1. <u>notes</u> the results of the inaugural meeting of the Global Group for National and Regional Committee Development [3] established pursuant to WCC-2016-Res-002; 2. <u>recognizes</u> the Global Group, with the inclusion of a Council member, as the body responsible for the implementation of WCC-2016-Res-002 and takes note of the estimated budget; 3. <u>looks forward</u> to receiving annual updates on the progress in the implementation of WCC-2016-Res-002; 4. <u>offers its support</u> to all IUCN Members and Committees involved, as well as the Secretariat, for their continued engagement and support for the development of National and Regional Committees.

Amendments to the Regulations (Agenda Item 5.3.2.3)

C/92/12	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, <u>adopts</u> in 2nd reading the amendments to the Regulations consequential to the adoption by the 2016 World Congress of the amendments to the Statutes enabling IUCN membership of indigenous peoples' organizations (IPO). (**Annex 10**)

Applications for IUCN membership (Agenda Item 5.3.3.1)

C/92/13	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee (GCC), 1. <u>approves</u> the admission of 28 organisations and/or institutions applying for membership; (**Annex 11**) 2. <u>requests</u> the GCC to study the applications of Tajijin - AITA Foundation (China) and Window to Environment Association (Lebanon) and submit its recommendation to the Bureau for decision; 3. <u>defers</u> the decision on the application of the International Fund for Animal Welfare (IFAW) to the next Council meeting.

Membership in Category C – indigenous peoples' organizations: membership dues and transfer between Membership Categories of current indigenous peoples' organization Members (Agenda Item 5.3.3.2)

C/92/14	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, 1. <u>approves</u> the list of existing IUCN Members to be moved from membership Category B

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[3] Cf. Council document C/92/5.3.2.2/2 Report from the first meeting of the Global Group for National Committee Development.

Non-governmental organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO); (**Annex 12**)

2. approves the 2017-2020 membership dues for Indigenous peoples' organisations [4];
3. requests the Finance and Audit Committee and the Governance and Constituency Committee to review the 2021-2024 dues for Indigenous Peoples' Organisations in time for consideration by the 2020 Congress;
4. updates Council decision C/82/23 endorsing the practice related to the letters of endorsement which should henceforth also apply to indigenous peoples' organizations.

Appeal against Council decision C/88/21 admitting the Born Free Foundation (Agenda Item 5.3.3.3)

C/92/15	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, submits the appeal to Council decision C/88/21 admitting the Born Free Foundation to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.

Recognition of National and Regional Committees (Agenda Item 5.3.3.4)

C/92/16	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, approves the recognition of the United States of America National Committee of IUCN Members.

Transfers between membership categories and Members changing their name (Agenda Item 5.3.3.5)

C/92/17	The IUCN Council, *on the recommendation of* the Governance and Constituency Committee, 1. approves the request from two current IUCN Members, the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga`s City Council) in Spain to change their membership category from Government Agency to Affiliate. 2. takes note of the change of name of eight current Member organizations.[5]

Additional appointments of members of the Steering Committees of the IUCN Commissions (Agenda Item 11)

C/92/18	The IUCN Council, *on the recommendation of* the respective Commission Chair, appoints the following individuals as members of the steering committees of the IUCN Commissions concerned, in addition to the appointments made by Council at its 91st meeting (decision C/91/3): 1. Commission on Ecosystem Management: Ms Birguy Lamizana-Diallo (Kenya, Regional Chair for Africa) and Prof. Dong ShiKui (China, Regional Chair for East Asia). 2. Species Survival Commission: Prof Luigi Boitani (Italy); Dr Onnie Byers (USA); Dr Claudio Campagna (Argentina) ; Prof Topiltzin Contreras MacBeath (México); Dr Rosie Cooney (Australia); Prof John Donaldson (South Africa); Dr Piero Genovesi (Italy); Dr Brahim

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[4] As presented in Council document C/92/5.3.3.2 Rev2 Membership in Category C.
[5] The list is presented in Council document C/92/5.3.3.5 Rev1 - Change of category and name of IUCN Members.

Haddane (Morocco); Dr Axel Hochkirch (Germany); Mike Hoffmann (UK); Prof Vololoniaina Jeannoda (Madagascar); Olga Krever (Russian Federation); Dr Mirza Kusrini (Indonesia); Dr Frédéric Launay (UAE); Dr Gabriela Lichtenstein (Argentina); Dr Russell Mittermeier (USA); Dr Gregory Mueller (USA); Nunia Thomas (Fiji); Dr Yan Xie (China); Vivek Menon (India); Dr Pricelia Tumenta (Cameroon); Prof Amanda Vincent (Canada); Ehab Eid (Jordan); Dmitry Geltman (Russian Federation).

3. <u>Commission on Education and Communication</u>: Dr. Balakrishna Pisupati (India, Regional Vice-Chair, South and East Asia); Tommy Garnet (Sierra Leone, Regional Vice-Chair, Africa); Brahim Haddane (Morocco, Regional Vice-Chair, Mediterranean); David Ainsworth (Canada, Information Officer, CBD); Daniel Cooney (Communication Deputy Director, UN Environment); Dr. Alex Zavarzin (Russian Federation, Regional Vice-Chair, Eastern Europe and Central Asia).

4. <u>World Commission on Protected Areas</u>: Mariasole Bianco (Italy, Young Professionals Vice Chair), Agus Budi Utomo (Indonesia, Regional Vice Chair Southeast Asia), Karen Keenleyside (Canada, Vice Chair People and Nature), Dr Vinod B. Mathur (India, Regional Vice Chair for South Asia), Sergey Shirokiy (Russia, Regional Vice Chair North Eurasia), Allan Valverde Blanco (Costa Rica, Regional Vice Chair Central America), Dr John Waithaka (Kenya, Regional Vice-Chair East and South Africa), Dr. Craig Groves (U.S.A., Publications Editor).

07.03.2017

92nd Meeting of the IUCN Council
Gland, 8-9 February 2017

Agenda approved by Council

Wednesday, 8 February 2017 – 92nd Council Meeting [1]
(Location: Main Room)

Agenda Item/Content
Item 1:   **The President's opening remarks and approval of the agenda**
Item 2:   **Oral report of the Director General (DG) and presentation of the 2017 Work Plan and Budget including the DG's proposed steps towards a relevant and stable IUCN Secretariat**   *Presentation followed by Q&A and discussion. The draft 2017 Work Plan and Budget will first be discussed in the Committees and presented for approval under Item 6 on 9 February taking into account the Committees' recommendations. It will include the DG's follow-up to Bureau decision B/68/4 (p. 232) "Towards a relevant and stable IUCN Secretariat". The DG will also report back on the DG's priorities 2016, and present the DG's priorities for 2017. The lunch time presentations of regional programs form part of the DG's report to Council.*
Item 3:   **Annual strategic discussion of the Council**   *Based on the Director General's presentation of a "strategic risk matrix" and the DG's proposed steps towards a relevant and stable IUCN Secretariat, the Council will discuss the strategic risks facing the Union including possible changes in the internal and external operating environment, the positioning of the Union and its long term viability. Actions to be taken as a result of this discussion will be documented and kept under review.*
Item 4 (Part I):   **Establishment, and appointment of the chairs, deputy chairs and members of the Council committees**   *Based on draft terms of reference, and Council members' expressions of interest received prior to the Council meeting, the President will propose that the committees hold their first meeting on the basis of a preliminary proposal for their membership and designate a chair only for the purpose of chairing the first meeting. The definitive membership of the committees, incl. chairs and deputy chairs, will be decided on 9 February.*
Working lunch: Presentation of Regional and Global Programs by Regional and Global Thematic Directors (Location: Think Tank)   *During the previous terms, the Director General, as part of her Report to Council, used to offer at each Council meeting a presentation by a Regional and/or a Global Thematic Director about their work priorities, achievements and challenges in order to enable Council members to familiarize themselves with the decentralized Secretariat:*   1. Luther Bois Anukur, Regional Director, Eastern and Southern Africa Regional Office, Nairobi   2. Antonio Troya, Director, Centre for Mediterranean Cooperation, Málaga
Item 5:   **Council committee meetings**
5.1 Programme and Policy Committee (PPC)   **5.1.1   Terms of Reference of the PPC**   **5.1.2   Draft 2017 IUCN Work Plan and Budget**

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[1] Color code: Strategic direction Oversight Fiduciary responsibilities and accountability

5.1.3   Specific Programme and Policy issues:

5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one

The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017.

5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the One Programme Approach)

5.1.3.3 Follow-up to the 2016 Congress Resolutions in general and specific Resolutions requiring action from Council

With regard to WCC-2016-Res-029, see the note "The IUCN Urban Alliance - Summary of an informal discussion, London, 20 January 2017" (by Ted Trzyna) received on 30 January 2017.

5.1.3.4 Implementation of the Hawai'i Commitments

5.1.4   Input to the strategic objectives and priorities of Council 2017-20

The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.

5.2 Finance and Audit Committee (FAC)

5.2.1   Terms of Reference of the FAC

5.2.2   Financial forecast 2016

5.2.3   Resource mobilization update

5.2.4   Draft 2017 IUCN Work Plan and Budget

5.2.5   Commission financial rules

5.2.6   Update from the Head of Oversight

5.2.7   Update from the Legal Adviser

5.2.8   Input to the strategic objectives and priorities of Council 2017-20

The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.

5.3 Governance and Constituency Committee (GCC)

5.3.1   Approval of Terms of Reference of the GCC

5.3.2   Governance issues:

5.3.2.1   Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one

The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These

documents will inform Council at future meetings when considering Congress related matters, with the exception of the length and format of the next Congress on which the Secretariat seeks guidance from Council at this 92nd meeting, in order to be able to launch the bidding process for the next Congress immediately after the Council meeting.

5.3.2.2   Follow-up to 2016 Congress Resolutions requiring specific action from Council:

i.   WCC-2016-Res-003: establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN

The GCC recommends a process for the establishment of the working group.

ii.   WCC-2016-Res-002: recognize the Global Group for National and Regional Committee Development

Council received a document – with a draft Council decision - from Chris Mahon with a report on the first meeting of the Global Group for National Committee Development held on 18 January 2017.

5.3.2.3   Adoption in 2nd reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations

Following the 2016 Congress adoption of amendments to the Statutes and the Rules of Procedure, and taking into account any comments or objections which IUCN Members may submit by 26 January 2017, the Council is invited to adopt, in 2nd reading, the consequential amendments to the Regulations which were approved by Council in 1st reading in April 2016 (decision C/88/12).

5.3.2.4   Revision of the Council Handbook required by Council decision C/88/7 (Council Agenda Item 12)

In April 2016, the Council approved "Enhanced practices and reforms of IUCN's governance" (Council decision C/88/7) and requested that the Council Handbook be updated accordingly. The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council will draw the GCC's attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed. The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau.

5.3.2.5   Council input to the Management Response to the External Review 2015 (on aspects related to IUCN governance)

As required by Council decision C/88/7, the Council will receive the Management Response to the External Review 2015 in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions.

5.3.3   Constituency issues:

5.3.3.1   Approval of membership applications, incl. applications deferred from the previous Council (Council decision C/90/3)

The GCC makes recommendations on a number of membership applications on the basis of the due diligence carried out by the Secretariat, including three applications that met with objections from the IUCN membership and were deferred by the previous Council.

5.3.3.2   Membership in Category C – indigenous peoples' organizations: membership dues and transfer between Membership Categories of current indigenous peoples' organization Members

Subject to Council approving the amendments to the Regulations (Cf. Agenda Item 5.3.2.3), the GCC makes a recommendation regarding the requests from indigenous peoples' organizations that are

currently Members of Category B and wish to be transferred to the new Category C established by the 2016 Congress. In addition, a recommendation is required regarding the membership dues for Category C.

5.3.3.3 **Appeals against Council decision C/88/21 admitting the Born Free Foundation and rejecting the membership application of the Animal Legal Defense Fund**;

The GCC makes a recommendation whether to submit the appeals to an electronic vote of the IUCN membership in 2017 or to the 2020 Congress. In addition to the documentation already provided to the Council members with the President's message of 26 October 2016, the Council will receive a proposal from the Secretariat of the timetable and questions on which IUCN Members will be invited to vote in case Council opts for the electronic vote.

5.3.3.4 **Recognition of National and Regional Committees**

The GCC makes a recommendation regarding the applications for the recognition of National Committees.

5.3.3.5 **Transfers between membership categories and Members changing their name**

According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category. Several Members have also notified IUCN of a change of their name.

5.3.3.6 **Update on the IUCN membership and on the preparation of a membership engagement strategy**

The GCC receives an update on the current membership and the preparation of the membership engagement strategy referred to in the IUCN Programme 2017-20 (pp. 47).

5.3.3.7 **Information on the status of the work plan of the GCC 2012-16**

5.3.4 **Input to the strategic objectives and priorities of Council 2017-20.**

The Committee provides input for the Council discussion under Item 8 with priorities, objectives for each of them and elements of a Council work plan.

Council's working dinner with the Director General
(Location: Think Tank)

Thursday, 9 February 2017 – 92nd Council Meeting
(Location: Main Room)

Agenda Item
Item 6: **Approval of the 2017 Work Plan and Budget including the steps proposed by the DG towards a relevant and stable IUCN** *Taking into account the recommendations of the Council committees (PPC and FAC).*
Item 7: Reports of the Committees *Note: Regulation 59 (d) revised, and practiced, during the 88th Council meeting (April 2016), requires all committees to submit a written report (Word or PowerPoint) by the beginning of Thursday morning's Council meeting with their conclusions and recommended Council decisions on issues for which they are responsible according to their ToR or which in their view do not require to be debated again in Council. The written reports will be approved without debate in Council except if a Council member requests to open debate on a specific issue presented in the written report. The committees present a verbal report (if possible with slides) with their recommendations on the issues they consider necessary to debate with the full Council, followed by decisions on these issues. The*

committees input to Item 6 will have already been presented.

7.1 Report of the Programme and Policy Committee (PPC)

Approval of the PPC's written report, and debate and decision on recommendations presented in the PPC's verbal report to Council other than the committee's input for Agenda Item 6.

7.2 Report of the Finance and Audit Committee (FAC)

Approval of the FAC's written report, and debate and decision on recommendations presented in the FAC's verbal report to Council other than the committee's input for Agenda Item 6.

7.3 Report of the Governance and Constituency Committee (GCC)

Approval of the GCC's written report, and debate and decision on recommendations presented in the GCC's verbal report to Council.

Item 8 (Part I):
Council's strategic objectives and priorities for 2017-20

Discussion in small groups taking into account the inputs from the Council committees and the outcomes of the strategic discussion. Purpose is to determine priorities, the objective(s) for each one of them as well as elements of a Council work plan for the next four years. The outcomes of this discussion will be presented by two/three Council members (to be designated) in the afternoon under Item 8 (Part II), for discussion and approval.

Item 4 (Part II):
Appointment of the chairs, deputy chairs and members of the Council committees (Article 50 of the Statutes and Regulation 59)

The Council will determine the definitive membership of the three standing committees taking into account feedback from Council members following the first meeting of the committees, and appoint the chairs and deputy chairs of the committees on the basis of a proposal from the President following his consultations with Council members. The chairs will become ex officio *members of the Bureau.*

Item 9:
Appointment of the Vice-Presidents and other members of the Bureau of the IUCN Council [Regulations 45 (c) and 57 (a)]

The Council will appoint the members of the Bureau on the proposal of the President following consultation with Council members.

Item 10:
Appointment of the Legal Adviser

The Council shall appoint the Legal Adviser on the recommendation of the Director General (Article 46 (o) of the Statutes, Regulations 45 (d) and 87).

Item 11:
Additional appointments of members of the Steering Committees of the IUCN Commissions

Item 8 (Part II):
Council's strategic objectives and priorities for 2017-20

Presentation by two/three Council members (to be designated) of the outcomes of the discussion under Part I held at the beginning of the afternoon followed by discussion and Council approval. If necessary, Council agrees a process to prepare a proposal for approval during the next Council meeting.

Item 12:
Any other business
1. Announcement by Rustam Sagitov of important forthcoming events in the Russian Federation
2. Letters received from the South American Regional Committee and CODEFF (IUCN Member, Chile)

Programme and Policy Committee of the IUCN Council (PPC)

Terms of Reference (2017-20)

(Approved by the IUCN Council at its 92nd Meeting, February 2017)

Objective

The PPC assists the Council in providing strategic oversight of the implementation of, and advice on the development of the IUCN Programme and IUCN policy.

Functions

1. Assist with and advises Council in raising IUCN's external policy influence;

2. Assist with and advises Council on the development and strategic oversight of the implementation of IUCN policies;

3. Assist with and advise Council on the development and strategic oversight of the four-yearly IUCN Programme including evaluations;

4. Assist with and advise Council with monitoring the implementation of Congress Resolutions and Recommendations on conservation policy;

5. Keep under review the scientific issues and global trends that affect the Union's Policy and Programme, with the support of the IUCN Commissions and the Secretariat;

6. Advise Council on the proposed annual IUCN Work Plan, including Commissions' Work Plans;

7. Prepare the work of the Programme Committee of the next World Conservation Congress;

8. Advise Council on the preparations of IUCN Congresses other than the World Conservation Congress;

9. Advise Council on private sector engagement; and

10. Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the PPC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

a. The PPC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.

b. As per Council's decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

c. The PPC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions, including evaluations, in order to enable it to exercise its strategic oversight of the IUCN Programme (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

<u>Chair</u>: Jan Olov Westerberg

<u>Deputy Chair</u>: Amran Hamzah

<u>Members</u>: Angela Andrade, Peter Michael Cochrane, Carlos Durigan, Jonathan Hughes, John Robinson, Rustam Sagitov, Sean Southey, Ana Elizabeth Tiraa, Kristen Walker

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Regulation 75: Handling appeals from people denied membership of Commissions

Regulation 76: Receiving notice from Commission Chairs of people who will receive Commission awards

Finance and Audit Committee of the IUCN Council (FAC)

Terms of Reference (2017-20)

(Approved by the Council at its 92nd Meeting, February 2017)

Objective

The Finance and Audit Committee assists the Council in providing strategic oversight on all matters relating to the organizational management of the Union, in particular the financial management, auditing of and fundraising for the Union and internal oversight and legal issues.

Functions

1) Advise the Council on financial planning, in particular on the approval of the annual budgets, on the 4 year financial plans to be submitted to Congress and any other plans to ensure the long-term financial stability of the Union.

2) Advise the Council on resource mobilization strategies in relation to delivering the IUCN Programme, fulfilling the statutory functions of the Union and ensuring the financial stability of the Union.

3) Review and advise Council on the approval of the annual statutory financial statements.

4) Review periodic financial management reports and performance against budgets, plans and other targets.

5) Approve the accounting frameworks and principles used in the production of the statutory financial statements. Ensure that appropriate financial rules and internal control systems are in place and advise Council accordingly.

6) Provide oversight of treasury management including investment policies and investment portfolios, liquidity management and foreign exchange management and advise Council accordingly.

7) Provide oversight of risk management, including the risk management framework and key risks faced by IUCN.

8) Advise the Council on the scale of membership dues and other financial aspects.

9) Advise on the selection and appointment of the Union's External Auditor for approval by Congress.

10) Provide oversight of the annual statutory audit, including reviewing audit plans and scope, reviewing audit reports and recommendations made by the external auditor and their implementation.

11) Provide oversight of the work of the Head of Oversight, including review of internal audit plans, review of major findings and recommendations and their follow up.

12) Provide oversight on legal cases involving IUCN, including monitoring the status of legal cases and providing advice on actions to be taken.

13) Prepare the work of the Finance and Audit Committee of Congress.

14) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the FAC and which Council may adjust as and when appropriate (Appendix 1 hereafter).

Modus operandi

a. The FAC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.

b. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

c. The FAC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

Chair: Ayman Rabi

Deputy Chairs: Marco Vinicio Cerezo Blandón and Rick Bates

Members: Malik Amin Aslam Khan, Norbert Baerlocher, Antonio Herman Benjamin, Andrew Bignell, Said Ahmad Damhoureyeh, Patrick de Heney, Treasurer, Kathy MacKinnon, Jesca Eriyo Osuna, Jon Paul Rodriguez, Mangal Man Shakya

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 81: Approving the staff rules

Statutes, 87: Approving the sources of income that are not considered "high profile risk" and refer those that are to Council

Statutes, 88 (c): any comments from Council on the audited financial accounts and the auditors' report to be circulated to all IUCN Members

Statutes, 98: Council's consent to obtaining legal status in countries

Regulation 88 (b) and 89 (b): providing any instructions and policy guidelines to the DG with respect to receiving grants, donations and other payments

Regulation 92 (d): approving requests by the DG to designate unrestricted funds for special purposes not foreseen in the financial plan

Governance and Constituency Committee of the IUCN Council (GCC)

Terms of Reference (2017-20)

(Approved by the IUCN Council at its 92nd Meeting, February 2017)

Objective

The GCC assists and provides advice to the Council with a view to maintaining an effective governance and an engaged membership of the Union.

Functions

(1) Advise on and assist Council with the recruitment, development and engagement of the Union's Members, the development and engagement of membership structures (National and Regional Committees and Fora) and the Commissions;

(2) Advise and assist Council on the implementation of the One Programme Charter in relation to governance and stability and development of constituency;

(3) Advise on and assist Council with the development and strengthening of the Union as whole and the governance of the Union in particular, including statutory reforms as required;

(4) Advise the Council on any matters related to the selection of the venue and any other preparations for the next Congress until the Congress Preparatory Committee of the next Congress is appointed;

(5) Advise the Council and assist it with the implementation of Congress decisions falling within the GCC's area of work and the preparation of the work of the Governance Committee and the Credentials Committee of the next Congress;

(6) Exercise the delegated specific functions for which Council decision C/88/7 has given responsibility to the GCC and which Council may adjust as and when appropriate (Appendix 1 hereafter);

(7) Advise and assist Council in their function of providing oversight and strategic direction into matters that affect the strength and stability of the Union and all constituent parts.

Modus operandi

a. The GCC is a standing committee of the IUCN Council established and functioning in accordance with Article 50 (a) of the Statutes and Regulation 59 for the duration of the term 2017-20.

b. As per Council decision C/88/7, Council committees, working groups and task forces are encouraged to include external individuals in order to bring in needed skills and knowledge. Such individuals may be appointed as members taking into account Regulation 59 (c), or invited as experts to contribute to a specific task or a specific meeting.

c. The GCC advises Council regarding the content, format and periodicity of the reports it requires from the Secretariat and the Commissions in order to enable it to exercise its functions (in the context of the Strategic Planning and Reporting Framework approved by Council decision C/88/7).

Membership

<u>Chair</u>: Jennifer Mohamed-Katerere

<u>Deputy Chair</u>: Jenny Gruenberger

<u>Members</u>: Shaikha Salem Al Dhaheri, Mamadou Diallo, Hilde Eggermont, Masahiko Horie, Michael Hošek, Sixto Inchaustegui, Ali Kaka, Tamar Pataridze, Lider Sucre, Youngbae Suh

Extract from Council decision C/88/7 Annex 2 (Appendix 2):

Statutes, 8: Informing existing Members of applications for IUCN membership

Statutes, 46 (h) and Regulations 61 and 63 (b): Recognizing National and Regional Committees

Statutes, 46 (i) and Regulation 21: transferring IUCN Members between Categories

Statutes, 69 and 71: approving legal personality of and procedures for National and Regional Committees

Statutes 92: Establishing procedures for indemnification of IUCN by any National or Regional Committees

Regulation 64*bis*: Receiving reports of the dissolution of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 65: prescribe the use of the IUCN name and logo by National and Regional Committees

Regulation 66 (d): Receive reports of National and Regional Committees (must always be included in the GCC's written reports to Council)

Regulation 67 (b): Authorizing National and Regional Committees to undertake activities in the name of IUCN

IUCN 2017 Work Plan and Budget

Approved by the IUCN Council at its 92nd Meeting, February 2017

2017 Workplan and Budget

CONTENTS

PART I: THE 2017 WORKPLAN

Introduction

The coming four years will be critical for the life support systems of this planet and IUCN starts its new Programme 2017-2020 aiming to upscale action in support of conservation and development, produce authoritative knowledge and data, while influencing policy at a range of scales and topics.

This document contains the IUCN Workplan for 2017, which is the first year of implementation of the IUCN Programme 2017-2020 and its three Programme Areas:

- Valuing and conserving nature;
- Promoting and supporting effective and equitable governance of nature;
- Deploying nature-based solutions to address societal challenges.

The workplan is drawn from the individual workplans of IUCN's global thematic programmes, Commissions and Regions and shows what IUCN will deliver for 2017 in the first year of implementing the IUCN Programme 2017-2020.

This document is organized into three sections – (1) the State of the Project Portfolio, (2) the Annual Workplan and (3) Operational Aspects and Challenges.

Throughout, the contribution that IUCN will make to the implementation of the Sustainable Development Goals and the Aichi Targets is highlighted. IUCN will work directly with its State and Government Agency members to provide the knowledge, capacity building and technical advice to enable implementation action of these critical Goals and Targets. In some areas where IUCN possesses the necessary knowledge and skills we will seek to take a global leadership role.

State of the Project Portfolio

IUCN activated its new Project Portal in late 2016 and entered basic data for more than 500 project records (main projects and internal agreements) over a three month period.

Each project record contains all of the project information. This includes data on the project itself – how it contributes to the IUCN Programme, SDGs and Aichi Targets, its classifications in terms of themes, tools and actions and habitats, its locations and its project area and beneficiaries. The project record contains all financial information, donor information and will shortly contain all procurement information. Engagement of Members, Commissions and National and Regional Committees is included in this data. As projects are often implemented by multiple programmes of IUCN, the linkages between units has been established, project teams identified and internal agreements specified.

IUCN and the Sustainable Development Goals

The Sustainable Development Goals represent an improvement by an order of magnitude of how development will be planned, implemented and monitored. All actors – including the donor community - ascribing to the SDGs are now on a common framework, which will vastly simplify the global project of development. IUCN is fully committed to helping implement the Sustainable Development Goals and working with donors and other partners in realizing their success.

All projects in the Portal are tagged against the SDGs that they are delivering against. The distribution of the project budget gives an indication of the level of effort that IUCN is making to deliver against each of the SDGs.

In addition to budget figures, the IUCN Targets have been mapped against the SDGs, which shows a slightly different picture of how IUCN intends to deliver against the SDGs (as opposed to the current view of how IUCN is delivering against the SDGs) in 2017-2020 period.

IUCN maps 21 Targets against SDG15 (Life on Land), 14 IUCN Targets against SDG14 (Life under water) and 6 against SDG13 (Climate Action).

The IUCN Targets also map well against SDG1 (No Poverty), SDG2 (Zero Hunger), SDG3 (Good Health), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities), SDG12 (Responsible Consumption and Production) and SDG16 (Peace and Justice) which reflects the benefits expected from improving natural resource governance and implementing nature based solutions under the IUCN Programme.
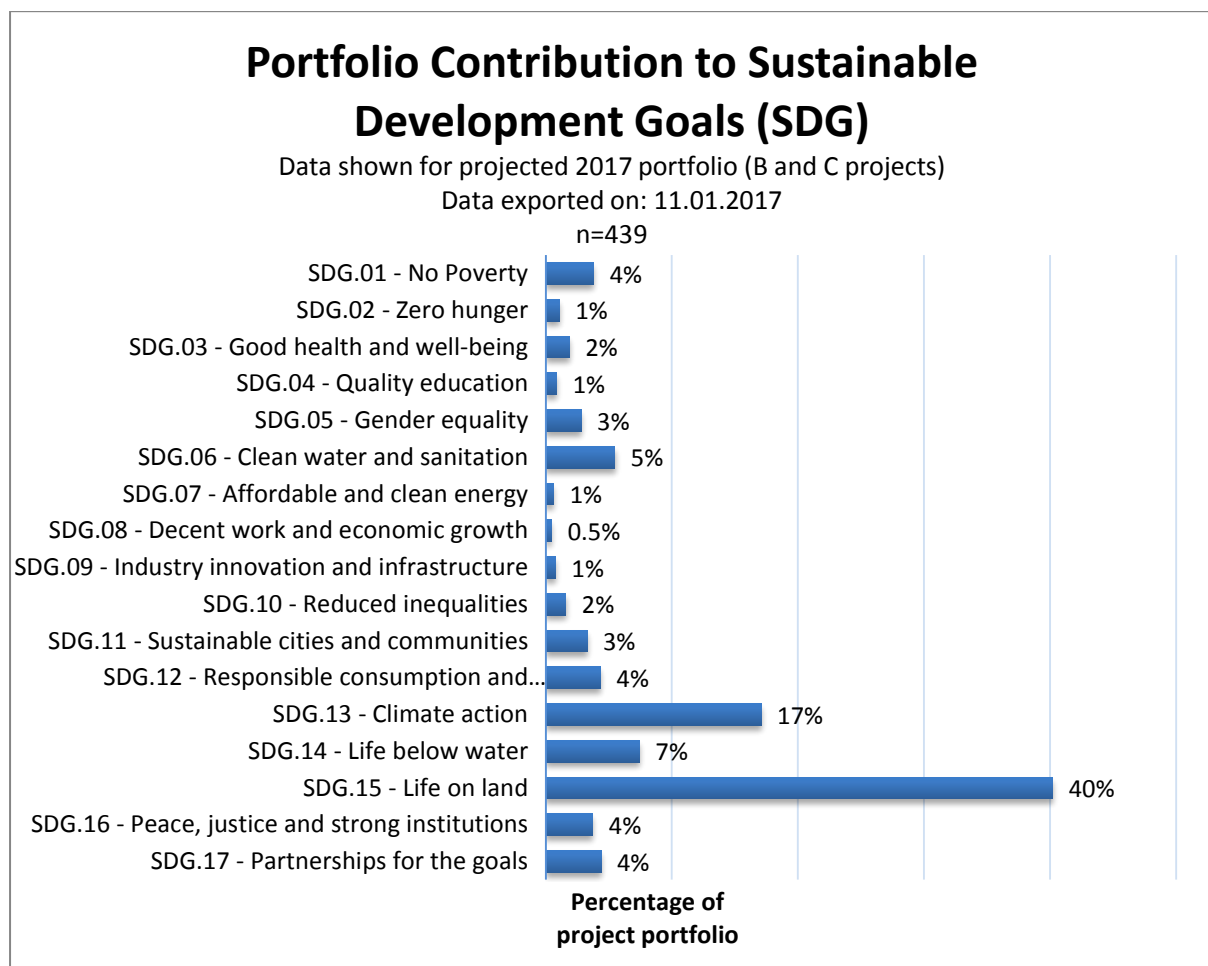

Figure 1 IUCN project portfolio and the Sustainable Development Goals

IUCN and the Aichi Targets

Two-thirds of IUCN's project portfolio contributes to six of 20 Aichi Targets of The Strategic Plan for Biodiversity: Target 15 (Ecosystems restored), Target 14 (Ecosystem Services safeguarded), Target 11 (Protected Areas), Target 12 (Extinction Prevented), Target 1 (Awareness) and Target 19 (Knowledge Improved).

In addition to mapping against budgeted expenditure, the IUCN Targets have been mapped against the Aichi Targets and this gives an indication of where the Programme is headed in 2017-2020 in delivering the Aichi Targets.

The IUCN Targets map well against Aichi Target 1 (Awareness) and 18 (Traditional Knowledge); 16 IUCN Targets each), Aichi Target 2 (Biodiversity Values Intact; 14 IUCN Targets), Aichi Target 19 (Knowledge Improved; 10 IUCN Targets); Aichi Targets 4 (Sustainable Production and Consumption), 11 (Protected Areas) and 17 (NBSAPs) (9 IUCN Targets each); Aichi Target 14 (Ecosystem Services Safeguarded; 8 IUCN Targets) and Aichi Target 12 (Extinction Prevented; 7 IUCN Targets).
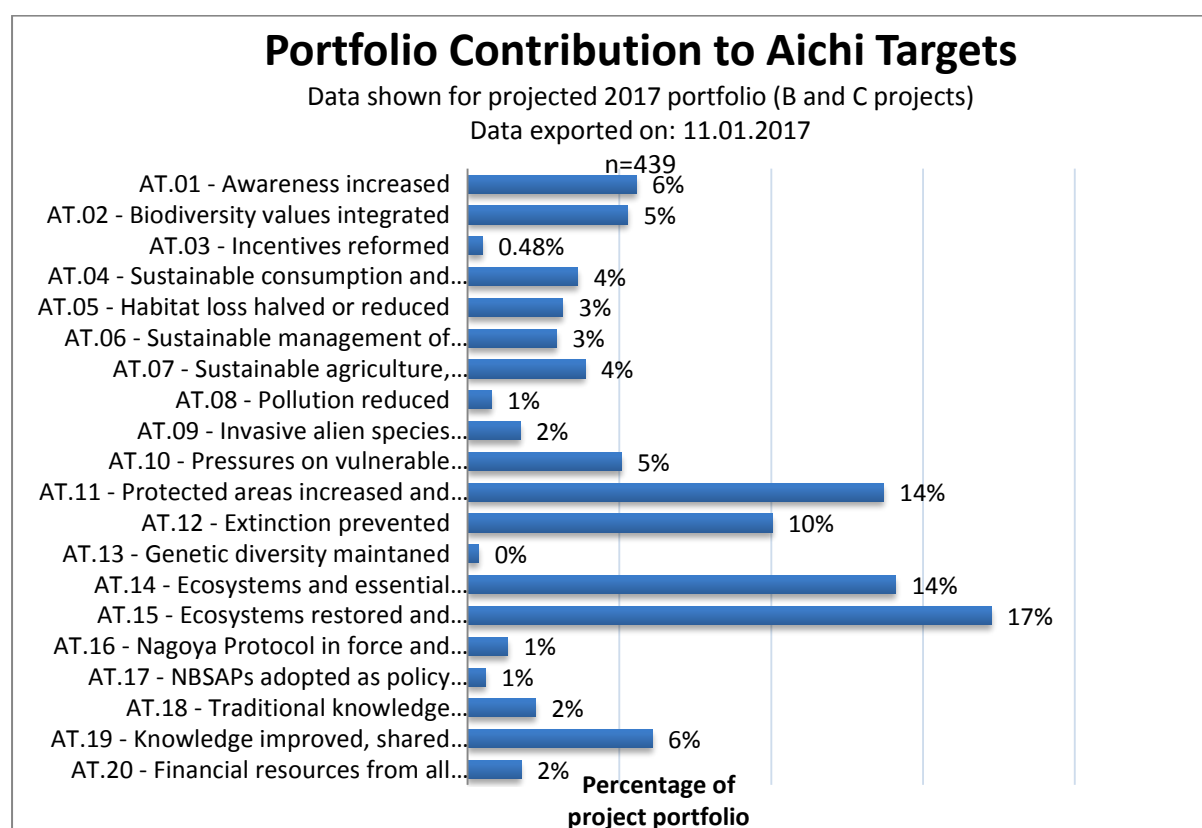

Figure 2 IUCN project portfolio and the Aichi Targets

The IUCN Portfolio and the One Programme

Data entry on engagement of Members, Commissions and Committees is ongoing and was not complete as of January 2017. Of 205 project records under implementation or in the pipeline worth approximately CHF72m for 2017, only 14 do not list a Member, Commission or Committee as an implementing partner. The trends in this data (ca. 70% of the portfolio list Members, Commissions or Committees as partners) should be generalizable to the entire portfolio and is consistent with historical trends.

In future, the Portal will show the value of contracts awarded to Members, Commission Members and Committees, the percentage of projects that engage Members, Commissions or Committees and the exact number of engagements (noting that a project may engage multiple Members, Commission Member or Committees).

The IUCN Portfolio mapped against the IUCN Programme 2017-2020

The project portfolio delivers against the three Programme Areas of the IUCN Programme 2017-2020 relatively evenly (see Figure 3).
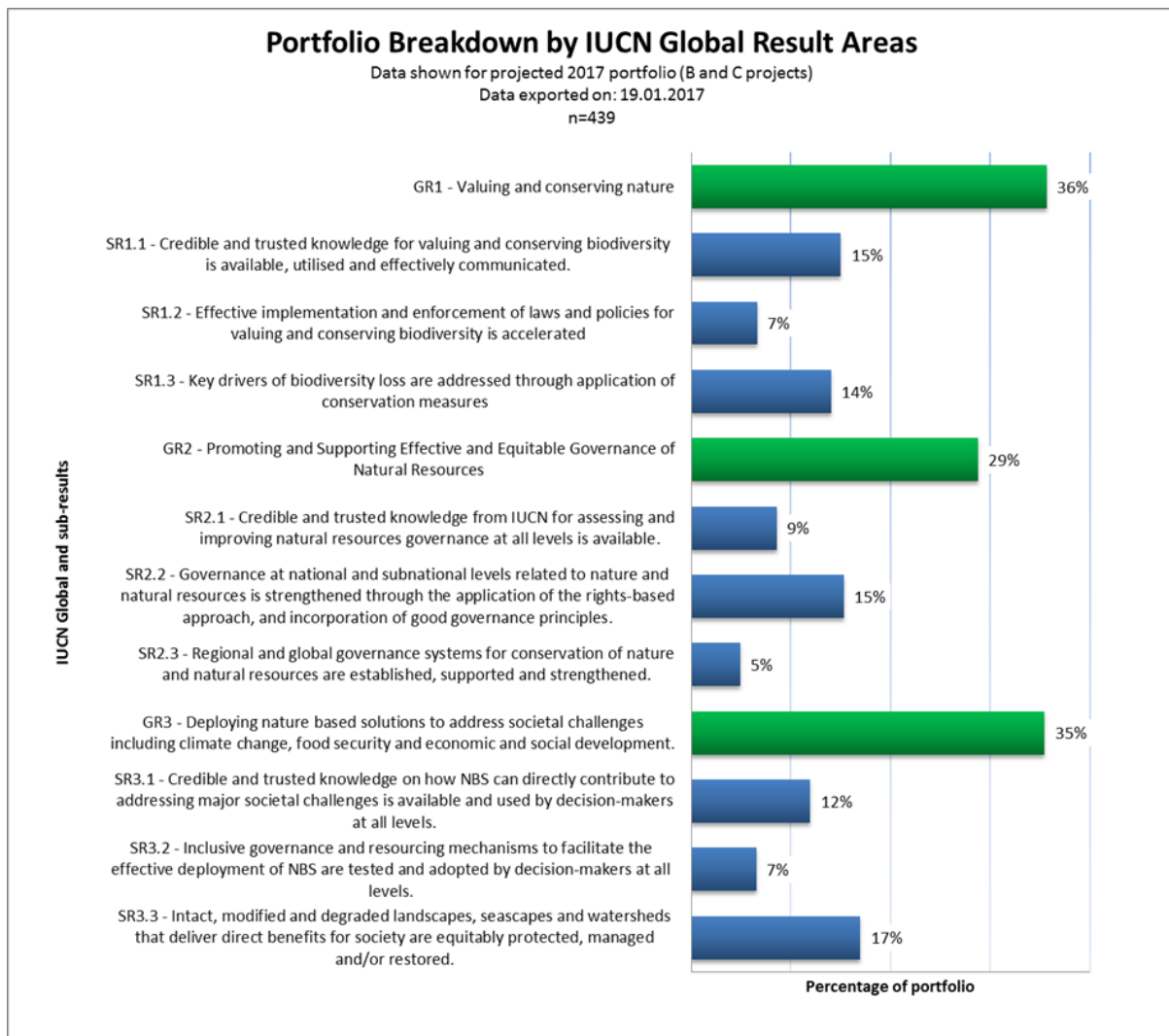

Figure 3 Portfolio Breakdown by Global Result

The 2017 Workplan

The Workplan is organized into three sections – on Nature-based solutions, Governance of natural resources and Valuing and conserving nature, which correspond to the three Programme Areas of the IUCN Programme 2017-2020.

Within each section, IUCN's work on generating knowledge, influencing policy, action is presented.

This workplan presents the highlights of what IUCN intends to deliver in 2017. For a complete picture, see Annex 1.

The IUCN Programme Areas are presented in the order of Nature-based solutions, Effective and equitable governance of natural resources and Valuing and conserving nature. While is a departure from previous workplans, this workplan aims to showcase IUCN's contribution to the Sustainable Development Goals.

The Sustainable Development Goals are the framing device of IUCN's current work. Table 1 shows the myriad of ways that IUCN contributes to the understanding of how nature and human wellbeing depend on one another, and the ways in which IUCN is providing solutions.

SDG	IUCN's contribution and understanding
1 No poverty	• Conservation and restoration go hand-in-hand with poverty eradication for the most poor rural households
2 Zero hunger	• Healthy ecosystems support the long-term productivity of food systems • Forests provide food directly • Soil processes and wild pollinators are key to agricultural productivity
3 Good health	• Healthy ecosystems provide ecosystem services that provide that underpin human health and wellbeing. The spread of disease is enabled by unhealthy environments • Protected areas and other green infrastructure, particularly in urban areas, can contribute directly to people's health and well being
4 Quality education	• IUCN provides a platform for environmental education; an investment in a sustainable and just society
5 Gender equality	• Gender equality and women's empowerment are fundamental human rights and social justice; as well as a pre-condition for sustainable development and achievement of the SDGs
6 Clean water and sanitation	• Nature provides the infrastructure for supplying our freshwater • Nature also recycles and absorbs excess nutrients and water pollution (which in turn directly affects human health) • Investments in watersheds can yield high social returns
7 Affordable and clean energy	• Providing energy solutions is key to conserving critical ecosystems that provide other social benefits including food and clean water
8 Good jobs and economic growth	• IUCN encourages governments to mainstream environmental values, invest in ecosystem services and use nature-based solutions as another means of stimulating a sustainable economy
9 Industry, innovation and infrastructure	• Nature-based solutions are increasingly integrated into production systems
10 Reduced inequalities	• Governance frameworks for the management of natural resources and ecosystems and their services are a major determinant in the fairness of outcomes for different individuals and groups in society • IUCN builds mechanisms that give voice to the marginalized, creates champions in governance structures and returns rights, benefits and tenure • Supporting processes such as the Nagoya protocol underpin a more fair distribution of nature's bounty
11 Sustainable cities and communities	• Crucial to building sustainable cities will be understanding how cities depend on and are linked to their surrounding environment • Cities depend on ecosystem services of watersheds, aquifers, rivers and other natural systems and also impact on ecosystems for better or for worse
12 Responsible consumption and production	• Shifting toward sustainable patterns across the full spectrum of goods and services will be crucial to the efforts at nature conservation; consumption and production patterns shape how much stress human activities place on natural ecosystems • Sustainable food systems are closely linked to stable natural systems, particularly forests and wetlands
13 Climate action	• Ecosystems and their sustainable management perform critical functions in climate regulation, and will need to figure centrally in both mitigation adaptation efforts • Nature-based solutions can provide a critical means of climate adaptation
14 Life under water	• As oceans cover 70% of the Earth's surface, the health of the world's oceans has far-reaching social, environmental and economic implications • There are multiple threats to the world's oceans, including overfishing, climate change, ocean acidification and marine pollution
15 Life on land	• Forests produce over 40% of the world's oxygen and house 80% of the world's terrestrial biodiversity; preserving and restoring forests would go a long way toward the achievement of this goal • Sustainable management of forests is also a critical contributor to climate change mitigation, just as deforestation is an important contributor to greenhouse gas emissions • Local communities, including indigenous peoples, who depend on forests for their livelihoods, health and wellbeing need to be empowered to participate effectively in management of forests for their own wellbeing
16 Peace, justice and strong institutions	• Effective national and global governance is essential to meeting challenges of sustainable development • Rule of law, across a range of issues related to sustainable development (e.g. tenure, wildlife trade) is key
17 Partnerships for the goals	• By design, IUCN is a global partnership made up of governments, civil society organizations and concerned scientists; above all it is a science generating and knowledge sharing partnership, one dedicated to effective policy, institutions and financial mechanisms to conserve nature and the services it provides to humanity

Table 1: IUCN and the Sustainable Development Goals

Deploying nature-based solutions to address societal challenges

IUCN's work on delivering Nature-based Solutions showcases how conservation can most immediately benefit human wellbeing and development. The deployment of a Nature-based Solution is intended to make use of nature to deliver benefits in terms of income and jobs, food and water security, climate adaptation, resilience and disaster risk reduction and human health.

Over the last four years IUCN has led the way in framing, promoting and applying the Nature Based Solutions concept. There is now increasing global recognition of this and several governments and international conventions are proactively embracing the idea. A recent editorial in the journal Nature specifically on Nature-based solutions noted *"……the concept it (NBS) represents is of vital and urgent significance. As the grand challenges that face society continue to build, so does the need for multidisciplinary, evidence-based strategies to, for example, protect water supplies, address habitat loss and mitigate and adapt to climate change"*.

With this in mind IUCN will continue to lead as a global NBS champion through ensuring that the tools, knowledge and operational framework is available for a consistent and effective application of NBS across a range of circumstances and, in close collaboration with State and Government Agency members, to scale-up and monitor the application of nature-based solutions at national and sub-national level.

With the shift of international attention to the imperative of early implementation of SDGs and the Paris Agreement on Climate Change there is an unique opportunity for IUCN, its Members and partners, to harness the interest and needs of other sectors and new constituencies and thereby demonstrate the fundamental importance of healthy and well-managed ecosystems to peoples' lives, livelihoods and well-being.

Knowledge

IUCN Targets: 22, 23	SDGs: 2.4, 3.4, 12.8, 15.1, 15.6
	Aichi Targets: 1, 2, 18, 19

The main knowledge deliverables for Nature-based Solutions include a series of tools and protocols for tracking the benefits emerging from implementation of Nature-based Solutions themselves. IUCN will develop a tracking protocol for Forest Landscape Restoration, human wellbeing indicators (under the People in Nature work) for IUCN's Nature Based Solutions work, a grasslands assessment methodology, and methods for assessing the benefits of Ecosystem-based Adaptation and the effectiveness of Disaster Risk Reduction.

Care will be taken to ensure that the protocols, methods and indicators developed are consistent with one another, so that IUCN can paint a quantified picture of development benefits delivered by IUCN. The teams developing the protocols, methods and indicators will work with IUCN's Global PM&E Unit to ensure that any outputs are consistently applied in the IUCN Programme and Project Portal across all IUCN projects.

This is a hugely significant piece of work for tracking IUCN's contributions to the Sustainable Development Goals, namely SDG1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education),

SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production).

IUCN will also produce more than 100 case studies related to protected areas solutions and benefits, which also include lessons on participation of women, youth and indigenous peoples in protected areas management.

Policy

IUCN Targets: 24, 25, 27	SDGs: 3.4, 3.9, 6.5, 6.a, 6.b, 11.b, 13.3, 15.9, 15.a, 16.6
	Aichi Targets: 1, 2, 11, 14, 15, 16, 18, 20

IUCN will support policy formulation that enables Nature-based Solutions in more than 30 countries, covering the topics of Blue Carbon, Ecosystem-based Adaptation, Forest Landscape Restoration and gender-responsive REDD+ mechanisms. Policy formulation can be an important early step in the implementation and scaling up of Nature-based Solutions.

Action

IUCN Targets: 25, 26, 27, 28, 29, 30	SDGs:1.5, 2.4, 4.7, 5.5, 5.a, 6.3, 6.4, 6.6, 6.a, 6.b, 11.3, 11.5, 11.b, 12.2, 12.6, 12.b, 13.1, 13.b, 14.1, 14.2, 14.7, 15.1, 15.2, 15.3, 15.4, 15.5, 15.a, 16.6, 16.7
	Aichi Targets: 1, 2, 7, 11, 14, 15, 16, 18, 20

IUCN will work with partners to restore 30m of degraded forest landscapes in 2017, while seeking major new commitments, from China, in particular.

IUCN will also support the process of defining Land Degradation Neutrality Targets in 50 countries, promote restoration monitoring in 20 World Heritage Sites and scale up nature-based resilience in 11 Mangroves for the Future countries (covering 9000km2 and 90,000 beneficiaries).

IUCN will support the development and capitalization of financing mechanisms for Nature-based Solutions in a variety of contexts. Some are still in planning and development stages, for example, a climate finance mechanism for women in four countries, NBS financial mechanisms in four Asian countries and an NBS mechanism under the Agenda for Sustainable Development.

Other commitments are more tangible: IUCN will mobilize USD250m for Forest Landscape Restoration, USD 50m for sustainable land use management and disperse 8m Euros under BEST 2.0 grantmaking and USD4m in the EU Overseas Territories and through the Sire River Basin Environmental Trust in Southern Africa.

IUCN's Contribution to the SDGs. Restoration, Land Degradation Neutrality, along with IUCN efforts on Ecosystem-based Adaptation, Disaster Risk Reduction and watershed management will have measurable and tangible benefits related to SDG1 SG1 (No Poverty), SDG 2 (Zero Hunger), SDG3 (Human Health and Wellbeing), SDG5 (Gender Equality), SDG6 (Clean Water and Sanitation), SDG11 (Sustainable Cities) and SDG12 (Responsible Consumption and Production). Of course, these also

make a solid contribution to SDG13 (Climate action), SDG14 (Life below water) and SDG15 (Life on land) as one would expect.

Promoting and supporting effective and equitable governance of natural resources

Good natural resource governance is key to sustainable development. IUCN's work on natural resource governance highlights the need for good governance while providing cutting edge tools and resources. Good natural resource governance is not only good for nature; it forms a sound basis for all forms of human rights.

There is an increasing recognition in many international frameworks that good governance is essential for sustainable development. The 2030 Agenda for Sustainable Development comprise a goal (SDG 16) dedicated to governance issues and several targets speaking to this theme across the entire SDGs framework. The SDGs therefore present a real opportunity to address fragmentation of governance by taking a more integrated approach to sustainable development, law and policy making and implementation, and placing governance of natural resources within the development and good governance context. A primary reason for weaknesses or failures to achieve conservation objectives and to provide local benefits and livelihood security continues to be lack of appropriate governance and insecure rights, including lack of awareness about rights and entitlements and the omission of gender perspectives. The achievement of this Programme Area targets by 2020 would represent a significant contribution to the delivery of SDGs 1, 5, 16 and 17.

Knowledge

IUCN Targets: 13, 14, 15	SDGs: 1.4, 6.b, 12.2, 15.6
	Aichi Targets: 1, 2, 4, 13, 16, 17. 18. 19

IUCN is producing and testing tools for natural resource governance, which include testing aspects of the Natural Resource Governance Framework in Africa and Central America and in selected protected areas, updating and consolidating a water focuses "toolkit of toolkits" based on more than 15 years of implementation and experience, integrating indigenous knowledge into IUCN Red List of Threatened Species assessments, developing and deploying the IUCN Gender Course of Action.

To underpin IUCN's governance work and development of tools, governance assessments will be undertaken in a range of settings: in protected areas in more than 10 counties, in World Heritage sites and for two SUSTAIN growth corridors.

Understanding natural resource governance and producing solid governance tools underpins much of what the SDGs is trying to achieve, notably SDG 5 (Gender equality) and SDG10 (Reduced inequality) and SDG 16 (Peace, justice and strong institutions). As this is turned into policy and action under the Nature-based solutions programme area, the contribution to other SDGs is visible.

Policy and Action

IUCN Targets: 17, 18, 19, 20, 21	SDGs: 1.4, 1.b, 2.5, 5.1, 5,5, 5.a, 5.c, 10.2, 10.3, 12.2 14.c, 15.6, 16.3, 16.6, 16.b, 17.14
	Aichi Targets: 1, 2, 4, 16, 17, 18, 19

New policy formulation is a key deliverable in 2017 and includes two new national level Climate Change and Gender Action Plans, enabling forest governance legislation in more than 10 countries and numerous examples of local level legal and governance improvements on natural resources management.

Action

IUCN Targets: 16, 19	SDGs: 1.4, 2.5, 5.1, 5,5, 5.a, 5.c, 15.6, 16.6, 16.b, 17.14
	Aichi Targets: 2, 4, 17, 18

Large-scale water management and governance will be enabled in 12 BRIDGE basins (3 km2, 20m beneficiaries), the rights-based approach in one SUSTAIN growth corridor (covering 2 clusters and about 25,000 households), as part of IUCN's ongoing work on water governance.

While this is the main target, there are many other examples of where IUCN influences the implementation of good governance and the rights based approach, including protected areas, World Heritage sites, Forest Landscape restoration, locally controlled forests and Mangroves for the Future.

The implementation of good governance underpins SDGs on poverty (SDG1), food security (SDG2), gender equality (SDG5), peace and justice (SDG16).

Valuing and conserving nature

The planet is in trouble and at the crossroads. It has never been more important to care for and heal the fragile green and blue mantle of the planet that is the basis of all life. IUCN's work on Valuing and conserving nature is the building block on which the IUCN Programme rests.

IUCN will complete enough of the Red List Species assessments that will make The IUCN Red List truly become a barometer of Life. The integration of this knowledge with information on protected areas and areas of importance for biodiversity will inform the protection of new Protected Areas and help decision- making by both private and public sectors to minimise society's impact on nature. Metrics of conservation success will be incorporated into this knowledge to show what is working and inform new conservation investments.

Biodiversity conservation and sustainable development are urgent. While the global agreements are key to the path for success, there is a need to chart a new course and challenge the current path. The broad consensus – as represented in the SDGs – pose the challenge of setting systemic shifts in place that will shift the trajectory to a sustainable path. The 2017-2020 Programme responds to this challenge and focuses on the change that needs to be made as humanity stands at the planetary crossroads: the path to a sustainable future.

Knowledge

IUCN Targets: 1, 2, 3, 4, 5, 6, 7, 11, 12	SDGs: 1.5, 2.4, 2.5, 3.3, 3.4, 5.5, 5.a, 5.b, 5.c, 6.4 6.5, 6.6, 8.1, 9.1, 10.1, 11.1, 11.4,12.2, 12.8 13.1, 13.3,14.2, 14.3, 14.4, 14.5, 15.1, 15.2, 15.3 15.4, 15.5, 15.6, 15.7, 15.8
	Aichi Targets: 1, 2, 3, 5, 6, 9, 10, 11, 12, 13, 14, 15, 17, 18, 19

IUCN will generate assessments based on IUCN Standards:

- 10,000 IUCN Red List of Threatened Species assessments, 2,000 re-assessments
- Complete a pilot study under the People in Nature work of a local community freshwater fishery, where there is dependence on at least one (potentially multiple) globally threatened fish species as a key natural resource for community annual income.
- Completion of the IUCN Red List of Ecosystems global classification of ecosystems methodology and database, completed assessments of the ecosystems of the Americas and Europe, numerous new country level RLE assessments
- Incorporation of Green List of Protected Areas metrics into Protected Planet
- Full integration of three protected areas datasets (WDPA, DOPA, RRIS)
- Development of the Key Biodiversity Areas database and identification of new Key Biodiversity Areas in six regions
- Integrating the IUCN Red List of Threatened Species database with the Global Invasive Species Database and improve invasive species monitoring for more than 10 countries

More than 350 knowledge products and case studies to be developed will include:

- 150 peer reviewed journal articles, and update of the Red List Index
- new analytical work on the RLE itself and its use in land use planning
- work on the 2018 Protected Planet Report and the 2017 World Heritage Outlook Report
- 50 knowledge products and 30 case studies on FLR and locally controlled forests

Standards, guidelines and toolkits to be developed or published include:

- Finalization of the Green List standard for protected areas and initialization of a new Green List standard for species conservation
- One new Best Practice Guideline for protected areas
- A Net Positive Impact Protocol

IUCN will aim to ramp up its economics work in 2017, in particular through the appointment of a Chief Economist.

Intact and functioning ecosystems underpin and provide much of what the SDGs hold dear – eradication of poverty (SDG1), elimination of hunger (SDG2), good health (SDG3), clean water and sanitation (SDG6), while IUCN's approach to conservation contributes to gender equality (SDG5), economic growth (SDG8), (natural) infrastructure (SDG9), reduced inequality (SDG10), sustainable cities (SDG11), climate action (SDG13). And of course, understanding how production and consumption (SDG12) is key. The knowledge deliverables provide an investment in the SDGs that will shape how we respond as a society, while also attaining the SDGs of life below water (SDG14) and life on land (SDG15).

Policy

IUCN Targets: 6, 7, 8, 11	SDGs:1.5, 3.3, 6.4, 6.6, 8.1, 9.1, 11.4, 12.2, 14.1, 14.2, 14.4, 14.5, 14.6, 14.7, 15.1 - 15.7, 15.9, 15.a, 15.c, 17.14
	Aichi Targets: 1, 2, 3, 9, 12, 13, 17, 19

IUCN's knowledge and experts are used extensively to influence international policy, namely: use of the:

- IUCN Red List of Threatened Species and Protected Planet in Convention on Biological Diversity (one policy briefing to the Parties in aid of implementing Aichi Target 12) and Convention on the International Trade of Endangered Species (specific briefs provided to the 29th Animals committee, 23rd Plants Committee and 68th Standing Committee) discussions;
- Protected areas expertise to influence the decisions of the World Heritage Convention;
- Multiple knowledge products to influence the work of the Intergovernmental Science-Policy Panel on Biodiversity and Ecosystem Services;
- Support continuing systematic embedding of IUCN knowledge underpinnings in policy influencing materials to be prepared targeting all relevant processes to be prioritized in 2017 (e.g. MEAs, UNGA/UNDESA processes re: SDGs implementation, and the emerging BBNJ negotiations under UNCLOS).

IUCN will use its knowledge to support compliance reporting by Parties. IUCN will test the utility of ECOLEX and WILDEX to measure and report on the compliance of governments to their commitments to international conventions and wildlife crime. IUCN will also support the CBD's decision at the Cancun COP to create integrated reporting across multiple conventions through the SDG process.

Policy formulation will be supported by IUCN in many countries, including for access and benefit sharing of biodiversity (8 countries), ecosystem-based adaptation (2 countries), National Biodiversity Strategies and Action Plans (10 countries), international trade of wildlife under CITES (1 country), enabling forest governance legislation (10 countries) and invasive species (1 country).

Similar to knowledge deliverables, the policy work of IUCN underpins much of what the SDGs is striving for; without sound environmental governance, the aims of the other SDGs are compromised.

Action

IUCN Targets:	SDGs: 2.4, 2.5, 3.4, 6.5, 6.6, 11.4, 12.2, 14.2,

9, 10	14.4, 14.5, 15.1, 15.4
	Aichi Targets: 5, 6, 10, 11, 12, 13

IUCN is implementing major investments in species conservation through Members and partners, including:

- o USD6m for conservation of 93 species of lemur in Madagascar
- o 8.5m euros for conservation of five carnivore species in Africa
- o 16.5m euros for 11 projects on tiger conservation
- o USD8m for grants in the EU Overseas Territories

Conservation action for ecosystems will include forest conservation interventions in 50% of the world's deforestation hotspots and 5% of the world's KBAs in 2017 and integration of Environmental FLOWS into four BRIDGE waterbasins (Pungwe, Lake Chad, IGAD and 3S)

IUCN will aim to influence the expansion of protected areas networks in 10 countries, while helping to establish a trans-Atlantic network of marine protected areas.

The conservation action IUCN will undertake contributes best to SDG14 Life under Water and SDG15 Life on Land.

While not mentioned explicitly by the SDG framework and goal on human health (SDG3), IUCN's target on extending and improving protected areas networks does contribute to human health and wellbeing. As part of the Panorama of Protected Areas Solutions and #natureforall campaign, IUCN will seek to build the understanding of how protected areas make a positive and tangible contribution to human wellbeing and health.

Operational aspects and Challenges

Underpinning the IUCN Programme 2017-2020 are as series of system-wide upgrades (operational aspects) that will help IUCN better manage its portfolio and measure its results and impacts. Of course, every new Programme has its challenges. In this section, both operational aspects and challenges are discussed.

IUCN introduced a series of system-wide upgrades in 2015-16 that were intended to be operational in 2017 for the start of the new Programme. These include the Programme and Project Portal, IUCN's online project management system, the Project Appraisal and Approval System and the Project Guidelines and Standards.

Result and impact indicators are hard-wired into the Programme and project portfolio. A global effort to choose the best result and impact indicators, aligned well to what will be measured for the Sustainable Development Goals is nearing completion. All 30 targets in the IUCN Programme will have one or two results indicators, the three Programme Areas will have one to four impact indicators, for which baselines will be established. All projects will be expected to contribute data to these global indicators.

IUCN has expressed its preference for certain types of project delivery models. And in doing so, IUCN will increasingly fundraise and add projects only in the preferred project delivery model categories of (a) thematic initiatives/programmes, (b) implementing agency and (c) Generation and application of scientific knowledge.

Challenges

In the coming months, we will tag project data at IUCN Target level, so that a precise contribution to the Sustainable Development Goals can be seen (this matching is already complete for IUCN Targets and SDGs).

Definitions for PA2 ("intervention points") and PA3 ("intact", "semi-intact", "natural" and "degraded") will be improved so that programming is simplified.

IUCN will also seek to improve alignment across clusters of project themes – e.g. ecosystem-based adaptation – to maximize potential for generating data and learning and policy influencing.

PART II: IUCN'S 2017 BUDGET

Background

It is to be recalled that at the first Council meeting held in Hawaii upon the conclusion of the IUCN Congress, the Director General highlighted that she would initiate a study of the strategic shifts that could be made in the IUCN Secretariat such that the Secretariat could act with greater impact, results and efficiency in the four year programming period ahead. The Director General stressed that many of these shifts and reforms would result in enhanced systems, better management and more efficient operations, while others might involve organizational and staffing related changes.

Accordingly, the DG established a broad and inclusive process involving more than 60 staff members working on a number of key themes to identify opportunities for greater impact and results while also identifying potential savings.

The current budget proposal, therefore, reflects and captures system shifts, enhanced oversight, improved programmatic focus, enhanced staff time management, etc., while at the same time driving towards greater effectiveness and impact of the overall IUCN Secretariat work, such that the ambitious 2017-2020 Programme and the Hawaii Commitments can be achieved and delivered in the coming quadrennial period.

In light of the above, the 2017 budget is set against a background of increasing levels of restricted income and declining levels of unrestricted income. IUCN has two main sources of unrestricted income: Membership dues and Framework income[1]. Membership dues have remained relatively stable over the last 5 years whereas Framework income has declined from a level of CHF24 in 2009 to CHF17m in 2013 to a budgeted level of CHF 11m in 2017.

The prospects of predictable Framework funding from Official Development Assistance (ODA) are declining; bilateral development donors are demanding direct linkages between their resources and demonstrated, measurable human development impacts in addition to greater levels of accountability, and are restricting funding to specific measurable human development programme areas and deliverables. This presents a critical challenge for IUCN whose core functions depend significantly on Framework income. The decline in Framework income is also influenced by changing government priorities, e.g. the EU migration crisis, and demands for clear linkages with the development agendas of funding agencies.

In contrast with the decline in unrestricted income, restricted income is showing steady growth. This reflects the attractiveness of the IUCN Programme to donors and the focus on large-scale programmatic initiatives with significant resources being received from the European Commission, Germany (KfW), the US (USAID), UK (DFID) and others. Growth is also being driven by access to Global Environment Facility (GEF) and Green Climate Fund (GCF) funds. IUCN was recognised as an Implementing Agency of the GEF in 2014 and as an Accredited Entity with the GCF in March 2016. Access to these multilateral funding sources will provide IUCN with an important opportunity to grow the overall size of its project portfolio and to increase project income levels.

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[1] Framework income is multi-year commitments from governments and private donors/partners that are not tied to particular programmes or projects.

Figure 4 below shows income trends over the last 5 years.

Figure 4: Income trends, CHF m
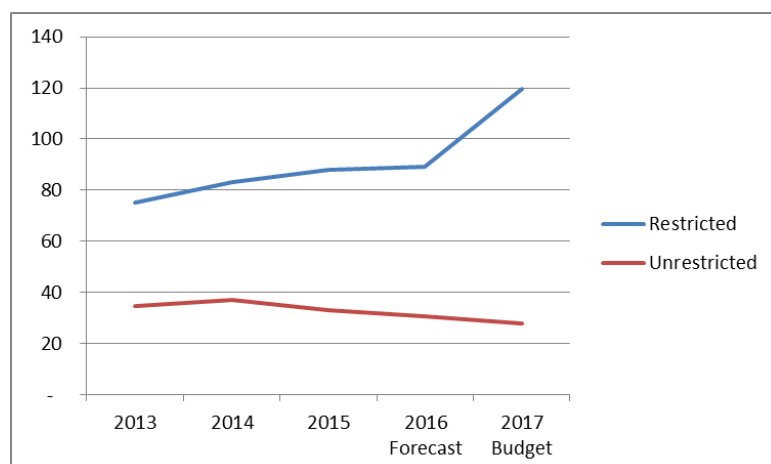
In order to address the decline in unrestricted income IUCN has initiated a change process ("Towards a Relevant and Stable IUCN") with the objective of creating a financially stable, delivery focussed organisation.

This process has several strands one of which deals with changing income patterns and how to adapt to the increasing tendency of donors to restrict their contributions. This shift requires IUCN to continue to address efficiency weaknesses and adopt a process of full cost recovery for restricted projects, thus freeing up core funds for strategically important areas of work.

Summary

A total expenditure budget of CHF 149.2m is proposed for 2017 (2016 forecast: CHF 120.8m).

This is based on an unrestricted (core) budget of CHF 29.7m and a project restricted budget of CHF 119.5m.

The 2017 budget includes exceptional restructuring costs of CHF 1.6m and an operating deficit of CHF 0.4m, resulting in an overall deficit of CHF 2.0m.

At the IUCN Members' Assembly in September 2016 the IUCN Director General reported to the Assembly that a deficit was to be expected in 2016 in view of the projected decline in Framework income and anticipated restructuring costs. Consequently the Members' Assembly approved the 2017-20 Financial Plan which showed a deficit of CHF 2m in 2016. The costs of restructuring will, however, be incurred in 2017 and not 2016 as originally foreseen.

Table 2 summarizes the 2017 budget compared to the 2016 forecast, 2015 actual results and the first year of the 2017-20 Financial Plan approved by the 2016 Congress.

Table 2: Budget summary

CHF m	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Core budget				
Income	33.2	30.5	27.7	29
Expenditure	33.2	31.6	29.7	29
Result	**-**	**(1.1)**	**(2.0)**	**0**
Project restricted budget				
Income	96.1	89.3	119.5	104
Expenditure	88.0	89.2	119.5	104
Result	**8.1**	**0.1**	**0.0**	**-**
Total budget				
Income	129.3	119.8	147.2	133
Expenditure	121.2	120.8	149.2	133
Result	**8.1**	**(1.0)**	**(2.0)**	**0**

Core income is lower than Plan due to a reduction in unrestricted income, whereas project restricted income is higher than plan due to growth in the project portfolio and higher rates of implementation.

Core Income and Expenditure

Table 3 below provides a summary of the core income and expenditure budget.

Table 3: Core income and expenditure

CHF m	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Core income	30.3	28.3	25.8	27.0
Other external income	2.9	2.2	1.9	2.0
Management fees from projects	6.1	5.9	7.4	6.4
Total income	**39.3**	**36.4**	**35.1**	**35**
Operating expenditure	38.2	36.9	34.4	34.0
Provisions and other expenditure	1.1	0.6	0.6	1.0
Transfers to/(from) designated reserves	(0.7)	(0.1)	0.5	-
Total expenditure	**38.6**	**37.4**	**35.5**	**35.0**
Operating result	**0.7**	**(1.0)**	**(0.4)**	**0.4**
Exceptional costs	-	-	(1.6)	-
Net result	**0.7**	**(1.0)**	**(2.0)**	**0.4**

The net budgeted result for 2017 is a deficit of CHF 2.0m. This is after Exceptional costs and transfers to designated reserves.

Exceptional costs represent costs in relation to the IUCN Secretariat change process, and transfers to designated reserves represent funds put aside for future events, namely the 2020 World Conservation Congress and Regional Conservation Fora.

Core income

Core income comprises Membership dues, Framework income and other unrestricted income as summarised in table 4 below.

Table 4: Core income summary (CHF m)

CHFm	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Membership dues (net of provisions)	12.0	12.0	11.4	12.0
Framework income	15.6	13.4	11.4	12.0
Other unrestricted income	2.7	2.9	3.0	3.0
Total core income	**30.3**	**28.3**	**25.8**	**27.0**

Core income is budgeted at CHF 25.8, a decline of CHF 2.5m compared to the 2016 forecast and a decline of CHF 4.5m compared to that received in 2015. The decline is primarily due to a reduction in Framework income (see below).

Membership dues

Table 5 shows the budgeted value of Membership dues and the level of provision for non-payment.

Table 5: Membership dues (CHF m)

CHFm	2015 Actual	2016 Forecast	2017 Budget
Membership dues	12.5	12.6	12.0
Provision for non-payment	(0.5)	(0.6)	(0.6)
Net Membership dues	**12.0**	**12.0**	**11.4**

Gross Membership dues are budgeted at CHF 12.0m (2016 forecast: CHF 12.6m). The decline relative to 2016 is a result of the rescission of Members at the 2016 Congress.

A provision of CHF 0.6m (2016: CHF 0.6m) has been budgeted for the non-payment of Membership dues.

Framework income

Framework income is budgeted at CHF 11.4m (2016 forecast: CHF 13.4m).

The reduction reflects a tendency for donors to link their funding to specific deliverables and a reprioritisation by donors on the use of ODA.

Of the total, CHF 2.9m is secured. The remainder is under negotiation and is expected to be secured during the course of 2017. Many Framework agreements are linked to the timeline of the IUCN Programme and hence it is not unusual for agreements not to have been concluded at this point in the 4 year cycle. It does, however, represent a significant financial risk (see page 32). In respect of agreements not yet concluded, the amounts budgeted have been based on indications received from donors.

Of the total Framework income of CHF 11.4m, CHF 1.3m is programmatically restricted.

No amounts have been budgeted for new framework partners that may join IUCN in 2017, although new relationships with potential partners will be explored.

Other unrestricted income

Other unrestricted income is budgeted at CHF 3.0m. This comprises various items as shown in table 6 below. The key items are the value of Swiss Government tax exemptions in respect of expatriate staff resident in Switzerland (CHF 1.4m) and rent and service fee income received from Ramsar and other tenants in the Headquarters building (CHF 1.0m).

Table 6: Other unrestricted income

CHFm	2015 Actual	2016 Forecast	2017 Budget
Swiss Government tax exemptions	1.4	1.4	1.4
Tenants	0.9	0.9	1.0
WWF	0.2	0.2	0.2
Other income	0.1	0.1	0.1
GEF agency fees	0.1	0.3	0.3
Total	**2.7**	**2.9**	**3.0**

GEF agency fees of CHF 0.3m have been budgeted in 2017. This is a based on the current GEF portfolio and the expected date of approval of project concepts by the GEF Council. IUCN is entitled to receive agency fees equivalent to 9% of the value of GEF projects. Only 2% of the agency fee is budgeted as core income where it is used to fund the GEF Coordination Unit. The remaining 7% funds monitoring and support costs and is included in the project restricted budget.

Other external income

Other external income of CHF 1.9m represents income received directly by regional and HQ programmes. It includes rental income, consultancy income, deferred income in relation to in-kind assets and other sundry items, as shown in table 7 below.

Table 7: Other external income

CHFm	2015 Actual	2016 Forecast	2017 Budget
Rental income	0.4	0.5	0.4
Consultancy income	0.3	0.2	0.3
Deferred income	0.7	0.7	0.5
Other income	1.5	0.8	0.7
Total	**2.9**	**2.2**	**1.9**

Operating expenditure

Operating expenditure (Table 8) is budgeted at CHF 34.4m (2016 forecast: CHF 36.9m). 62% of costs are staff costs and 38% 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.

Both staff costs and other costs are lower than in previous years, reflecting a reduction in core income in 2017.

Reductions are most marked in the area of consultancy and professional services and travel, hospitality and conferences. Travel costs are lower than in 2016 because 2016 was a Congress year and as a result of general reductions in planned travel in 2017.

Table 8: Operating expenditure

CHF m	2015	%	2016	%	2017	%
	Actual		Forecast		Budget	
Staff costs	**23.0**	**60%**	**22.4**	**60%**	**21.3**	**60%**
Communication & publication costs	0.4	**0%**	0.3	**0%**	0.5	**0%**
Consultancy & prof. services	2.2	**10%**	2.3	**10%**	1.7	**0%**
Office costs	4.1	**10%**	4.1	**10%**	4.2	**10%**
Travel, hospitality & conferences	4.1	**10%**	3.7	**10%**	2.5	**10%**
Equipment costs	4.4	**10%**	4.2	**10%**	4.1	**10%**
Other costs	0.1	**0%**	0.1	**0%**	0.1	**0%**
Total other costs	**15.2**	**40%**	**14.5**	**40%**	**13.1**	**40%**
Total	**38.2**	**100%**	**36.9**	**100%**	**34.4**	**100%**

Provisions and other expenditure

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

Table 9 below shows amounts budgeted for provisions. The total amount is similar to that forecast for 2016. The total was higher in 2015 due to losses on the investment portfolio, included under Other expenditure.

Table 9: Provisions and other expenditure

CHFm	2015	2016	2017
	Actual	Forecast	Budget
Foreign exchange	0.3	0.4	0.3
Project deficits	0.5	0.2	0.2
Other expenditure	0.3	-	0.1
Total expenditure	**1.1**	**0.6**	**0.6**

Exceptional costs

Exceptional costs of CHF 1.6m are budgeted in 2017. These costs relate to restructuring and change management costs in respect of the IUCN Secretariat change management process.

These are broken down as follows:

- Provision for redundancy   CHF 1.0m
- Change management costs   CHF 0.2m
- Investments in information technology   CHF 0.4m

It is IUCN's intention to limit redundancy by reducing staff numbers through alternative strategies, e.g. retirements, non-renewal of fixed term contracts.

The change management costs include the cost of a change manager (internal appointment) and small allocations for consultancy and travel.

Investments in information technology are required to further improve the efficiency of IUCN processes, e.g. through the implementation of systems to support time management, contract management, contacts management, information management and through systems integration.

Transfers to/(from) designated reserves

IUCN makes annual allocations to cover the costs of future events. These allocations are then released in the year that expenditure is incurred. The 2017 budget includes an allocation of CHF 0.25m for the Regional Conservation Fora (RCFs), planned to take place in 2019, and an allocation of CHF 0.25 for the 2020 Congress of which CHF 0.1m is budgeted to be spent in 2017 for the selection process for the venue of the next Congress; the balance of CHF 0.15 will be allocated to designated reserves.

An allocation of CHF 0.75m has been made for the External Review of IUCN which takes place every 4 years.

Table 10: Allocations to/(from) designated reserves

CHFm	2015 Actual	2016 Forecast	2017 Budget
World Conservation Congress and RCFs	(0.8)	(0.1)	0.4
External Review	(0.1)	-	0.1
Other	0.2	-	-
Total expenditure	**(0.7)**	**(0.1)**	**0.5**

Allocation of Core Income

Table 11 below shows the total core expenditure budget and how each of the different components is funded.

Table 11: Core expenditure and related funding sources

CHFm	Regional programmes	Global programmes	Programme, Union and corporate support	Exceptional items	Allocations to designated reserves	Total 2017	Total 2016
Total expenditure	**9.2**	**9.3**	**16.5**	**1.6**	**0.5**	**37.1**	**37.3**
Internal service charges	1.8	2.4	(4.2)	-	-	-	
	11.0	**11.7**	**12.3**	**1.6**	**0.5**	**37.1**	**37.3**
Funding							
Membership	1.6	0.6	8.7	-	0.5	11.4	12.0
Framework	3.4	8.0	-	-	-	11.4	13.4
Other unrestricted	-	0.3	2.7	-	-	3.0	2.9
Core income	**5.0**	**8.9**	**11.4**	**-**	**0.5**	**25.8**	**28.3**
Other external	1.2	0.2	0.5	-	-	1.9	2.2
Management fees	4.8	2.6	-	-	-	7.4	5.9
Reserves	-	-	0.4	1.6	-	2.0	1.2
Total funding	**11.0**	**11.7**	**12.3**	**1.6**	**0.5**	**37.1**	**37.6**

Core income of CHF 25.8 has been allocated on a strategic basis taking into account alternative funding opportunities. Programme areas such as science and knowledge and policy receive a higher allocation of core income than other programme areas as there are fewer opportunities for raising

restricted funding for these areas, and a higher allocation is necessary to underpin IUCN's knowledge and policy work and to ensure its independence.

Core income of CHF 1.3m has been allocated to support the operations of IUCN's 6 Commissions. This is included in the Global programmes category

Membership dues are allocated to regional programmes to fund representation and membership support; to global programmes to support policy, science and knowledge components; and to programme, Union and corporate support to support Union engagement, programme support functions (corporate communications, planning, monitoring and evaluation, resource mobilisation) and corporate functions (management, oversight, finance, HR, information systems, general administration etc.), which are necessary for the efficient functioning of IUCN and for the establishment of a platform to support programme implementation.

Framework income is allocated to regional and global programmes in line with donor conditions.

Other unrestricted income is primarily allocated to corporate support where it is matched with associated costs, e.g. rental and service fee income from tenants of CHF 1.0m funds the cost of services provided to tenants.

Other external income and management fees are programme and unit specific. Management fees are derived from the projects managed by each programme and external income relates to specific services provided by programmes and units.

The restructuring costs related to the IUCN Secretariat change management process process are budgeted to be funded from reserves as is the operational deficit of CHF 0.4m.

Project income and expenditure

Table 12 shows a summary of budgeted project income and expenditure. Total expenditure is budgeted to reach CHF 119.5m compared to a forecast level of CHF 89.2m in 2016. The budgeted level is significantly higher than that foreseen at the time of preparation of the 2017-20 Financial Plan.

Table 12: Project income and expenditure

CHF m	2015 Actual	2016 Forecast	2017 Budget	2017 Plan
Project income	96.1	89.3	119.5	104
IUCN activities	47.3	42.3	48.0	42
Implementing partner activities	7.1	10.9	31.2	27
IUCN staff time	28.3	30.1	32.9	29
Management fees	5.3	5.9	7.4	6
Total project expenditure	88.0	89.2	119.5	104
Excess of income over expenditure	8.1	0.1	0.0	0.0

The budget reflects a growing project portfolio as shown in figure 5. The total value of projects under implementation (C-projects) at the time of budget submissions was CHF 303m, and the value

of those at the proposal stage (B-projects) CHF 208m. B list projects are contracts under negotiation that are expected to be signed during the course of 2017.

Figure 5: IUCN project portfolio
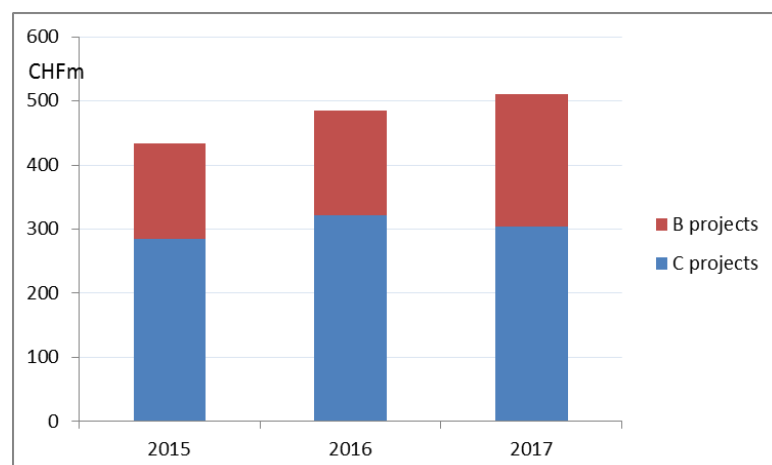
Growth is particularly strong in grant making programmes and projects funded by the EU, KfW, GEF and GCF. The project income derived from the GEF and the GCF generates income to be delivered through IUCN's implementation agency designation. This is demonstrated in the split between expenditure incurred directly by IUCN and that incurred through implementing partners (Table 12.). Expenditure incurred through implementing partners is budgeted to increase from a level of CHF 10.9m in 2016 to a level of CHF 31.2m in 2017. The majority of this will be spent through IUCN members.

Cost recovery from projects

Cost recovery represents the value of IUCN staff time and management fees charged to projects

Table 13 shows the 2017 budgeted value of project expenditure and cost recovery compared to the budgeted values for 2016.

Table 13: Project expenditure and cost recovery

	2017 Budget				2016 Budget			
	C projects	**B projects**	**Total**	**%**	**C projects**	**B projects**	**Total**	**%**
Project activity costs	57.5	21.7	79.2	66%	46.2	15.7	61.9	64%
Staff time	24.9	8.0	32.9	28%	21.0	7.0	28.0	29%
Management fees	5.5	1.9	7.4	6%	4.7	1.6	6.3	7%
Total project expenditure	**87.9**	**31.6**	**119.5**	**100%**	**71.9**	**24.3**	**96.2**	**100%**
	74%	26%	100%		75%	25%	100%	

Staff time
IUCN's unique set-up requires that IUCN staffs many of the projects that IUCN is implementing. This, therefore, means that for projects where IUCN is the executing agency, staff charges are a significant element of project costs. On this basis, the budget for 2017 projects fairly significant staff cost recovery (CHF 32.9m), representing 28% of total project expenditure.

The level of staff cost recovery differs from project to project, depending on its nature and whether IUCN has a direct role in project execution. Knowledge based projects tend to have a higher ratio of staff time than projects delivering results on the ground or those delivered though grant making or implementing agency mechanisms where project execution is performed by grant recipients and partner organisations.

<u>Management fees</u>
IUCN strives to be efficient, streamlined and competitive in ensuring minimal administrative overhead costs. Management fees from projects fund the administration and financial management costs directly related to project implementation and execution. The average level of management fees is around 6.5%. The rate differs depending on the type of project and donor rules. The rate is lower where the majority of expenditure is incurred by partner organisations or where donor rules require that overheads are charged as direct costs (to the extent possible) instead of as a % fee.

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

When preparing their budgets, programme units assess the likelihood of projects under negotiation being signed and the expected level of expenditure in 2017 and discount the expected income to reflect the level of risk. Cost recovery budgeted to be earned from projects under negotiation (B - projects) is CHF 9.9m compared to CHF 8.6m in 2016. In view of the fact that the 2017 budget was prepared 2 months later than in the normal budgeting cycle the level of unsecured cost recovery is high and will require close monitoring (see Risks, page 32).

Total budgeted expenditure

Figure 6 shows a breakdown of total budgeted expenditure (core plus project) by IUCN organisational components.

**Figure 6: Breakdown of total expenditure budget by organisational component for the years 2015-17, CHF m**
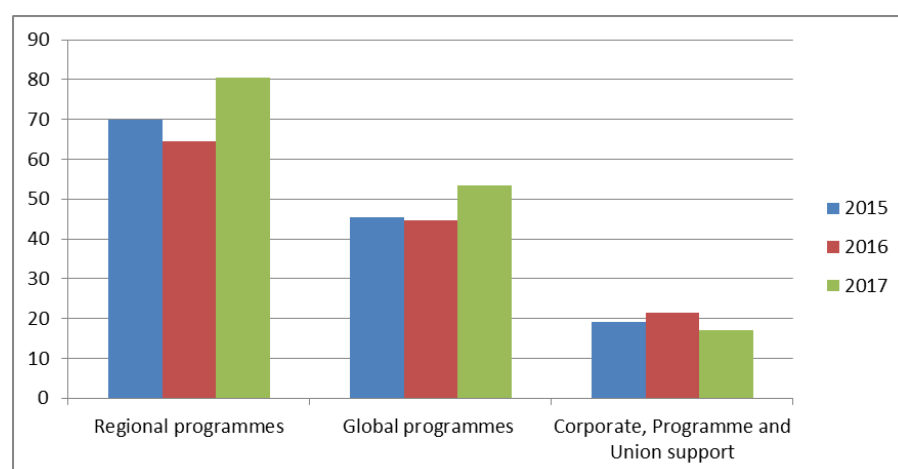
Total expenditure, inclusive of exceptional costs and transfers to designated reserves is budgeted at CHF 149m (2016 budget: 121m). The level of expenditure for both regional and global programmes

is projected to increase in line with the growth in the project portfolio, whereas expenditure on corporate, programme and Union support is projected to decrease. This demonstrates greater leverage of the IUCN platform and economies of scale.

Global programmes include significant amounts of expenditure to be incurred at the regional level – this is included under Regional programmes.

Total budgeted expenditure can also be analysed between the 3 programme areas of the 2017-20 Programme and between programme and Union support and corporate support as shown in Figure 7 below.

Figure 7: Total expenditure before exceptional costs (CHF 147m) by programme area and support functions
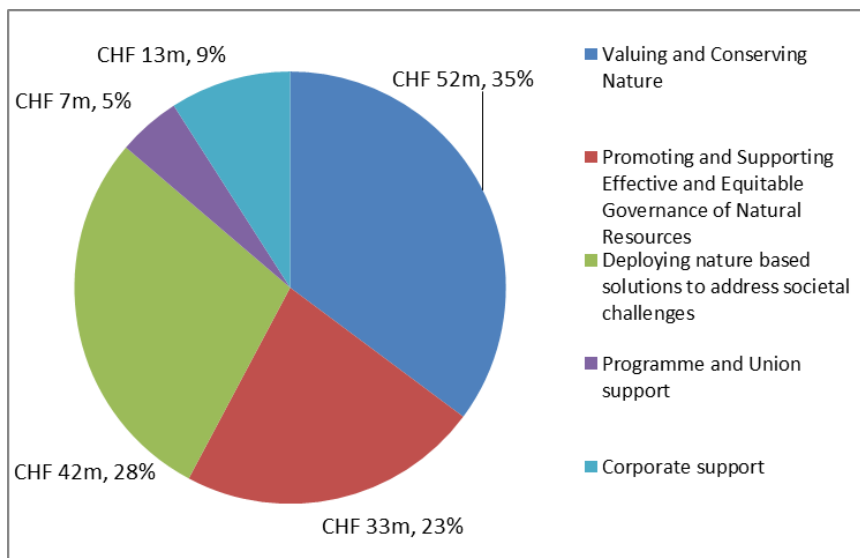
Valuing and Conserving Nature represents the largest area of expenditure (CHF 52m), followed by Deploying Nature-based Solutions (CHF 42m) and Promoting and Supporting Effective and Equitable Governance of Natural Resources (CHF 33m).

The Programme components can be further broken down in to expenditure by sub-result:

**Figure 8: Total programme expenditure (CHF 127m) by Programme sub-result**
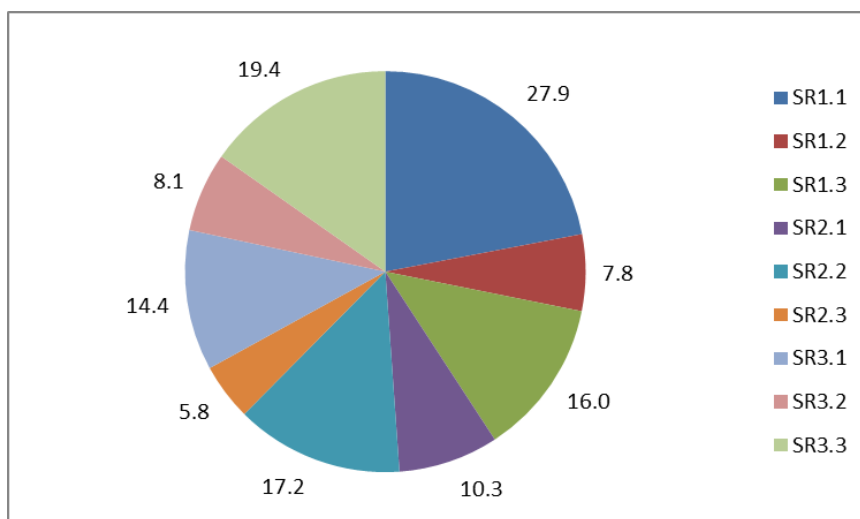
Key:

|	
SR1.1	Credible and trusted knowledge for valuing and conserving biodiversity is available, utilised and effectively communicated
SR1.2	Effective implementation and enforcement of laws and policies for valuing and conserving biodiversity is accelerated
SR1.3	Key drivers of biodiversity loss are addressed through application of conservation measures
SR2.1	Credible and trusted knowledge from IUCN for assessing and improving natural resources governance at all levels is available
SR2.2	Governance at national and subnational levels related to nature and natural resources is strengthened through the application of the rights-based approach, and incorporation of good governance principles
SR2.3	Regional and global governance systems for conservation of nature and natural resources are established, supported and strengthened
SR3.1	Credible and trusted knowledge on how nature based solutions can directly contribute to addressing major societal challenges is available and used by decision-makers at all levels.
SR3.2	Inclusive governance and resourcing mechanisms to facilitate the effective deployment of nature based solutions are tested and adopted by decision-makers at all levels.
SR3.3	Intact, modified and degraded landscapes, seascapes and watersheds that deliver direct benefits for society are equitably protected, managed and/or restored.

Programme and Union Support is broken down as follows:

Figure 9: Programme and Union Support (CHF 7.3m) by function
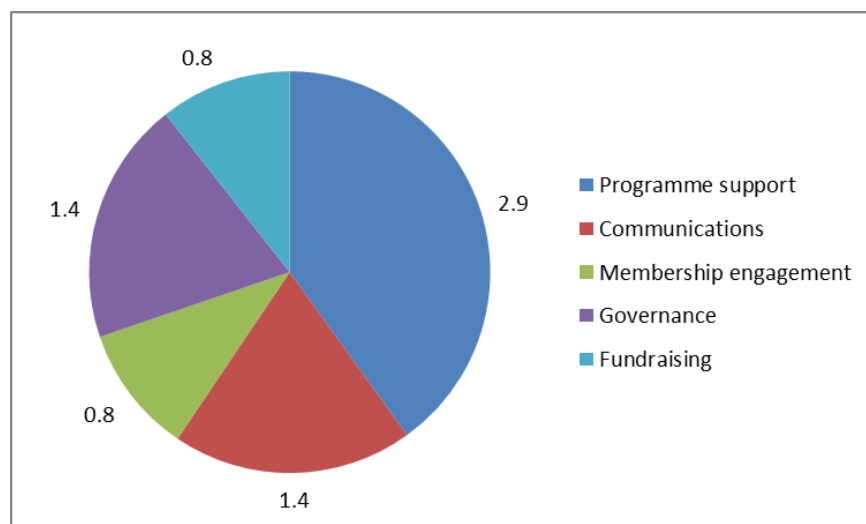
And Corporate support as follows:

**Figure 10: Corporate Support (CHF 13.3m) by function**
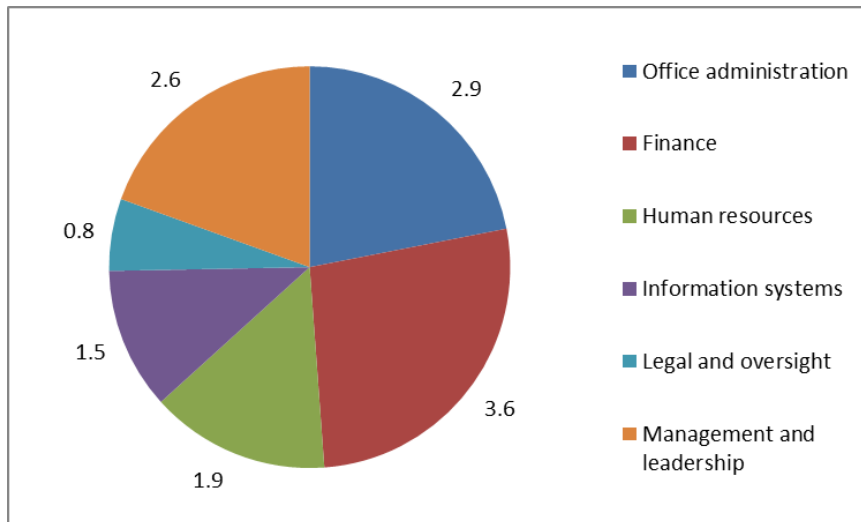
CHF 1m of corporate costs are recovered from HQ tenants.

The total cost of programme and Union support (CHF 7.3m) and corporate support (CHF 13.3m) is the cost of these functions across the global Secretariat, including regional and country offices. The total for corporate support excludes the costs of corporate services charged to programmes through IUCN's cost allocation mechanism. The budgeted cost of these services (CHF 5.5m) is included in each of the three programme areas.

Staffing and staff costs

Figure 11 shows the evolution of staff numbers from the year 2001 to the present date. A small decline in total staff numbers from 1022 to 995 is foreseen in 2017. Staff in Gland are projected to decrease from 166 to 153. As mentioned elsewhere, some of these reductions will be based on retirements and non-renewal of fixed term contracts, while others will be redundancies.

Figure 11: Secretariat staff
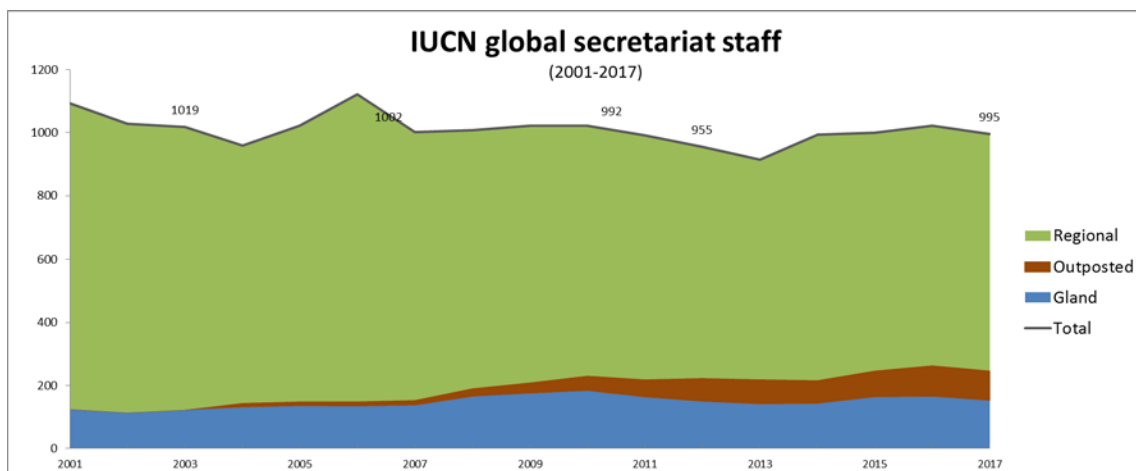
The total budgeted 2017 staffing cost is CHF 53.4m (2016 Forecast: CHF 53.3m). Staff costs are budgeted to be funded as shown in Figure 12.

Figure 12: Funding of staff costs
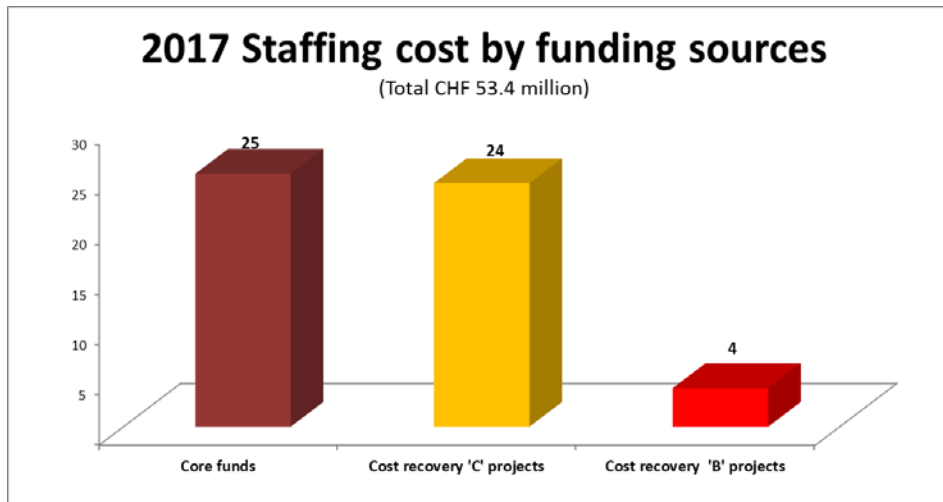
CHF 4m is budgeted to be funded from "B" projects, i.e. projects currently under negotiation which are expected to be signed during 2017. In many cases staff have fixed term contracts linked to the duration of ongoing projects. Contracts are not extended or new staff taken on until new project agreements are signed. The level of budgeted staff costs funded by unsecured income is at a similar level to 2016 and earlier years.

Investments in Information Systems

The main investments envisaged in 2017 are:

1. Completion of the rollout of the **Global Wide Area Network (GWAN)** and standardisation of IT infrastructure in all major offices.

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.

2. Continued development of the **Programme and Project Portal.**

The Portal went live in the 2nd half of 2016 and now contains base data for all IUCN projects. All project outputs are linked to the IUCN programme results frameworks as well as their contribution to the SDGs and Aichi targets. The Portal allows for the aggregation of results for global reporting and provides a mechanism to ensure alignment of the project portfolio with the IUCN Programme. Further development will occur in 2017 in the areas of work flow (project development, appraisal, approval and contract management) and monitoring and reporting.

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

The administration portals are currently operational in 50% of IUCN offices. Completion of the rollout will further increase process efficiency through workflow automation.

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

In addition to the above, as part of the IUCN Secretariat change management process, investment will be made in the implementation of a time management system, contacts management, and knowledge management. The annual investment cost of up to CHF 0.4m (CHF 1.2m over 3 years) will be limited to external costs (software and services) – no additional staff will be employed.

Capital expenditure

Wasaa Trust new building

IUCN owns the site of its East and Southern Africa Regional Office (ESARO). This consists of land of 11.5 hectares and office buildings.

The estate is owned and managed by the Wasaa Trust which is wholly controlled by IUCN. The ESARO office and various tenants pay rent to the Wasaa Trust for office space and services.

Following interest from conservation organizations in the Nairobi area to be located on the Wasaa estate IUCN undertook a feasibility study on constructing an additional office building. In parallel with this a competitive proposal process was run to select a design.

Consequently, the Trust is planning to construct a building with the following parameters:

- Total area: 700 square meters on 2 or 3 floors
- Total office space: 415 square meters
- Estimated cost: CHF 600,000 (KES 63,576,000)
- Estimated construction time: 10 to 12 months
- Estimated useful life: 50 years
- Estimated annual rental income: CHF 40,500 (KES 4,288,000) (based on 80% occupancy and KES 100 per sqft)

The market rent for office space in the surrounding area is between KES 100 – 140 per sqft. The estimated annual rental income is therefore a low estimation. 100% occupancy at 140/sqft would result in annual rental income of CHF 70,825 (KES 7,505,000).

The building would be financed from reserves held by the Wasaa Trust. The investment has been assessed in accordance with standard investment criteria and it would yield a positive return. It would also help in ensuring the long term sustainability of the Wasaa Estate and provide an opportunity for the development of a vibrant conservation campus.

Note: The Wasaa annual budget is not included in the budget presented to Council but the annual results are included in the annual consolidated audited financial statements which are approved by Council.

Reserves

Figure 13 shows the movement in IUCN's reserves from 2013 and the projection to 2020. Reserves are expected to fall to a level of CHF 17.8m by the end of 2017, stay stable in 2018 and progressively rise to CHF 19.8m by the end of 2020.

Figure 13: IUCN Reserves
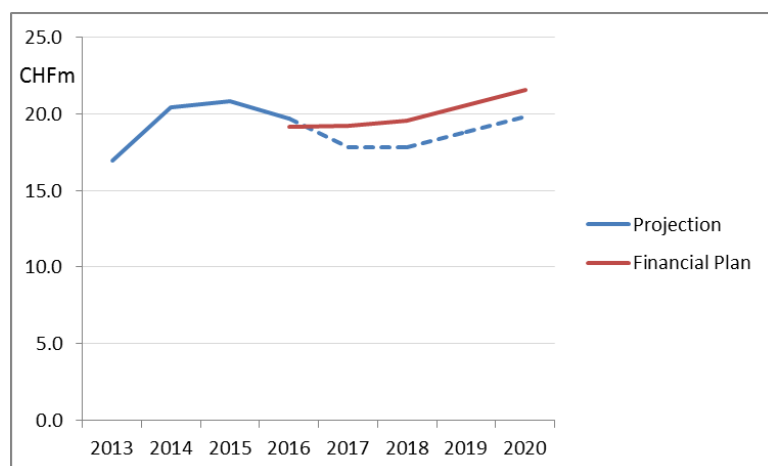
The long term reserves target set by Council is CHF 25m.

Risks Inherent in the Work Plan and Budget 2017

The main risks for 2017 are:

1. Framework agreements

Of the total budgeted Framework income of CHF 11.4m, CHF 2.9 is currently secured by signed agreements. Although indications in support of the balance have been received from donors it remains a significant risk.

Mitigating action

This risk is being addressed through the IUCN Secretariat change process thorough increasing efficiency and by reducing costs, and by making IUCN more attractive to Framework donors through demonstrating delivery and impact against the SDGs as well as through the production of relevant economic work that demonstrates conservation/human development linkages.

Risk level: High

2. Delays in project implementation

Project expenditure is budgeted at CHF 119m (2016 budget: CHF 98m), considerably higher than in previous years and well above the forecast level of CHF 89m for 2016. This higher level of project expenditure may be justified as a result of an increase in grant making and implementing agency projects, however, it is a significant risk, particularly in relation to the management fees derived from projects (budgeted to increase from CHF 5.9m to CHF 7.4m) which fund core expenditure.

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 fact that 26% of budgeted expenditure is from contracts not yet signed represents a significant risk as signing delays may occur and the start-up phase of projects is often longer than initially foreseen.

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

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 reason, e.g. Members experiencing financial difficulties, or Members reassessing the value of membership. The impact could be particularly high if State Members decide to withdraw.

Mitigating action

A provision of CHF 0.6m has been made in the 2017 budget for non-payment of membership dues. A Membership strategy will be developed during the course of 2017.

Risk level: Medium

4. Exposure to foreign exchange fluctuations

Several of IUCN's Framework contributions (Sweden, Norway, Finland, France, US) are received in currencies that are not closely aligned with the Swiss franc. It is possible that the Swiss franc value of contributions will be lower than projected in the 2017 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. In addition, part of the core budget is spent in Euros and US dollars, thus creating a natural hedge.

Risk level: low

92nd Meeting of the IUCN Council, Gland (Switzerland), 8-9 February 2017

Agenda Item 2

Director General's Objectives for 2017

(Approved by the IUCN Council at its 92nd Meeting, February 2017)

Background

At its 88th Meeting in April 2016, the IUCN Council modified the procedure for evaluating the Director General based on the Director General's objectives henceforth to be approved on an annual basis instead of biannually. At the same meeting, the IUCN Council approved the Director General's objectives for 2016.

The Director General's report on results achieved in 2016 can be found in Council document C/92/2/2.

The present document presents the Director General's objectives for 2017.

Issues and considerations

DG Objectives for 2017

During 2017, the Director General of IUCN will plan to focus on the seven priorities presented to Council in October of 2015.

It is to be recalled that these priorities are:

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

1. Programme & Operations

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

1.2. Results and Impacts
- Fully operating Project Portal, integrated with financial management systems delivering a comprehensive portfolio planning and monitoring platform tracking delivery, compliance, results and expenditures.
- Offer platform to Commission uploads in 2017 to similarly enable tracking of activities.

1.3. 2017-2020 Programme
- Drive the rapidly growing portfolio of programmes and projects in line with the recently approved 2017-2020 quadrennial programme under the One Programme approach.
- Institute incentives and monitoring benchmarks to review programme delivery models and drive programmes to delivery mechanisms of (i) regional thematic initiatives, (ii) programmatically-aligned global portfolio approach and (iii) Implementing Agency Model (GEF, GCF) only deploying the small stand-alone for uniquely identified activities (most often research or species related).

2. Membership

2.1. Membership engagement
- Gear the IUCN Secretariat programme towards Members' direct benefits, including increasing the degree to which Members are involved in/responsible for Programme implementation. Identified engagement dimensions will be tracked during the new 2017-2020 Programme period.
- For Members with no IUCN Secretariat implemented programme, strong engagement with the national Members in support of work on national priorities as well as a strong engagement with Regional and National Committees will be strengthened and closely monitored.

2.2. Membership Strategy
- Development and delivery of a new Membership Strategy. Strategy should be bold and seek to address a number of long overdue issues.
- In view of prevailing donor trends, a review will also be undertaken of projected implications of the current permissible franchise modality of IUCN (such as IUCN Netherlands, IUCN France, etc.) which operate with essentially no IUCN Council or Secretariat oversight. Should all major donor-country based National Committees go in that direction, with operations outside the national borders, it would profoundly change the nature of the current Union and its Secretariat.

3. Policy, Knowledge, Science and Economics

3.1. Strengthened integration of Commissions and Secretariat under the One Programme approach
- Specific deliverables agreed between Secretariat Focal Points and each of the Commission Chairs for enhanced delivery of the IUCN Programme as well as Commissions own operations according to One Programme principles.

3.2. Continued strong engagement in policy influencing drawing from all parts of the Union including on the ground learning.
- Policy influencing engagement at all levels, national, regional and global processes (at global level including UNFCCC, CBD, CCD, CMS, IPBES, SDG indicator definitions, etc.). Emphasis will be placed on the identification of key strategic issues that IUCN needs to bring to the attention of these processes, as opposed to reacting to developments and documents within these processes.

3.3. Build a partnership for the creation of integrated biodiversity & conservation data management.
- Progress on the building of a stable platform for IUCN entrusted data sets, (beginning with The IUCN Red List). A new stable platform is to be built to be more accessible and user friendly to non-specialists. This is a multiyear action.
- In close collaboration with relevant Commission Chairs and partners, continue discussions with holders of socio-economic data (UN Integrated Data Base; World Bank's DataBank and others) to explore deeper big data integration possibilities through data mashing, beginning initially with IUCN Red List. This is a multi-year task.

3.4. Knowledge: science and economics
- Strengthen and integrate science and economics capacity of the Secretariat.

3.5. Roll out the first IUCN flagship report
- Roll out of first report (similar in approach to Human Development Report, World Development Report, OECD Annual Report, etc.) with current topic treated in body of document and fixed, ranked datasets in annex.

4. Communication and Influence

4.1. Enhanced communications and outreach
- Continue effort to unify (defragment) the IUCN brand
- Overhaul 2016 Annual Report providing enhanced, more integrated and holistic content ensuring early issuance such that report has "shelf-relevance" through first half of 2017.
- Streamline look and feel of Regional Annual Reports.
- Continue to strengthen Communications capacity through continued strengthening of Communications Matrix with enhanced and more coordinated communications strategy across Secretariat, ensuring stronger global and regional messaging of global and regional programmes.
- Enhanced IUCN name recognition among primary target audiences through improved and more coordinated communication and outreach
- Strong profile on imperative of species extinction crisis, on nature based solutions, on imperative of ecosystem integrity, etc., though enhanced communication.

5. Financial sustainability

5.1. Financially stable IUCN Secretariat
- In view of the downward trend of framework core contributions, implement a variety of measures that will make the IUCN Secretariat more efficient and effective and less dependent on core framework donors in accordance with the 2017 budget. (See also below).

5.2. Framework donor management
- Continued and strengthened engagement with current Framework donors to seek to avoid any further departures/reductions in core funding. Where appropriate/feasible, explore restricted framework contributions.
- Continued outreach to potential framework donors (Canada, China and UAE)

5.3. Outreach to new potential funders
- Strengthen resource mobilization capacity with recruitment of new Strategic Partnership staff
- Continued outreach to Net Worth Individuals – US, China and Europe
- Enhanced outreach to US foundations
- Renew the IUCN Patrons network in support of IUCN's 2017-2020 Programme.

5.4. Ambitious programme delivered to and approved by GEF and GCF
- In partnership with the GEF, deliver on the Global Commons initiative, thus highlighting the imperative of nature conservation as a core
- A programme amounting of about $30 million is being finalized for submission and approval by the GEF in 2017. In parallel, the programme for the GCF is being developed with a goal of receiving approval for project development grants totaling $3 million and a programme of around $25 million in 2017.

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

5.6. Moving further on the development of financial vehicles for conservation finance/natural capital investments
- Following the launch of the Coalition for Private Investment in Conservation (CPIC) at the WCC in Hawaii, IUCN has moved forward with key members and partners (TNC, Naturevest, GEF, Credit Suisse, EIB, CI and others) to move the five CPIC thematic areas forward with the 2017 goal of having designed investable blueprints by year end. The IUCN managed Secretariat for CPIC will continue to support this innovative partnership.

6. Secretariat Management

6.1. Staff morale, performance excellence and strengthening leadership and integration across silos
- Through regular staff updates, Global Town Halls, monthly communications and transparent communication, continue to invest in staff morale while at the same time strengthening the compliance, quality and accountability culture. It is recognized that keeping morale high at the time of change is always a challenge.
- Invest in leadership awareness and development through annual 360s for all IUCN managers.

6.2. Change management at IUCN Secretariat
- Following an extensive period of analysis and assessment through 2016, changes, reforms and efficiencies are being rolled out in 2017. Changes will be implemented under four headings:

- o <u>Operational Effectiveness</u> – with a focus on roll out of (i) global & regional hubs for finance, HR and IT; (ii) process standardization; (iii) enhanced efficiency and quality fiduciary controls
- o <u>Programme delivery</u> – with a focus on roll out of (i) effectiveness and impact through clearly differentiated global/regional roles; (ii) enhanced quality relevance and impact of IUCN generated knowledge; wholesale delivery models and (iv) clearly defined priorities ("business lines") for thematic programme teams
- o <u>Resource mobilization and Cost Recovery</u> – with a focus on roll out of (i) continued engagement with framework donors; (ii) development of partnerships with donors on global priorities; (iii) standardized IUCN costing models; (iv) enhanced data on results and impacts.
- o <u>Organizational structures</u> – with a focus on roll out of (i) enhanced synergies among global/regional structures; (ii) consolidation of corporate services (HR, IT, admin, Finance) while maintaining regional geographic footprint.

6.3. Finalize WWF lease which will enable WWF move-in
- Throughout 2016, the lease discussions have been ongoing between the two DGs. 2017 should see the lease signed and the actual move-in of WWF to the IUCN building.
- The move will require densification and reorganization of the IUCN Gland office space.

6.4. Systematic review and reassessment of IUCN legal status in key office locations
- After more than 20 years of non-progress regarding intergovernmental status for IUCN in Bonn, this was finally achieved in early 2017 through DG leadership during 2016. A number of other office locations are in a similar legal limbo and in urgent need to regularize their legal situation, thereby providing IUCN with the full recognition that it deserves. During 2017, the DG will focus on key offices where the IUCN status is inadequate with a view to regularizing these with IO status.

6.5. Modernization of Secretariat processes. A significant list of modernizations and policy updates will be delivered in 2017, building on significant progress made in 2016. Below some of the most significant of these.

- **HR reforms** during 2017 include the following: Review of the following policies and guidelines: Recruitment; Training; Expatriates; Internships; Compensation; Grievance; Retirement; International Mobility. In addition, additional reforms, new initiatives and programmes will include a revamped Performance Management policy; the transition to a cloud-based Performance Management system; the formalisation of a matrix structure for programme staff working in Regions; the launch of a Leadership Development programme for Managers and Directors; the design of a new Competency Framework with career tracks and job families by grade as well as the design of a Career Development Framework.

- **Finance management and information system reforms** during 2017 include the following: Revised Finance Manual; Insurance Policy; IS Security Policy;

Global, Local and Wireless Network Policy; Global IS Help desk/support as well as an Email policy.

- **Science and Knowledge reforms** during 2017 include the establishment of a Publications Committee, convened by the Science and Economic Knowledge Team, to provide quadrennial and annual pipelines of Secretariat publications to be assigned ISBNs. This will significantly expand the remit of the Editorial Board, established in 2016.

- **Legal and policy related reforms** during 2017 include the following: Revised Delegation of Authority Policy; Guidelines for the establishment of IUCN's presence; Policy for the establishment of IUCN's offices worldwide; Procedure for retaining external legal counsel; Guidelines for contract drafting, review and negotiation; as well as templates for consultancy agreements for (1) self-employed and (2) companies.

7. Supporting Council on Governance Reforms
7.1. Supporting Governance reforms
- The Council and its Committees will move forward the reforms. The DG will lend a strong supportive voice and hand to help ensure that the agreed reforms are implemented and to voice her views should backsliding appear to happen.

8. Thematic Priorities/New Horizons

8.1. Thematic priorities/horizon areas
- In response to the Hawaii Commitments as well as a series of Congress Resolutions, the DG will place greater emphasis on developing a deeper understanding and analysis of the intersect of conservation and biodiversity with some of the prevailing policy priorities of our times such as agriculture and food systems, climate change, oceans, urbanization and conflict.
- Understand and invest in natural capital
    - With the strengthening of the science/economics intersect, the DG will continue to leverage the imperative of enhanced understanding of the role of nature in our economic systems.
- Deliver on NBS in response to climate change
    - Following the delivery of the elements of a Climate Change Strategy in 2016, this will now be rolled out across the IUCN programme during 2017.

92th Meeting of IUCN Council – February 2017
Programme and Policy Committee of Council (PPC)
8 February 2017 Gland (room: Red List A)
AGENDA Item 5.1

<u>**Wednesday February 8th**</u>

5.1 Opening of the meeting

Interim PPC Chair Jan Olov Westerberg opened the meeting with welcome remarks and then addressed procedural matters and suggested a slight change in the order in which the agenda items will be taken up. PPC agreed to address item *5.1.3.4 Implementation of the Hawai'i Commitments* before *5.1.3.3 Follow-up to the 2016 Congress Resolutions in the general specific Resolutions requiring action from Council.*

5.1.1 Terms of Reference of the PPC

Two main issues were considered under this agenda item: (i) the Terms of Reference of the PPC (TORs) and (ii) Task Forces under the Committee.

On the first item, Councillors had before them the draft Terms of Reference (TORs) contained in document C/92/4/1. These were largely based in the TORs of previous quadrennials with the necessary adjustments to reflect the tasks of this current Committee based on lessons learnt.

Discussions revolved around the PPC providing advice to Council on private sector engagement (item 9 of TORs) and the pertinence and desirability of considering other issues, in particular engagement with indigenous organizations as they constitute a new membership category. Due to possible overlap with the work of the Governance and Constituency Committee (GCC), the Chair proposed to defer this issue until the next meeting to have time to consult with Chairs of other Council Committees.

It was decided to explicitly include in the TORs that the PPC provides advice to Council on the Commissions' work plans, as this is currently in the Council Handbook but was not reflected in this document.

> **Draft Council Decision**
> The IUCN Council, on the recommendation of the Programme and Policy Committee, **Adopts** the Terms of Reference of the Programme and Policy Committee with the following amendment:
> *6. Advise Council on the proposed annual IUCN Work Plan, <u>including Commissions' Work Plans</u>;*

On Task Forces, it was recalled that the previous Committee recommended the continuation of the Private Sector Task Force. Furthermore, there was consensus that the Gender Task Force and Resolutions Task Force are no longer needed and that a Climate Change Task Force (with different TORs) is still relevant and its continuation desirable.

There was a proposal to create additional Task Forces on two emerging and cross-cutting issues, namely: i) food systems, and ii) the urban dimensions of conservation. It was agreed to consider the creation of Task Forces in light of the implementation of the 2016 Resolutions (Agenda item 5.1.3.4).

Before moving to the next item, the Committee was informed by John Robinson, Vice-President of the Council, that the Nominations Committee was recommending that interim PPC Chair and Vice-Chair be formally elected as Chair and Deputy Chair. PPC agreed to this recommendation and officially elected Jan Olov Westerberg as Chair of PPC and Amran Hamzah as Deputy Chair.

5.1.2   Draft 2017 IUCN Plan and Budget

After a brief presentation by Alex Moiseev from the Secretariat, PPC considered the draft 2017 IUCN Work Plan. In discussions, PPC members acknowledged the progress made to date, including on showing delivery against the Sustainable Development Goals and the Aichi Targets. PPC noted that some areas could be strengthened, through a stronger core narrative and more sharpness and detail, and also by including some missing references especially on the biodiversity-health linkages (SDG 3) and the People in Nature (PiN) initiative.

Following discussions, PPC recommended that: Council approve the IUCN 2017 Workplan with some of these missing elements included

> **Draft Council decision**
> The IUCN Council, on recommendation of the Programme and Policy Committee, **Approves** the IUCN 2017 Workplan taking into account the suggested additions to be reflected in the revised Workplan document.

5.1.3   Specific Programme Policy and issues

5.1.3.1 Evaluation of the 2016 Motions Process and how it will impact the next one

When introducing this item, the Chair reminded PPC that this discussion is an on-going process. He referred to the suggestions received from Councillor Masahiko Horie on the motions process.

Maximilian Mueller on behalf of the Secretariat briefly presented an overview of the IUCN motions process in 2016 and the participation from Members in comparison with previous Congresses. He highlighted the process of follow- up based on various assessments carried out, including the surveys involving Secretariat staff, Reflections from the 2016 Congress Resolutions Committee and feedback. Based on these initial lessons learned, a draft timeline for Congress preparation and a possible onsite structure are being discussed. It was stressed that all options are being considered at the moment and that some changes might actually need changes to the Statutes.

PPC welcomed the update and expressed appreciation for the Secretariat's support throughout the motions process in 2016.

5.1.3.2 Update on the Member Pledges in the context of the implementation of the 2017-20 IUCN Programme (strengthening the One Programme Approach)

Jane Smart on behalf of the Secretariat presented an update on the Member Pledges, which were done at the 2016 Hawai'i Congress. As only a very limited amount of pledges had so far been received, the Secretariat suggested that this might not be the most appropriate/best vehicle for the objective of strengthening the One Programme Approach in implementing the 2017-2020 Programme.

The Secretariat then presented a short analysis on how Secretariat / Commissions and Members are currently working together on a number of topics.

In reconsidering the way of facilitating the One Programme Approach the Secretariat suggested to focus on the following elements:

- Look at existing / successful partnerships with legal structure (e.g.: Red List and KBA partnerships)
- Ensure coherence with a new Membership Strategy under development
- Assess the potential of Congress Resolutions to report on programme delivery

Some views and comments were made on why the pledges survey done at the 2016 had not received much traction and it was felt that the main reason had been lack of sufficient understanding of the purpose of the exercise.

The PPC took note of the good information provided by the Secretariat and encouraged the continuation of work aimed at strengthening Members' engagement in the delivery of the Programme. The Secretariat will be providing regular annual reports to Council on this topic.

5.1.3.4   Implementation of the <u>Hawai'i Commitments</u>

Mark Smith on behalf of the Secretariat provided an overview of how the Hawai'i Commitments are being activated through the IUCN Programme. He noted that many of the Commitments already had an anchor in the Secretariat programmes and in Commissions. For the Commitments which are of a cross-cutting nature, notably climate change and food systems, he highlighted the steps being taken to move them forward as strategic priorities as earlier outlined by the DG in her report to Council.

PPC members welcomed the update, pointed out some gaps in mapping (e.g. CEESP/WHP on spirituality, SSC in wildlife trafficking) and suggested that a task force mechanism could be used possibly to help flesh the cross-cutting themes further.

5.1.3.3 Follow-up to the <u>2016 Congress Resolutions</u> in the general specific Resolutions requiring action from Council

Maximilian Mueller presented the general strategy for implementation after motions are adopted and become IUCN's Resolutions and Recommendations. He mentioned the designation of a Secretariat Focal Point, a Commission Focal Points and possibly continue with the nomination of Member representatives to act as focal points as now requested at the time of submission of motions. It is desirable that Members, Commissions and Secretariat report annually on activities contributing to implementation of Resolutions. These reports will assist PPC in providing systematic oversight and strategic guidance where needed.

The presentation then focused on the Resolutions that require specific action from Council and specified those that PPC needs to pay special attention to, including: Resolution 001 on retirement of obsolete Resolutions and Recommendations, 029 on the establishment of an urban alliance, 030 on ICCAs, 045 on primary forests, 052 on Astola Island as a Marine Protected Area, 056 on the Paris Climate Change Agreement, 075 on the role of indigenous cultures, and 086 on synthetic biology.

PPC made the following recommendations in respect of these Resolutions:

On Resolution 001 *PPC recommends that the DG reports back to Council at its next meeting on progress made and presents a proposal on a step-wise process to follow-up to this Resolution*.

On Resolution 018, PPC considered that it doesn't need a particular decision at this

moment.

Resolution 029 calls for the establishment of an IUCN Urban Alliance chaired by a Councillor. A proposal was made to establish a Task Force under PPC that will guide and link to the Urban Alliance recognizing that there are many facets of the urban work throughout IUCN. The Task Force will have more of a scoping role and should be limited in time.

PPC decided to establish a "core group" of this Task Force, chaired by Jonathan Hughes, with participation of Commission representatives and which will have as its first task the development of the TORs to scope how the IUCN Urban Alliance would look like and how it would be resourced, among other things.

Members of PPC who expressed interest in being part of this core group include: John Robinson; Sean Southey, Amran Hamzah and Carlos Durigan.

Resolution 045 calls for continuation of the Primary Forest Task Team under Resolution 5.060 which is on-going. PPC agreed that it will need to monitor how this moves forward.

Resolution 052 has no special requirement for PPC but the recommendation is that WCPA in particular follows this up.

Resolution 056 on the Paris Climate Change Agreement calls for the consideration of a governance mechanism to follow-up to the previous Climate Change Task Force of Council.

PPC agreed to establish a small core group of PPC members, chaired by Ana Tiraa, which would work on the TORs for a Task Force and would take into consideration the linkages not only to Resolution 056 but also to the Hawaii Commitments.

Other PPC members who expressed interest to be part of this core group include Angela Andrade and Kristen Walker. A suggestion was made that former Councillor Brendan Mackey be considered as member of this Task Force, but it was pointed out that this step will have to wait until the TORs are defined.

Resolution 075 provides an opening to pursue further work on indigenous peoples and local communities' issues especially given the current context (the Report of the UN Special Rapporteur on Human Rights has been released). The general view of PPC is that perhaps a proper task force is not needed but the suggestion is that CEESP (through its Chair) works with the Secretariat in preparing an update on indigenous peoples' and local communities' work within IUCN to be presented to PPC/Council in a future meeting. The Secretariat recalled that the Director General had already alluded earlier in the day to the large amount of work that is on-going on this issue.

Draft Council Decision
The IUCN Council, on the recommendation of the Programme and Policy Committee, **recommends** that the Chair of CEESP works with the Secretariat and other Commission members to assess what Council should do or could do in response to WCC-2016-Res- 075.

Resolution 086 calls for the development of a synthetic biology policy based on an initial assessment study. The Secretariat mentioned that the SSC is already working on putting in place the process for this assessment. There is no action needed from PPC/Council at this stage until the assessment is completed and presented to Council.

Recalling the discussions, the PPC Chair summarized the recommendations regarding establishment of Task Forces as follows:

- The Private Sector Task Force should continue, chaired by John Robinson; PPC members who wish to be part of it include: Jonny Hughes and Kristen Walker

- An IUCN Urban Alliance Task Force "core group", chaired Jonny Hughes, is established and should make the relevant connections to the Urban Alliance established under

Resolution 029

- A Climate Change Task Force "core group" is established, chaired by Ana Tiraa.

PPC noted that the Resolutions Task Force and the Gender Task Force are not to be continued at this moment.

PPC also noted that it would be desirable to have an assessment on IUCN's engagement on food systems to inform the possible establishment of a Task Force in the future. The Secretariat recommended waiting for the next Council meeting to get an update on this issue as this is being discussed at the moment.

Noting that discussions are being held at the moment, PPC decided not to put forward a recommendation for the establishment of a Task Force on food systems.

5.1.4 Input to the strategic objectives and priorities of Council 2017-2020

Noting that this discussion is still on-going in Council, PPC did not propose any recommendation on this issue.

However, in reference to the earlier discussion under **agenda item 5.1.2** concerning stronger reflection of the biodiversity-health dimensions (SDG 3) in the implementation of the IUCN Programme 2017-2020, a request was made to the Secretariat to conduct a stocktaking study on various pieces of work done by the Secretariat programmes and the Commissions on relationships between healthy ecosystems and human health. This study would then inform PPC at its next meeting to make a recommendation on how to strengthen the inclusion of health dimensions in the work of IUCN.

The meeting was adjourned at 18:40.

Report of the Finance and Audit Committee to the 92nd Council Meeting

1. Approval of the agenda

The FAC approved the agenda as presented.

2. Terms of Reference of the FAC

The FAC reviewed the draft ToR.

Members made the following points:

A Council member who had previously not been assigned to be a member of FAC introduced himself and said members from Western Europe had asked him to represent them in FAC. It is noted that the FAC now has 13 members and the PPC has one less member.

Based on the recommendations of the nominations committee, Rick Bates be recognised as a second Deputy Chair of the FAC. This is done with a view of complementing the NGO skills represented at the leadership of FAC with Government skills. This was accepted by FAC.

3. Financial forecast 2016

The CFO presented the forecast result for 2016. A deficit of CHF 0.8m was forecast. These are forecast figures and final results will be presented to FAC and Bureau after the financial statements are audited by the statutory external auditors.

The key items causing the deficit were a reduction in framework income of CHF 1.8m compared to budget, an increase in the level of provisions required for membership dues (CHF 0.6m) following the rescission of Members at the World Conservation Congress, an increase in the level of provisions for projects and other losses (CHF 0.6m) and a one off adjustment (CHF 0.4m) following the introduction of changes to the Swiss accounting law.

The additional costs were offset by a surplus from the Congress (CHF 1.3m). This was due to higher registration income than budgeted and various expenditure savings in the areas of travel, hotels and translation and tax benefits.

The CFO also presented the results of the investment portfolio, noting a return of 1.04% on the portfolio for 2016. This was in line with market conditions and the low risk nature of the portfolio.

Comments from members of the FAC:

A member asked if it was usual for Congress to have a surplus. The CFO noted the last three congresses have yielded surpluses as a result of prudent management and planning. Location might also be a factor for the 2016 Congress.

The Director General noted that members rescission is covered by the IUCN statutes and discussions on this issue are better handled by the GCC rather than FAC.

A member asked about the implication of underspending of project expenditure in relation to cost recovery, which is expect to be on target. It implies that the staff time has been utilized however the project delivery may not be achieved. The Secretariat noted that the low level of project activities compared to budget figures maybe a result of optimistic budgeting. The project portal will provide more analytical information in the future. This will be further evaluated and reported on once the results for the year are concluded.

In reference to the investment portfolio, the Treasurer indicated it is based on two key principles: capital preservation and liquidity.   The portfolio target growth is set at 1% above the CHF LIBOR (London Interbank Offered Rate). The current CHF LIBOR is -0.75% so the return on investment of +1.04% for IUCN is comparatively very good. The current investment management policy has proved to be robust in the face of volatile market conditions and the portfolio is well managed. However, the Treasurer observes that FAC will in the next 2 years be asked to re-evaluate the management of the investment funds by way of inviting competitive bids from fund managers and either chose a new fund manager or retain the current manager.

The Treasurer reminded the committee that the previous Council set a target of 25 million for reserves. As the project portfolio grows, there is increased operational and financial risk and reserves are IUCN's insurance policy.

4. Resource mobilization update

The Director of the Strategic Partnerships Unit provided an update on resource mobilisation.

The Resource Mobilization is largely based on a strategy of:
- o   Design tailored strategy to meet big donor priorities (e.g. KfW, BMU and USAID);
- o   Enhanced and new engagement with foundations (e.g.MacArthur, Vulcan, MAVA and Arcus)
- o   Strengthening IUCN's "Implementing Platform" for entities such EC, GEF, GCF,and World Bank
- o   Reduce transaction cost with bigger programmes (e.g. BIOPAMA).

There are risks inherent in relying on Framework funding for the period 2017-2020 including declining budgetary allocations for ODA, and other factors such as administration changes in the US and South Korea.

Patrons of Nature are key resources for IUCN not only by their annual subscription but also by being able to open doors for IUCN to access sources of funding.

The FAC and the Council at large is urged to assist the Secretariat in accessing funding from State members and other entities that the members are affiliated to.

Comments from members of the FAC:

The Chair acknowledges the difficulty to get unrestricted funds and Council will do its part to assist the Secretariat.

A member stated IUCN, while very good at reaching out to the scientific community, needs to improve on engaging members in project implementation which could potentially enhance

resources mobilization. The Secretariat noted IUCN continues to engage members as much as possible in both formulation and implementation of projects.

In response to a member, the Secretariat concurred IUCN should look at ways of approaching both central (federal) and local (state or city) governments to raise further resources, especially based on changes in funding priorities of some central governments.

In response to a member's question, the CFO indicated that GEF caps funding to organisations like IUCN at 20% of the overall portfolio. To grow the funding from GEF, IUCN will need to grow other sources of funding in the project portfolio.

5. Draft 2017 IUCN Work Plan and Budget

The CFO presented the 2017 budget. He noted that the total expenditure budget was CHF 149m comprising CHF119m of project expenditure and CHF 30m of core expenditure. A deficit of CHF 2m was budgeted, comprised of an operational deficit of CHF 0.4m, organisational change costs of CHF 1.0m, change management cost of CHF0.2m and systems investments of CHF 0.4m.

It was noted that the key risks for the budget are:
- o Framework Agreements not being signed in time or at all
- o Delays in Project implementation which could reduce the administrative fees IUCN is able to charge while increasing costs of retaining project paid staff
- o Non-payment of membership dues

The budget on Project expenditure is forecasted at CHF 119m compared to CHF 96m budget in 2016. This is mainly based on a growing number of contracts for grant making mechanisms being signed or under negotiations including BIOPAMA phase 2, SOS phase 2 and KfW funded grant for Protected Areas in Southern Africa. Project Spending show an increased engagement with Implementing Partners, most of who are IUCN members.

Comments from members of the FAC:

A member suggested there should be a separate line for the Commissions, over and above the regional and global programme funding that are currently shown in the allocations of funds table.

A member asked about the risk for IUCN as an implementing agency. The CFO indicated that IUCN carries both reputational and financial risks through implementing partners, specifically delivery of project output and risk of funds being incorrectly spent. To mitigate this, due diligence tests are carried out before engaging entities as implementing partners

The Treasurer noted that there is little scope to change the budget. IUCN will have the same platform resources as in previous years to monitor a larger programme resulting in more strains on the organisation. The 2017 budget has more unknowns than in previous years (e.g. unsigned framework contracts).

A member expressed concern the reserves would be used to cover the exceptional costs. The budget deficit is due to diminishing revenue and the member's concern is that the focus should be to raise funds.

The Treasurer indicated the exceptional costs will have a positive return on the investment because it is a one-off expense. Reserves are by nature intended to cover such exceptional

costs. CHF1.6 million investment in exceptional costs is estimated to produce CHF 3.5 million savings per year. If measures are not taken now, in four years' time, the reserves will be depleted.

The Director General noted that various corporate functions have grown organically and focussed realignment is necessary.

A member asked how the capital expenditure in Nairobi could be replicated in other locations. The CFO responded it was not IUCN's policy to invest in capital investments. The property in Nairobi was a bequest to and is owned by a Trust, WASAA Trust, fully controlled by IUCN.

The FAC agreed to recommend that the Council approves the 2017 budget but noted that one member voiced a dissenting concern on exceptional cost item of 1.6 M CHF that will be drawn from the reserve He requested this item to be further investigated by an independent entity before approval of such item.

The Finance and Audit Committee recommends that Council APPROVES the 2017 Budget.

Draft Council decision

Council, on the recommendation of the Programme and Policy Committee and the Finance and Audit Committee, APPROVES the IUCN 2017 Workplan and Budget.

6. Commission financial rules

The CFO introduced the Commission Financial Rules. He noted that the first version of the Financial Rules had been approved by Council in April 2016 and that this covered the used of the Commission Operating Funds and funds received by the Secretariat for Commission activities.

The rules had now been revised to include three new sections:

1) Income and expenditure received / incurred by other entities on behalf of IUCN Commissions
2) In-kind contributions from other organisations to Commission activities
3) Financial reporting requirements

Comments from members of the FAC:

Members noted with varying iterations of the document, positive strides have been made towards finalising the Commission Rules. There are a few items remaining to be agreed upon.

The FAC decided, based on a request by present commission chairs, to defer this item until such a time as it is agreed between commissions and the secretariat and approved remotely by FAC, but not later than 31 March 2017.

The Finance and Audit Committee requests that the Secretariat works with the Commission Chairs to finalise the Financial Rules by 31 March, including review by FAC and approval by Bureau.

7. Update from the Head of Oversight

The Head of Oversight presented her report covering audits undertaken and key findings, advisory services provided, the risk register and risk control and investigation activities.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

8. Update from the Legal Adviser

The Legal Advisor presented her report covering her role and significant legal cases.

Comments from members of the FAC:

The FAC noted the report and were satisfied with the actions being taken by the Secretariat.

9. Input to the strategic objectives and priorities of Council 2017-20

The FAC asked the members to provide suggestions on the strategic objectives and priorities of Council and received the following for plenary discussion:

1. Facilitating access to potential donors
2. Providing support and guidance to Secretariat in order to ensure that:
   - Project reporting tools are effective
   - Working on securing restricted framework monies through bilateral development budgets (and ensuring that programs and projects are linked to development budgets)
3. Continue to improve our governance processes
4. To ensure that drawing on the reserve to cover costs is the ultimate last choice and to build a clear strategy on how to rebuild the drawn reserve.

The Finance and Audit Committee recommends the following strategic objectives and priorities for consideration by council:

10. Any other business

There being no other business the meeting closed at 19:00.

Report of the Governance and Constituency Committee to the 92nd Council Meeting
8 February 2017, 14:00-18:00, Main room, IUCN HQ, Gland

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

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

Approval of Terms of Reference of the GCC *(REP)* Committee Members wished to ensure that the One Programme Charter was specifically mentioned in the TORs. There was also discussion on the GCCs oversight role regarding HR policies of the Union. Wording was proposed for both matters. However, notwithstanding broad agreement on this within the GCC on these, it was decided to bring this decision to plenary to avoid overlaps with the other Committees. **DRAFT COUNCIL DECISION (TO BE REPORTED THROUGH VERBAL REPORT)** The IUCN Council, *On the recommendation of* the Governance and Constituency Committee, Adopts the Terms of Reference of the Governance and Constituency Committee as amended.	
GOVERNANCE ISSUES: **Update on the evaluation of the 2016 World Conservation Congress (WCC) and discussion of how it might impact the next one** *(INF)* **Enrique Lahmann** and **Pamela Grasemann** presented some statistics and feedback from the World Conservation Congress 2016 with a quick focus on gender balance and sponsored delegates' programme, two items that had been considered by the previous Council. There was also a quick summary of the lessons learnt and recommendations coming out and a general outline for the 2020 Congress. *Background information: The 2016 IUCN Congress Participant Survey Report, dated 18 January 2017, compiled by the IUCN Planning, Monitoring and Evaluation Unit based on the participant survey for the 2016 Congress is now available on the IUCN website. See also Reflections from the 2016 WCC Resolutions Committee received from Simon Stuart, Chair of the Resolutions Committee on 20 January 2017. These documents will inform Council at future meetings when considering Congress related matters. The detailed results of the Congress gender mainstreaming strategy are published on the Congress website.* **GCC expressed its appreciation for the work undertaken by the Secretariat in the organisation of event and took note of the selection process timeline for the 2020 Congress.** **GCC will ensure that the Congress is a regular item on its Agenda to help ensure a successful Congress in 2020 that addresses recommendations of the survey and other member concerns.**	
Follow-up to 2016 Congress Resolutions requiring specific action from Council: Out of the 96 Resolutions approved in Hawaiʻi, 12 require action from Council. Out of these 12, two require follow-up by GCC. These are the following:	C/92/5.1.3.3

WCC-2016-Res-003: mandates the Council to establish a working group composed of Councillors and Members on the role and membership of local and regional governments in IUCN (REP) GCC discussed the process for the establishment of the working group. The GCC requests expressions of interest from Councillors in order to establish a pre-working group. This group will make an assessment of gaps and needs and will identify IUCN Members who should be invited and also secretariat staff with experience and commission members as they see fit. The group will establish TORs. GCC guidance is that we need to work on the definitions and begin a process of developing consensus around a workable definitions of local and regional governments for the Union. Hilde Eggermont has expressed an interest but not as Chair. WCC-2016-Res-002: recognizes the Global Group for National and Regional Committee Development (INF) **Enrique Lahmann** provided some background information regarding to the Global Group for National and Regional Committees. GCC took note of a report from the first meeting of the Global Group for National Committees, held on 18 January 2017, from Chris Mahon, Board member of the United Kingdom National Committee. (Report attached as an Annex) GCC recommends to Council to adopt the decision as amended. Jenny Gruenberger was appointed as the Council member to participate in the Global Group.	(and C/92/5.3.2.2) Resolutions requiring action by Council C/92/5.3.2.2/2 Report from the first meeting of the Global Group for National Committee Development
DRAFT COUNCIL DECISION (INF) The IUCN Council, • Notes the results of the inaugural meeting of the Global Group for National and Regional Committee Development established pursuant to WCC-2016-Res-002; • Recognizes the Global Group, with the inclusion of a Council member, as the body responsible for the implementation of WCC-2016-Res-002 and takes note of the estimated budget; • Looks forward to receiving annual updates on the progress in the implementation of WCC-2016-Res-002; • Council offers its support all IUCN Members and Committees involved, as well as the Secretariat, for their continued engagement and support for the development of National and Regional Committees.	
Adoption in 2nd reading of amendments to the Regulations regarding IUCN membership for indigenous peoples' organisations *(INF)* A new membership category, Indigenous peoples' organisation, was created, following approval by Members in Hawai'i, of Resolution 004 (Including indigenous peoples' organisations in the structure of the Union). Even though changes to the IUCN Statutes and Rules of Procedures were approved in Hawai'i and are already in place, there are changes to be made to the Regulations which were approved in first reading by Council in April 2016 *(decision C/88/12)*. As per the IUCN Statutes, any proposed amendment to the Regulations shall be adopted by a two-thirds majority of the vote cast at each of two successive periodic meetings of the Council (Article 101(c) of the Statutes). After the first meeting of Council in which the amendment(s) is (are) approved, changes are communicated to Members which can submit comments or objections. To date, no comments or objections have been received except a letter from the Sustainable Forestry Initiative supporting these changes and the creation of the new membership category. GCC considered these changes to the Regulations regarding IUCN membership for indigenous peoples' organisations and recommends to Council do adopt the changes in second reading.	C/92/5.3.2.3 Amendments to the Regulations

DRAFT COUNCIL DECISION (INF) The IUCN Council, *On the recommendation of* the Governance and Constituency Committee, <u>Adopts</u> in 2nd reading the amendments to the Regulations consequential to the adoption by the 2016 World Congress of the amendments to the Statutes enabling IUCN membership of indigenous peoples' organizations (IPO).	
Revision of the Council Handbook required by [Council decision C/88/7](#) *(INF)* (Council Agenda Item 12) In April 2016, the Council approved "Enhanced practices and reforms of IUCN's governance" (Council decision C/88/7) and requested that the Council Handbook be updated accordingly. The Secretary to Council is using this opportunity to prepare a complete revision of the Council Handbook (2003) to reflect decisions taken and practice adhered to by Council in the last two terms. The Secretary to Council drew the GCC's attention to a limited number of issues on which additional guidance or direction from Council is required before the Handbook can be completed. These are 3 tools that were included in the previous handbook. 1. A Performance tool. 2 pages requiring Councillor signature as a demonstration of commitment (it repeats a lot of information contained elsewhere in the code of conduct). 2. Councillor activity report. Format for requiring Councillors to submit a written report at every meeting of the Council. Global, regional and national level of activities. Created in 2003 to engage Councillors more in IUCN. 3. Self assessment for IUCN councillors. This has been used. Satisfaction about Council meetings. Should these be kept, discarded or amended? The GCC will review these issues and make recommendations including, as the case may be, that a subset of the Council be requested to prepare recommendations for approval of the Council or the Bureau. The proposal of the Secretary to Council is to recommend Council to request the Bureau to approve the Handbook once the GCC and Vice-Presidents have made their recommendations on the questions for guidance presented in the Council document. The Chair proposed to set up a sub-group to work with the secretariat (Luc De Wever) to deal with this. Tamar Pataridze volunteered and offered to take the lead on this matter. Mamadou Diallo and Ali Kaka also volunteered. The sub-group will report back to the full GCC within two months (by 8 April 2017). The sub-group will formulate an updated assessment tool to present to the rest of GCC.	[C/92/5.3.2.4 Revision of the Council Handbook](#)
Council input to the Management Response to the [External Review 2015](#) (on aspects related to IUCN governance) *(INF)* As required by Council decision C/88/7, the Council will receive the Management Response to the [External Review 2015](#) in order for Council to add its comments on recommendations that might address IUCN governance aspects, while the Management Response shall be shared between Council and the Director General when it comes to the review of the Commissions. Luc De Wever explained that following an External Review, many recommendations were made about the Union. Draft management response has been presented to Council. DG summarised what she will do. See Narrative. Two Governance aspects were raised but responses have already been drafted by Commission Chairs. Point 5a – Commissions – the chairs have drafted the response to these comments. Could consider that they have responded on GCCs behalf.	[C/92/5.3.2.5 Management Response to the External Review 2015](#)

Point 5b – national and regional committees, membership strategy. For both, this will be part of the membership strategy.	
The GCC agrees, that the draft responses already provided are satisfactory and do not wish to comment further on the report.	

CONSTITUENCY ISSUES:	C/92/5.3.3.1 Admission of IUCN Members
Decision on membership applications, including applications deferred from the previous Council (Council decision C/90/3) *(REP)*	
There are 31 new membership applications to be considered, including 3 that received objections in 2016 and were deferred by the previous Council (International Fund for Animal Welfare (IFAW)-USA, Tajijin (AITA Foundation)-China and Window to Environment Association, Lebanon.	
REQUIRED ACTION BY GCC: The Governance and Constituency Committee is invited to MAKE A RECOMMENDATION to Council on: a. 28 new membership applications, which have received no objections from IUCN Members and fulfill the requirements of the IUCN Statutes and Regulations;	
DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Approves</u> the admission of 28 organisations and/or institutions applying for membership. b. 2 new membership applications, which each received two objections in July 2016.	
DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, <u>Defers</u> the admission of Tajijin (AITA Foundation) and Window to Environment Association, to its next meeting. c. 1 re-application for membership from the International Fund for Animal Welfare (IFAW) GCC did not reach an agreement on the re-application to membership by the International Fund for Animal Welfare and requests Council to discuss and decide on this application.	
DRAFT COUNCIL DECISION (REP) The IUCN Council, on the recommendation of the Governance and Constituency Committee, [<u>Approves</u> the admission of the International Fund for Animal Welfare (IFAW) as a Member; and <u>Submits</u> the decision to admit the International Fund for Animal Welfare (IFAW) as a Member of IUCN to IUCN Members eligible to vote, through an electronic vote to take place in 2017.] [Defers the admission of the International Fund for Animal Welfare to its next meeting] [Rejects the admission of the International Fund for Animal Welfare (IFAW)]	
Membership in Category C – indigenous peoples' organizations: membership dues and	C/92/5.3.3.2

transfer between Membership Categories of current indigenous peoples' organization Members *(INF)*	Membership in Category C

Following the creation of a new Category C (Indigenous peoples' organisations) GCC was required to make a recommendation to Council regarding the transfer from Category B (NGO) to C (IPO) of the current IUCN Members which qualify for the Indigenous peoples' organisations membership category.

GCC was also required to make a recommendation regarding membership dues for that new category.

The Governance and Constituency Committee was invited to:
1. recommends to council that the existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous Peoples' Organisations (IPO).

2. Recommends to Council for that the 2017-2020 membership dues for Indigenous Peoples' Organisations (IPO) be approved.

3. Recommends to Council to review the 2021-2024 dues for IPOs in time for consideration by the 2020 Congress.

DRAFT COUNCIL DECISION (INF)

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

<u>Approves</u> the list of existing IUCN Members to be moved from membership Category B Non-governmental organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO).

<u>Approves</u> the 2017-2020 membership dues for Indigenous peoples' organisations.

<u>Requests</u> the Finance and Audit Committee and the Governance and Constituency Committee to review the 2021-2024 dues for Indigenous peoples' organisations in time for consideration by the 2020 Congress.

List of existing IUCN Members in Category B to be moved to Category C

Organisation name		Country
1) Agencia para el Desarrollo de la Mosquitia		Honduras
2) Asociación Ak'Tenamit		Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya	SOTZ'IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica		Ecuador
5) Edith Kanakaole Foundation		United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal	Amarakaeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena		Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)		South Africa
9) Inuit Issittormiut Siunnersuisoqatigiifiat *(International NGO Member)*		Greenland
10) Inuit Tapiriit Kanatami		Canada
11) Kua'aina Ulu 'Auamo		United States of America
12) North Australian Indigenous Land and Sea Management Alliance	Limited	Australia
13) Bolipara Nari Kalyan Somity		Bangladesh
14) Gram Unnayon Sangathon		Bangladesh
15) Fundación Laguna Lachuá		Guatemela

Appeals against Council decision C/88/21 to admit the Born Free Foundation and reject the membership application of the Animal Legal Defense Fund *(REP)*

Council Members were informed in October 2016, that two appeals had been received from at least 10 IUCN Members eligible to vote:
1) against the Council decision to admit the Born Free Foundation as IUCN Member (appeal was initiated by the International Council for Game and Wildlife Conservation and supported by 13 other IUCN Members); and
2) against the Council decision to reject the membership application from the Animal Legal Defense Fund (appeal was initiated by ALDF and supported by 10 IUCN Members).

Note that on 8 Feburary 2017, the Secretariat has received a request from ALDF to withdraw its appeal with the idea to reapply for membership in 2019. Therefore, GCC is no longer requested to discuss this case today.

According to Article 10 of the Statutes *"The World Conservation Congress shall have the right to reverse the Council's decision by a two-thirds majority of votes cast in Category A and by a two-thirds majority of the votes cast in Categories B and C combined.*
All matters within the competence of the World Congress may be decided by mail ballot (Article 94).

In October 2016, following the e-mail from the President on that matter, Council agreed to discuss this matter during its meeting in February.

The two options are:
a. To refer the appeal to the 2020 Congress; or
b. To submit the appeal to an electronic vote of the IUCN membership in conformity with Regulation 94.

In the case that option b) is recommended, provide its feedback to the Secretariat regarding the timeline for the e-vote.

> **DRAFT COUNCIL DECISION (REP)**
> The IUCN Council, on the recommendation of the Governance and Constituency Committee,
>
> Submits the appeal to Council decision C/88/21 admitting the Born Free Foundation to an online consultation followed by an electronic vote of the IUCN membership in conformity with Article 94 of the Statutes and Regulation 94.

Timeline for the electronic Vote:

Step in Process	Proposed dates
The appeal, together with the question on which to vote, are presented to IUCN Members The communication will include posting all information on the Union Portal including: 1. The application for IUCN membership by Born Free Foundation (BFF) 2. The objections submitted by the IUCN Members before 8 September 2015 3. BFF reply to the objections 4. Additional questions asked by the Governance and Constituency Committee (GCC) 5. Reply by BFF to those additional questions 6. The Council decision and its rationale 7. The appeal against IUCN Council's decision to admit BFF as IUCN Members The process will start with an online discussion on the Union Portal (similar to the online discussion of the motions prior to the 2016 Congress). After the online discussion, an electronic ballot will be conducted in accordance with Regulation 94.	1 March 2017

C/92/5.3.3.3 Appeals against Council decisions regarding membership applications (with Annex I to IV)

C/92/5.3.3.3 with Annex V to X

Opening of online discussion Opening of the online discussion for IUCN Members. The discussion will be monitored by the Legal Adviser who will make sure the discussion is transparent and respectful.	**8 March 2017**
First notice to IUCN Members about electronic ballot (6 weeks after communication by DG and 8 weeks before the date of opening of the electronic ballot – Regulation 94)	**12 April 2017**
Second notice to IUCN Members about electronic ballot (3 weeks after the first notice – Regulation 94)	**3 May 2017**
Close of online discussion	**24 May 2017**
Electronic vote	**7 June 2017 – 21 June 2017**
Publication of results	**by 5 July 2017**

Recognition of National and Regional Committees *(INF)*

The United States of America National Committee has submitted its complete application which has been reviewed by the Secretariat. The application for Council's recognition was supported by 61 Members from USA (out of 117).

REQUIRED ACTION:
The Governance and Constituency Committee recommends to Council to officially recognise the United States of America National Committee which has submitted full application documents and fulfils the requirements of the IUCN Statutes and Regulations.

> **DRAFT COUNCIL DECISION (INF)**
> The IUCN Council, on the recommendation of the Governance and Constituency Committee,
> <u>Approves</u> the recognition of the United States of America National Committee of IUCN Members.

C/92/5.3.3.4 Recognition of National Committees

Transfers between membership categories and Members changing their name *(INF)*

The Secretariat has received a request from the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga`s City Council) in Spain to change their membership category from Government Agency to Affiliate.

According to Regulation 21, a Council decision is required regarding a request from a Member to be transferred to another Member Category.

In addition, some Member organisations have changed their legal name. It is the usual practice to inform GCC/Council of such changes.

Enrique Lahmann will present this item in more details.

REQUIRED ACTION:
1. Make a recommendation to Council regarding the request from two current IUCN Member, Office National des Forêts (National Forest Office) in France and Ayuntamiento de Málaga (Malaga`s City Council) in Spain to change their membership category from Government Agency to Affiliate;

2. Take note of the change of name of eight current Member organisations and inform the Council of these name changes.

C/92/5.3.3.5 Change of category and name of IUCN Members

DRAFT COUNCIL DECISION (INF)
The IUCN Council, on the recommendation of the Governance and Constituency Committee,
1. Approves the request from two current IUCN Members, the Office National des Forêts (National Forest Office) in France and the Ayuntamiento de Málaga (Malaga`s City Council) in Spain to change their membership category from Government Agency to Affiliate.

2. Takes notes of the change of name of eight current Member organisations.

Member ID	Country	Previous name	New name
ST/1062	Burkina Faso	Ministère de l'Environnement et des Ressources Halieutiques *(Ministry of the Environment and Ministry of Water Ressources)*	**Ministère de l'Environnement, de l'Economie verte et du Changement Climatique** *(Ministry of the Environment, Green Economy and Climate Change)*
NG/924	Israel	Hai-Bar Society for the Establishment of Biblical National Wildlife Reserves	**Israel Nature and Heritage Foundation**
ST/41	Denmark	Ministry of Environment and Food	Ministry for Food and Environment, Agency for Water and Nature Management
NG/1158	Ecuador	Centro de Educación y Promoción Popular *(Popular Education and Promotion Center)*	**Centro de Educación y Promoción Social y Profesional** *(Center for Education and, Social and Professional Improvement)*
GA/25374	Sri Lanka	Ministry of Agriculture, Agrarian Development, Minor Irrigation, Industries and Environment (Western Province)	**Ministry of Agriculture, Land, Irrigation, Fisheries, Animal Product & Health, and Agrarian Development – (Western Province)**
NG/203	USA	Zoological Society of San Diego	**San Diego Zoo Global**
NG/24933	The Netherlands	Alertis, Stichting voor Beer en Natuurbescherming (Alertis, Fund for Bear and Nature Conservation)	**Bears in mind**
NG/25554	USA	Cornell Plantations	**Cornell Botanic Gardens**

Update on the IUCN membership and on the preparation of a membership engagement strategy *(INF)*

Note that the membership engagement strategy is referred to in the IUCN Programme 2017-20 (pp. 47).

Enrique Lahmann explained that he is meeting the Leadership Team to discuss some ideas in terms of what the content the membership strategy should be and the questions that need to be asked. What should the Secretariat do to engage with Members at different levels, closer interaction with the National and Regional Committees, the Private Sector.

He explained that he hoped the GCC would be very much involved.

The Chair suggested she start an e-mail discussion within the committee to identify some priorities and based on those, propose a form on how the GCC wishes to collaborate with the UDG on this.

At a later date, there will be an electronic meeting to decide on how to proceed.

Information on the status of the work plan of the GCC 2012-16 *(INF)*

The GCC will review the slides in order to have the information they need to support their discussion in Plenary on 9 February

Input to the strategic objectives and priorities of Council 2017-20. *(INF)*

GCC is requested to provide input for the Council discussion under Item 8 that will take place tomorrow. Priorities, objectives and elements of a Council work plan will be addressed. Has anyone a comment to make or something he/she would like to address?

The GCC has reviewed the slides in order to have the information they need to support their discussion in Plenary on 9 February.

The GCC recommends by consensus the following strategic objectives and priorities.

1. Work to strengthen the "one programme approach" by developing indicators and benchmarks in relation to the governance and constituency.

2. Membership strategy and related governance issues; this strategy is mentioned in all documents, but it's not clear how it will be done. We need:
   a. A process for Council and Member engagement to identify key issues early in the process.
   b. GCC values a process for early, strategic engagement.
   c. Key issue: How to engage the members to hear their voice better.
   d. Agreement in Germany is commended. It is note that in Southern Africa several offices had a similar status (this was important for influence of regional policy and strong government membership) but was adversely affected by previous restructuring, and effective downgrading of offices to project offices

3. Strengthen Membership – consider:
   a. Position paper on benefits of being a member including the linkage between members.
   b. Strategic reflection on state members and diverse factors impacting on secure membership including status of regional work and regional and country offers
   c. Strengthen diversity of membership given new proposed strategic direction, Membership engagement and strengthen capacity of members to engage in one programme approach.
   d. Strengthen relationship between state members and NGO members.

4. WCC: Review and strengthening of WCC. Format of the congress in the context of the changes in the union Consensus building and voting on the congress - needs more deliberation.

5. The statutes need to be reviewed with members (around the membership and voting)

6. Oversight of restructuring process and impact of the union constituent parts, including members (and state members) and oversight of the human resources policy.

7. Proposed Task Force/ Working group.
   a. Revision of Statutes
   b. Youth engagement
   c. National and Regional Committees
   d. Revision of Handbook (as appropriate)
   e. One Programme Charter and strengthening of Governance (Working Group)
8. Propose for Council to discuss at its next meeting whether Governance and constituency - two big topics – should have separate committees. Council to discuss the pro and cons on splitting governance and constituency

Remind Council that they have statutory option to include an additional member. Discuss this, taking into account gaps including diversity, youth engagement. This could come from outside the conservation sector.

Letters of Endorsement

The practice related to letters of endorsement that was endorsed by Council in 2013 needs to be amended to include IPOs:

*"With the purpose of protecting the interest of IUCN Members and preserving the integrity of the membership admission process, a **minimum of two letters of endorsement** shall be submitted together with the applications from any non-governmental organizations and indigenous peoples'*

organisations applying for IUCN Membership. Endorsers shall be any IUCN Member in good standing, recognized IUCN National or Regional Committees, IUCN Councillors or Honorary Members, providing that, in the case of these last two groups, any formal or informal relationships with the applicant are detailed and disclosed at the time of endorsement".

DRAFT COUNCIL DECISION (INF)
The IUCN Council, on the recommendation of the Governance and Constituency Committee,

Endorses the revised practice, related to the letters of endorsement, which is part of the overall membership application review process.

The meeting was adjourned at 19.30.

Amendments to the IUCN Regulations

Approved by the IUCN Council in second reading at its 92nd Meeting, February 2017

Existing provisions of the Regulations	Amendments (with track changes) proposed by Council	Proposed new text as amended (all track changes 'accepted')
Part III - Members	*Part III - Members*	*Part III - Members*
	Insert a new subtitle and provision as follows:	Indigenous Peoples' Organisations
	Indigenous Peoples' Organisations	Regulation 5*bis*
	Regulation 5bis	Any national or international indigenous peoples' organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:
	Any national or international indigenous peoples' organisation seeking admission as a Member shall, in addition to the requirements of the Statutes:	
	(i) be a not-for-profit entity which conforms with the law of the State where its seat is located;	(i) be a not-for-profit entity which conforms with the law of the State where its seat is located;
	(ii) have been in existence for at least three years;	(ii) have been in existence for at least three years;
	(iii) be autonomous in administration and governance; and	(iii) be autonomous in administration and governance; and
	(iv) have, as its primary constituency, indigenous peoples.	(iv) have, as its primary constituency, indigenous peoples.
Admission Process	Admission Process	Admission Process
Regulation 7	Regulation 7	Regulation 7
Government agencies, national and international non-governmental organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of membership sought. The	Government agencies, national and international non-governmental organisations, *indigenous peoples' organisations* and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of	Government agencies, national and international non-governmental organisations, indigenous peoples' organisations and affiliates shall submit an application to the Director General using the application form provided by the Secretariat and stating the Category of

application shall be signed by the duly authorized head of the agency or organisation.	membership sought. The application shall be signed by the duly authorized head of the agency or organisation.	membership sought. The application shall be signed by the duly authorized head of the agency or organisation.
Membership Dues […] Regulation 23 Dues for Members in Categories B and C shall be established by the World Congress on the proposal of the Council.	Membership Dues […] Regulation 23 Dues for Members in Categories B, and C and D shall be established by the World Congress on the proposal of the Council.	Membership Dues […] Regulation 23 Dues for Members in Categories B, C and D shall be established by the World Congress on the proposal of the Council.
Elections: President, Treasurer and Chairs of the Commissions Regulation 30 At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A and B shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.	Elections: President, Treasurer and Chairs of the Commissions Regulation 30 At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, and B and C shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.	Elections: President, Treasurer and Chairs of the Commissions Regulation 30 At least four months prior to a meeting of the Council taking place not less than four months before the date set for the opening of an ordinary session of the World Congress, the Members in Categories A, B and C shall be invited by the Director General to submit to the Election Officer, proposals for persons to be nominated as President or Treasurer, or as a Chair of a Commission. Such invitation shall be accompanied by a list of the President, Treasurer and Chairs of Commissions in office who are eligible and willing to accept re-election. Proposals for persons to be nominated as President shall be made by Members eligible to vote representing at least 1% of the global membership of IUCN. Commission members shall be invited at the same time to make their proposals for the Chair of their Commission.
Regulation 31	Regulation 31	Regulation 31

The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A and B, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.	The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A, ~~and~~ B~~,~~ and C, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.	The Council shall establish criteria for the qualities required for the positions of President, Treasurer and Chairs of Commissions. These shall be made available to Members in Categories A, B and C, and, in the case of Chairs of Commissions, to the Steering Committees of the Commissions.
Regulation 32 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 months prior to the opening of the session of the World Congress.	Regulation 32 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 and C. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress.	Regulation 32 Not more than two nominations for President and for Treasurer shall be made by the Council after considering the proposals made by Members in Categories A, B and C. Nominations for President may also be made directly by Members as provided for in the Statutes, provided that such nomination is received by the Director General not less than two months prior to the opening of the session of the World Congress.
Regulation 34 Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A and B, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.	Regulation 34 Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A, ~~and~~ B and C, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.	Regulation 34 Nominations for election to the office of Chair of each Commission shall be made to each ordinary session of the World Congress by the Council after considering proposals made by Members in Categories A, B and C, and by the members of that Commission. The nominations shall take into account the need to ensure that the holders of these offices are of the highest professional calibre and, as a whole, come from a diverse range of Regions.

IUCN Members admitted by the IUCN Council at its 92nd meeting, February 2017

IUCN Statutory region	#	Organization name	Acronym	Country / Territory (IUCN Statutory State)	Member Category
Africa	1	Initiatives pour le Développement Intégré Durable (Initiatives ofr Integrated and Sustainable Devlopment)	IDID	Benin	NG
	2	Service d'Appui aux Initiatives Locales de Développement (Support Service to Grassroots Development Initiatives)	SAILD	Cameroon	NG
	3	International Centre for Research on Agroforestry	ICRAF	Kenya	AF
Meso and South America	4	Associação de RPPNs e Outras Reservas Privadas de Minas Gerais (Association of Private Nature Reserves of Minas Gerais - Brazil)	ARPEMG	Brazil	NG
	5	Instituto Espinhaço - Biodiversidade, Cultura e Desenvolvimento Socioambiental (Institute Espinhaço- Biodiversity, Culture and Environmental Development)	Instituto Espinhaço	Brazil	NG
	6	WRI Brasil	WRI Brasil	Brazil	NG
	7	Así Conserva Chile	ACCh	Chile	NG
	8	Fundación para la recuperación y fomento de la Palma Chilena (Recovery and promotion of Chilean Palm Foundation)	FURPACH	Chile	NG
	9	Derecho, Ambiente y Recursos Naturales (Law, Environment and Natural Resources)	DAR	Peru	NG
North America and the Caribbean	10	Florida Association of Zoos & Aquariums, Inc.	FAZA	United States of America	NG
	11	International Wildlife Crimestoppers, Inc.	IWC	United States of America	NG
	12	Wildlife Protection Solutions	WPS	United States of America	NG
	13	Yellowstone to Yukon Conservation Initiative	Y2Y	United States of America	IN
South and East Asia	14	Community Development Centre	CODEC	Bangladesh	NG
	15	Fisheries Action Coalition Team	FACT	Cambodia	NG
	16	Beijing Xicheng District Evergreen Center For Sustainable Development	Evergreen	China	NG
	17	Guangdong Operation Earth Environmental Service Center	OE	China	NG
	18	Haikou Municipal Government	HKMG	China	GA
	19	Biodiversity And Nature Conservation Association	BANCA	Myanmar	NG
West Asia	20	Princess Alia Foundation	PAF	Jordan	NG
	21	Biodiversity and Environmental Research Center	BERC	Palestine	NG
East Europe, North and Central Asia	22	Nauchnoe obschestvo Tetis (Научное общество "Тетис") - (Tethys Scientific Society)	Tethys	Kazakhstan	NG
	23	Fundatia Carpati (Carpathian Wildlife Foundation)	CWF	Romania	NG
West Europe	24	SHARKPROJECT Germany e.V.		Germany	NG
	25	Mesogeiako Institouto gia ti Fysi kai ton Anthropo (Mediterranean Institute for Nature and Anthropos)	MedINA	Greece	NG
	26	Awtorità għall-Ambjent u r-Riżorsi (Environment and Resources Authority)	ERA	Malta	GA
	27	Marinecultures.org	MC	Switzerland	IN
	28	TREE AID		United Kingdom	IN

IN *International Non Governmental Organizations (applicants in this category are listed according to the country where their Headquarters is located)*   GA
NG *National Non Governmental Organizations*   AF

Existing IUCN Members moving from membership Category B Non-governmental
organisations (NGO) to membership Category C Indigenous peoples' organisations (IPO)

(Approved by the IUCN Council at its 92nd Meeting, February 2017)

Organisation name	Country
1) Agencia para el Desarrollo de la Mosquitia	Honduras
2) Asociación Ak'Tenamit	Guatemala
3) Centro para la Investigación y Planificación del Desarrollo Maya SOTZ`IL	Guatemala
4) Coordinadora de Organizaciones Indígenas de la Cuenca Amazónica	Ecuador
5) Edith Kanakaole Foundation	United States of America
6) Ejecutor del Contrato de Administración de la Reserva Comunal Amarakaeri	Peru
7) Fundación para la Promoción del Conocimiento Indígena	Panama
8) Indigenous Peoples of Africa Coordinating Committee (International NGO Member)	South Africa
9) Inuit Issittormiut Siunnersuisoqatigiifiat *(International NGO Member)*	Greenland
10) Inuit Tapiriit Kanatami	Canada
11) Kua`aina Ulu `Auamo	United States of America
12) North Australian Indigenous Land and Sea Management Alliance Limited	Australia
13) Bolipara Nari Kalyan Somity	Bangladesh
14) Gram Unnayon Sangathon	Bangladesh
15) Fundación Laguna Lachuá	Guatemela